



5th
ANNIVERSARY
2022

ANNUAL REPORT

DIRECTOR
ADRIENNE L. WILLIAMS-OCTALIEN

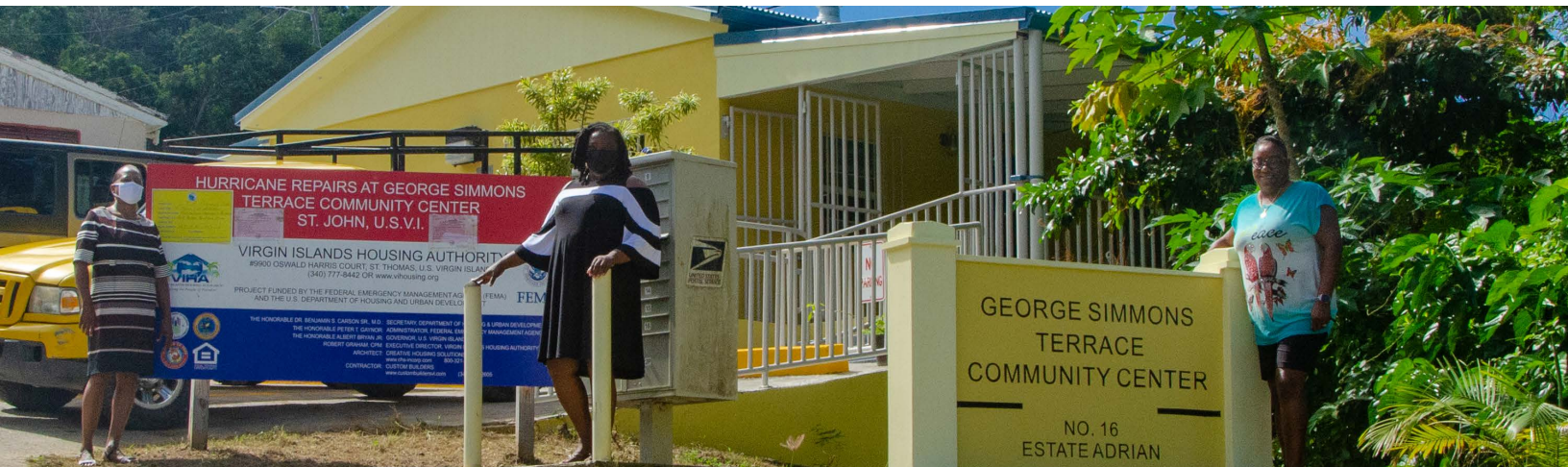


Building a Legacy of Resilience

LAURISSA D. ELLIS, COMMUNICATIONS MANAGER
OFFICE OF DISASTER RECOVERY



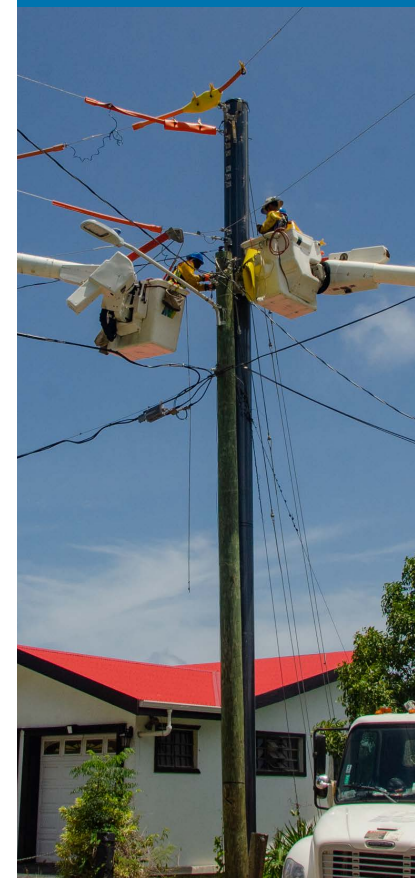
2022 - Transforming Disaster Recovery Through Partnerships, Processes and Projects





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Thank you for joining The Office of Disaster Recovery as we reflect on the past five years in review of key initiatives, challenges and accomplishments. ODR appreciates the continued support and hard work of all its local and federal stakeholders.



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Overview

Key Message Points

8.6m

Henry Rohlsen Airport Terminal

upgrade has added 300 seats in the waiting area, enclosed more than 6,000 square feet of walkway and open-air space.

10b

The Territory

remains poised to receive over \$10 billion in recovery dollars. Over \$7B has been allocated to date.

783

Projects completed

hurricane recovery projects have been completed to date and over 500 are in progress.

2.8b

Completed and in-Progress

the ODR has overseen more than \$2.8 billion in expenditures for completed and in-progress projects.

The Territory's permanent work obligations now stand at **\$1.95 billion**, representing a **277%** increase in funding to commence projects across all sectors.

5th
ANNIVERSARY





Message from the Governor Albert Bryan Jr.

We continue together on the road to recovery.

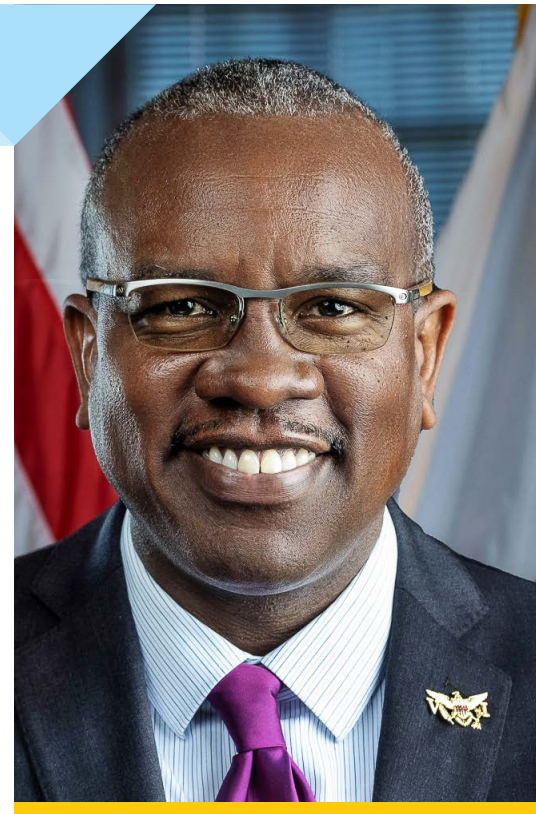
During the last year, our administration, led by the Office of Disaster Recovery, has made significant progress in moving forward the recovery projects related to infrastructure, facilities, roads, and programs and initiatives to prepare Virgin Islanders to capitalize on those recovery-related jobs and business opportunities.

As we enter the sixth year of our recovery from the 2017 hurricanes, the transformation of the Territory into a stronger, better and more resilient U.S. Virgin Islands, becomes more evident daily.

This past year has seen continued and aggressive activity as we rebuild, with almost half of the 1,600 total recovery projects finished and another 500 underway. Additionally, the approvals for the wastewater system replacement and the potable water lines projects on St. Croix, the Territory will likely see a makeover exceeding \$10 billion.

Notable major projects include:

- The demolition of the Evelyn M. Williams School the location for the Territory’s first newly constructed school, the Arthur A. Richards PK-8 School.
- The demolition of the Charles Harwood Complex has begun with the asbestos and abatement process. That facility will be replaced with a state-of-the-art, 200,000-square-foot public health facility that will be a community health center housing a range of clinical health services promoting health and wellness for all Virgin Islanders.
- The \$8.6 million upgrade to the Henry Rohlsen Airport Terminal has added 300 seats in the waiting area, enclosed more than 6,000 square feet of walkway and open-air space, refurbished the existing passenger lounge space and restrooms, added additional concession space and upgraded the mechanical systems for the new airconditioned areas.



Our administration remains laser-focused on the push to capitalize on this once-in-a-century opportunity to rebuild our Territory, and Virgin Islanders will continue to see more signs of the transformation as it progresses and provides a glimpse of the bright and beautiful future ahead of us.

The road to recovery is long, but it gets a little shorter with each project we bring to fruition, and I thank you for your patience as we continue together on the road to recovery and for entrusting the Bryan-Roach Administration to continue getting the job done.



ODR Director

Adrienne L. Williams-Octalien

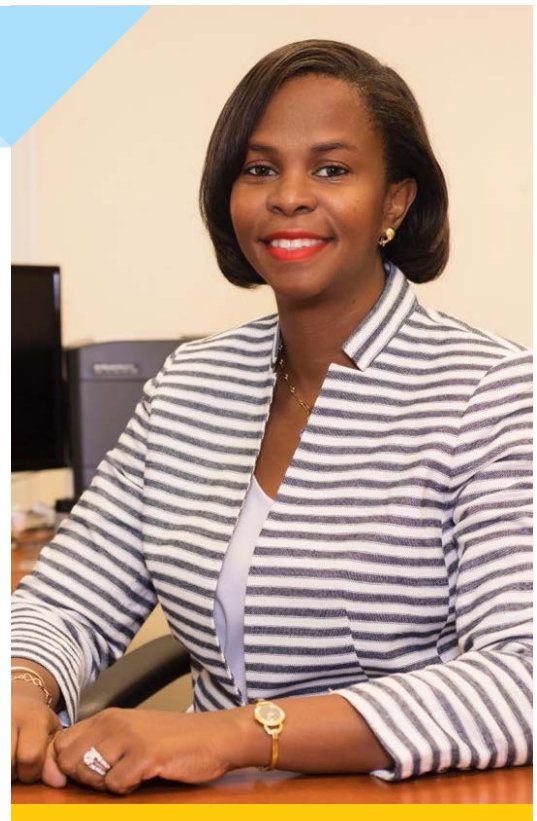
Fifth Anniversary Review

Thank you for joining the Office of Disaster Recovery as we reflect on the past five years in review of key initiatives, challenges and accomplishments. A true understanding of where we are today requires a picture of where we started.

Just over five years ago when Hurricanes Irma and Maria hit

- 90% of above-ground power lines were destroyed;
- 85% of residential structures were impacted;
- 23% of homes suffered major damage;
- 800 patients had to be evacuated;
- 17 of 31 schools suffered substantial roof and structural damage;
- 400 plus vessels were submerged in the Territory's harbors;
- 940 roadways were deemed unsafe;
- and the newly erected tsunami warning system was completely inoperative.

Resiliency remains our foundation, and we have never wavered from our commitment



We knew, even then, that Recovery would be a long haul. In January 2019, obligations for permanent projects stood at \$517 million, with 98% of those funds obligated to the Virgin Islands Water and Power Authority for power restoration and mitigation. At that time, no other agency had received any money to begin permanent repairs.

Recognizing the magnitude of the storm's impact and what it would require to coordinate multiple local and federal stakeholders, Governor Albert Bryan Jr. stood up the Office of Disaster Recovery in February 2019 with funds awarded to the Territory by the Department of Interior in 2018.

This restructuring of emergency management has led to greater organization and oversight of federal recovery funding and its associated processes. The Territory's permanent work obligations now stand at \$1.95 billion, representing a 277% increase in funding to commence projects across all sectors. ODR has tackled head-on the arduous task of collaborating, strategizing and executing plans for disaster recovery to aid in the transformation of the Virgin Islands.



Projects have been prioritized to build, strengthen and mitigate future risks.

At the center of our continued progress is the Territory’s commitment to ensure the timely and compliant expenditure of funds. ODR will continue to work diligently to meet all federal mandates to comply with the rigorous rules and regulations governing recovery operations. So far, the Territory has been obligated \$5.8 billion of the anticipated \$8 billion of federal recovery funds with the potential to increase to \$10 billion. The ODR has overseen more than \$2.8 billion in expenditures for completed and in-progress projects.

In order to maximize funding, projects have been prioritized to build, strengthen and mitigate future risks to public facilities, roadways, ports, and coastal areas. The ODR has set the standard for recovery operations through extensive collaboration with FEMA, FHWA-ER, HUD and other recovery partners.

Over the next five years, the ODR anticipates significant progress toward project close out in all priority areas. Namely the completion of the first school on St. Croix, Arthur Richards PK-8 and Charlotte Amalie Highschool on St. Thomas, in addition to the start of construction of St. John’s first school, Julius Sprauve PK-12. In the healthcare sector, ribbon cuttings for both the Charles Harwood Medical Complex on St. Croix and Charlotte Kimelman Cancer Institute on St. Thomas are expected. Other public buildings, such as Sion Farm Greathouse and Whim Museum, as well as three libraries and seven Headstarts, are all tagged for completion by 2027.

In order to meet the expected increase for skilled employees, the Department of Labor will continue providing training for in demand positions through its Skills for Today Program. In succession, the University of the Virgin Islands has already started to offer opportunities to fill training gaps through certifications in project management and data science and a new associate degree in construction management, all designed to meet the necessary coordinated efforts to train up the local workforce.

September 2022 marked the fifth anniversary of Hurricanes Irma and Maria. As the Territory overcomes those days of despair with visions of a brighter future, the mantra “build back better” has never been more resounding. At least 783 hurricane recovery projects have been completed to date and over 500 are in progress. Our marching orders are in hand. Armed with lessons learned, we are proud to proclaim that the Territory is en route to building a legacy of resilience.

The Office of Disaster Recovery is committed to building a resilient Virgin Islands and will persist in navigating the Territory through the next step, transformation. Although some obstacles still exist, resiliency remains our foundation, and we have never wavered from our commitment. We vow to see the Recovery of Hurricanes Irma and Maria through to the end and pledge to build a Territory able to withstand future storms.

5 years
Over the next five years, the ODR anticipates significant progress toward project close out in all priority areas.





CDBG-DR Chief Disaster Recovery Officer

Dayna Clendinen

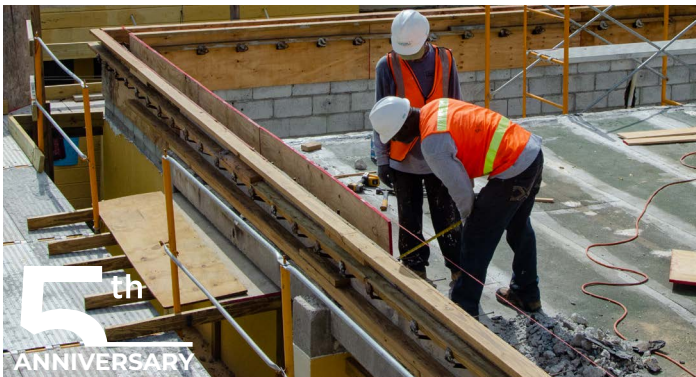
Fifth Anniversary Review

Last year, we were grateful for the opportunity to meet with our federal and local partners to discuss our overall progress and share our goals for immediate improvement. We have identified systemic issues that have plagued the program, compounded by regulations, both from HUD and self-imposed. While it is apparent that these concerns have affected the program since its inception and continued over the span of the program's existence, there is hope.

To address other challenges, we have reorganized our staff to better align with the current needs of the organization and developed and implemented a holistic employee onboarding experience for new and existing employees, which standardizes the organizational knowledge and increases the understanding of VIHFA's programs and processes. We have employed a Director of Finance to implement payroll allocation strategies to reduce our administrative costs and, most importantly, pay vendors timely. Further, we strengthened our Compliance Division with the recent hire of a Director of Policy and Regulatory Services, who is leading the development and implementation of a formal Citizen Complaint Process that increases public interaction, provides real-time updates to clients, addresses all complaints received expeditiously, and actively reduce HUD monitoring findings.



We have learned significant lessons thus far in the areas of fiscal management, compliance and programs. The team at VIHFA remains committed to the successful execution and completion of the program.



Understanding urgency and ensuring progress with the rehabilitation and reconstruction of homes damaged by the 2017 storms, we have:

EnVIsion Program

Executed a long-awaited engineering and construction firm to expedite projects under the EnVIsion program by providing supplemental manpower. Many projects require architectural drawings and technical expertise to move forward, as each home we rehab or reconstruct is unique.

Staff Engineers

Employed two staff Engineers, with vast experience in Construction and Mechanical Engineering, that will have direct oversight of the construction phase of the Housing and Infrastructure projects and assist in the management of the staff augmentation contract.

EV 200

Mobilized a general contractor, Persons Service Corp., and awarded construction services for 172 homes referred to as the EnVIsion 200 (EV 200). This increased the number of projects into the construction pipeline. VIHFA will continue to award small projects, less than 20 homes, to qualified companies, large or small.

Improve and Enhance

Reviewed and made corrective actions to processes to improve and enhance the program's overall performance and to address the need for increased services - including preparation of damage assessments, revised scopes of work, and architectural drawings.

From: CDBG-DR 2022 Annual Report





USVI FEMA Recovery Director **Kristen A. Hodge**

Partnerships Pave Path for a Stronger Virgin Islands

FEMA maintains a commitment with our territorial partners to advance Recovery from hurricanes Irma and Maria with a focus on strengthening a culture of resilience five years after the two storms made landfall in the U.S. Virgin Islands. The twin Category 5 hurricanes damaged homes, schools, healthcare facilities, toppled power poles and silenced communications for many Virgin Islanders within 14 days of each other in September 2017.

Our footprint and focus toward helping the Territory prepare for, respond to, and recover from disasters has been present for numerous storms that have passed through the U.S. Virgin Islands. We were on the scene at the Territory's request for Hurricane Hugo in 1989, Hurricane Marilyn in 1995, Hurricane Georges in 1998, Hurricane Lenny in 1999, Hurricane Omar in 2008, hurricanes Earl, Otto and Tomas in 2010, as well as Irma and Maria in 2017.

FEMA is focused on finding innovative solutions to challenges that exist from the 2017 hurricanes for the Territory to repair and rebuild public housing communities, healthcare facilities, roads, schools, and utilities damaged by the 2017 hurricanes. In total, as of October 4, 2022, we have thus far committed \$4.4 billion to support the restoration and Recovery of 1,454 projects.

The \$4.3 billion obligated to the Territory through our Public Assistance Program to repair hurricane-damaged facilities includes \$638 million toward hazard mitigation proposals to ensure resilient infrastructure is in place to better withstand storms.

Flexibility through the Bipartisan Budget Act is helping the Territory build stronger and more resilient. The Bipartisan Budget Act allows FEMA to factor in pre-existing damage and deterioration when evaluating critical service infrastructure such as healthcare facilities, the power grid, and schools.



An equitable outcome for a recovery that benefits all Virgin Islanders is our goal. Nearly 93% of our staff at the FEMA Recovery Offices on St. Croix and St. Thomas are residents of the U.S. Virgin Islands.



We stay committed to our core values of compassion, fairness, integrity and respect.

The Queen Louise Home for the Aged, on St. Thomas was determined eligible for replacement under the Bipartisan Budget Act. Last month, FEMA obligated \$65.7 million toward the demolition and replacement of the 65-year-old facility.

The replacement of Arthur A. Richards Junior High School on St. Croix is also being supported through the Bipartisan Budget Act. In January 2022, FEMA obligated \$209 million toward the replacement of Arthur A. Richards School.

Another example of FEMA's flexibility is through Section 428 of

the Stafford Act, which allows Public Assistance applicants to accept a fixed-cost offer for large permanent work projects and use the funding for post-disaster recovery needs. The applicant may retain excess funds for use on certain eligible activities.

With \$138 million thus far in Hazard Mitigation Grant Program funding, the Territory is developing projects to minimize the impact of disasters.

It has been just over five years since the winds of Irma and Maria left the lush green landscapes of the U.S. Virgin Islands bare, the strength and innovation of Virgin Islanders continues to inspire us. Ground has been broken on priority projects to revitalize the Walter I.M. Hodge Pavilion housing community on St. Croix and the ribbon has been cut on completed projects such as the territory-wide tsunami early warning system, but there is still much work to be done.

An equitable outcome for a recovery that benefits all Virgin Islanders is our goal. Nearly 93% of our staff at the FEMA Recovery Offices on St. Croix and St. Thomas are residents of the U.S. Virgin Islands.



St. Croix

\$129.7m

Renewable Energy



St. John

\$7m

Wind Retrofit Project



St. Thomas

\$4.1m

Student Residential Halls





Five Year Executive Summary

Building a Legacy of Resilience

Looking back on the first five years of Recovery from Hurricanes Irma and Maria, the Territory has already achieved and even exceeded many of its initial goals, and yet we recognize that there is still a very long way to go.

Recovery after large-scale disasters like two back-to-back Category 5 hurricanes can be expected to play out over the course of a decade or more. At this important milestone, we should be proud of our accomplishments to date, remain aggressive in transitioning fully into reconstruction and be realistic about the time that this will take to complete.

In the immediate aftermath of the disaster, the Territory submitted its initial needs assessment to the President and Congress, projecting that Recovery would require a federal aid investment of approximately \$7.5 billion. As the result of exceptional efforts by the professional staff across the Territory and excellent cooperation with the federal government, we now expect to receive more than double that original target.

The Bipartisan Budget Act of 2018 (BBA) has been especially impactful in allowing FEMA to pay for the restoration of infrastructure that was in poor condition even before the hurricanes as long as it is associated with a storm-damaged facility. Additionally, the BBA has enabled the Territory to adopt “industry standards” for the reconstruction of schools, healthcare facilities, water systems, wastewater systems, fire stations and communications infrastructure. The BBA also made it simpler for storm-damaged facilities to qualify for replacement under FEMA’s rules, which has already benefitted well over a hundred buildings that otherwise would have only been repaired, including the entire hospital system, major clinics, both homes for the aged, many



To build a resilient Virgin Islands.



To build a safe, resilient community that transforms and strengthens the Territory’s infrastructure by building robust systems, cultivating stakeholder collaboration and completing recovery projects to better position the community to thrive.

CORE VALUES

- Solutions-oriented
- Transparent
- Accountable

CORE VALUES

- Committed
- Team-oriented
- Progressive

STRATEGIC PRIORITIES

Strategic Priority #1: Get the Funds

Secure the maximum amount of disaster recovery funds required for the Territory to rebuild resiliently.

Strategic Priority #2: Spend the Funds

Commence and conclude projects within the required timeframe to guarantee timely processing of Disaster Recovery funds.

Strategic Priority #3: Spend the Funds Correctly

Ensure projects executed meet all applicable programmatic and regulatory requirements and internal audits are conducted.



We remain confident in the future as we enter into the sixth-year post hurricanes

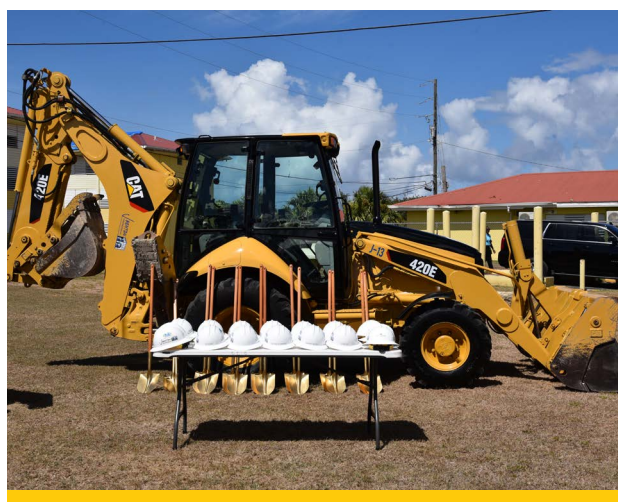
school campuses and the entirety of the potable water and wastewater systems on St. Croix (with similar replacement approvals for St. Thomas and St. John anticipated soon).

With this incredible opportunity for the resilient rebuilding of the USVI, there are several ongoing challenges outlined in this report, the two most critical of which are resolving the 10% local match requirement on the FEMA Public Assistance program and figuring out how to undertake a decade long, multibillion-dollar reconstruction program with the resource constraints of a Territory of less than one hundred thousand residents and more than 1,000 miles away from the U.S. mainland.

In spite of these challenges, the Government of the Virgin Islands remains confident in the future as we

enter into the sixth-year post hurricanes. Thousands of homes were repaired in the first year under FEMA's STEP program and ongoing repair and reconstruction of damaged private and public housing are progressing.

Encouragingly, the power grid is already much more resilient thanks to the installation of thousands of new composite poles and ongoing work to underground power lines in key areas. Design is well underway on many top priority projects across every sector; dilapidated buildings are being demolished; repairs have been completed on many other important facilities and year six continues the shift from Recovery to reconstruction.



Bipartisan Budget Act of 2018

The BBA has enabled the Territory to adopt “industry standards” for the reconstruction of schools, healthcare facilities, water systems, wastewater systems, fire stations and communications infrastructure. The BBA also made it simpler for storm-damaged facilities to qualify for replacement under FEMA’s rules, which has already benefitted well over a hundred buildings that otherwise would have only been repaired.



Faces of the Recovery

When the Office of Disaster Recovery was established in February 2019, building internal capacity to manage disasters and training our local workforce to spearhead these efforts was and still is a top priority.

While we have seen a changing of the guard both locally and federally in various capacities, the ODR is confident that each individual who has shared their talents has made a mark in their own way on the Recovery. As we mark the five-year anniversary of the 2017 storms, we dedicate these pages to all those who have devoted their time and efforts toward building a legacy of resilience.







Office of Disaster Recovery Then & Now

The Virgin Islands Office of Disaster Recovery (ODR) has worked diligently with local and federal partners to get projects funded and ensure that they are executed efficiently and in accordance with all applicable regulations. As the agency tasked with coordinating all federal recovery funds across all governmental departments, semi-autonomous agencies and private nonprofit entities, the ODR continues to develop processes to advance and safeguard its mission.



Timeline



2017

September

- Hurricanes Irma & Maria
- Disaster Declaration

2018

February

- Bipartisan Budget Act Passes

August

- DOI Awards Funds for ODR

2019

February

- Governor Bryan Stands Up ODR

June

- Executive Order Establishing ODR Umbrella

October

- Territory Placed on Manual Draw

2020

February

- FEMA Approves Industry Standards

2021

February

- FEMA Lifts Manual Draw

September

- \$300 Million in Community Disaster Loans Forgiven





Capacity building has remained integral to the continued growth and success of our operations. Executive Order 487-2019 gave ODR operational oversight over the Public Assistance (PA) and Hazard Mitigation Programs (HMGP), allowing for the streamlining of efforts and increased alignment in our resolve to build back our beautiful Virgin Islands.

Federal Highway Administration – Emergency Relief program (FHWA-ER).

The Public Assistance team directly manages the funds received from FEMA's PA Grant Program and consists of twenty-three employees, while the Hazard Mitigation team manages the funds received from FEMA's Hazard Mitigation Grant Program with a total of thirteen employees. ODR's core staff consists of eighteen members supporting the compliance, financial and portfolio management mandates of the Territory's disaster recovery initiatives.

Overall, ODR oversees all federal disaster assistance funding programs for the Territory, including but not limited to FEMA's Public Assistance Grant Program and the Hazard Mitigation Grant Program, the Community Development Block Grant – Disaster Recovery program (CDBG-DR) and Mitigation program (CDBG-MIT),

With now over \$10 billion in anticipated recovery funding, the Territory's capacity to process 10 times its operating budget is a risk that the ODR has been managing through various management efforts to include training, onboarding of additional staff, advocating with federal partners to get projects funded, working collaboratively with agencies to start, complete and expend available funding, and certifying that it is all done in compliance with federal regulations.





Office of Disaster Recovery Communications & Outreach



ODR established a communications and outreach plan focused on fulfilling its core values and the Bryan-Roach Administration’s promise to bring more candor and transparency to government operations.

As of December 2022, the ODR has over 4,000 followers and averages approximately 20,000 visits to its website annually.

Additionally, to supplement outreach efforts, staff members have

participated and supported national, community and government-sponsored activities.

Past shows have highlighted progress from the Virgin Islands Departments of Education, Agriculture, Sports, Parks and Recreation, Planning and Natural Resources, VITEMA and the Virgin Islands Housing Authority. The monthly television program will continue to monitor the progress of the Recovery across the Territory.

Recovery In Focus

In March 2020, ODR in collaboration with the Virgin Islands Housing Finance Authority and USVI local broadcasting station WTJX-TV Channel 12 (WTJX), launched Recovery in Focus, an hour-long television program aimed at providing the public with up-to-date information on all things Recovery. The show entered its third season in 2022, marking its 28th episode in October featuring the Honorable Albert Bryan Jr., Governor of the United States Virgin Islands.

Timeline

2019

August

- ODR Launches Website

September

- ODR Releases Annual Recovery Progress Report

2020

March

- ODR Launches Recovery in Focus

November

- ODR Releases Annual Progress Report

2021

November

- ODR Staff Volunteers to Rebuild Midre Cummings Park

September

- ODR Updates Website to Include COVID

December

- ODR Releases 2021 Recovery Progress Report



BUILDING A LEGACY OF RESILIENCE

ODR Releases 5 Year Timeline for Recovery Projects

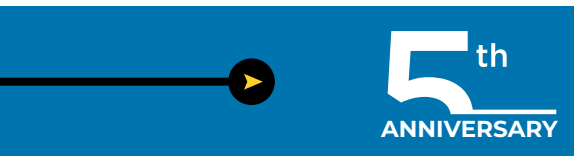
Over 300 recovery projects that will meet rigorous federal and industry standards for construction totaling more than \$7 billion are projected to begin between 2022 to 2026.

FEATURED PROJECTS IN ACTIVE CONSTRUCTION

- EDUCATION**
 - New Arthur Richards PK-12 || St. Croix Projected for Completion in Spring 2025
 - Gladys Abraham || St. Thomas Projected for Completion in Fall 2022
- HEALTH & HOSPITALS**
 - JFL North || St. Croix Projected for Completion in Fall 2022
- HOUSING**
 - Donce Redevelopment || St. Thomas Projected for Completion in Fall 2023
 - Marley Homes and Additions Roofing Repairs St. Croix Projected for Completion in Summer 2022
- PUBLIC BUILDINGS**
 - Fl. Frederik Beach Repairs || St. Croix Projected for Completion in Summer 2022
 - Vincent Mason Sr. Coral Resort Park & Pool St. Croix Projected for Completion in Fall 2022
 - Sprauve Library and Museum || St. John Projected for Completion in Summer 2022
 - Joseph Aubain Ballpark || St. Thomas Projected for Completion in Summer 2022
- ROADS**
 - Gallows Bay || St. Croix Projected for Completion in Summer 2022
 - Upper Crown Mountain || St. Thomas Projected for Completion in Fall 2022
- UTILITIES**
 - St. Croix Underground Milland, Golden Grove and Container Port Projected for Completion in Fall 2022
 - St. John Underground || Cruz Bay Projected for Completion in Fall of 2022
 - Composite Poles || Territory-Wide Projected for Completion Summer 2024

www.usviodr.com

Scan To Read Full Project List in The Recovery Leaders' Summit Report



2022

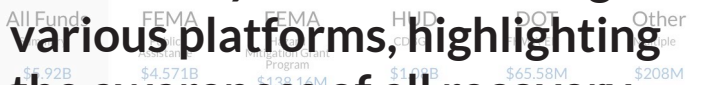
May

- ODR Releases Recovery Leaders' Summit Report
- ODR Releases Capital Projects List for 2022-2026

The ODR will continue to grow its following by keeping the community informed through its various platforms, highlighting the awareness of all recovery actions, developments and accomplishments.

All Funds Summary

The Territory anticipates receiving this funding from four main federal programs – FEMA's Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP), HUD's Community Development Block Grant Program – Disaster Relief (CDBG-DR) and the Department of Transportation's (DOT) Emergency Relief Program (ERP). You can view detailed information on the status of these projects by selecting the funding source above or by clicking [HERE](#) to view the All Funds Executive Dashboard.





Overview

Communications & Outreach

The ODR has rolled out initiatives to provide support to local agencies and private and nonprofit organizations, such as hosting regular meetings with nonprofit leaders and providing training opportunities.

Federal Stakeholders

Encouraging and developing collaboration and coordination amongst recovery stakeholders play a critical role in creating and enhancing partnerships. Over the last four years, the Office of Disaster Recovery has worked to build trust and maintain its relationships with local and federal stakeholders. These partnerships foster the successful development, approval and completion of federally funded projects within the Territory.

Silver Jackets

One such group that brings stakeholders together is Silver Jackets, an interagency flood risk management team composed of federal, state and local agencies who work together to reduce the risk from flooding and enhance response and recovery efforts from natural resources. The team consists of members from the ODR, Hazard Mitigation Grant Program, Departments of Public Works & Planning and Natural Resources, FEMA, UVI, U.S. Army Corps of Engineers, and National Oceanic and Atmospheric Administration. In March 2020, the USVI Silver Jackets Team submitted an Interagency Nonstructural Flood Risk Management Proposal for an Education & Outreach for Resilient Floodplain Management Grant, which was approved for the fiscal year 2021. The team successfully completed its first education campaign, “Watersheds of the Virgin Islands,” in December 2021.



The ODR works closely with the leadership of FEMA, DOT, CDBG-DR, Congress and DOI, meeting regularly to discuss reform and the streamlining processes.



Initiatives

Priority Projects

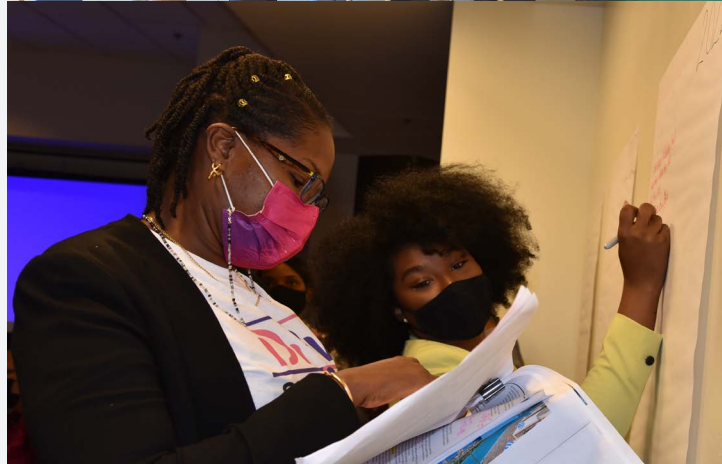
In addition to meeting with specific agencies to provide project management support and, on a broader scale, Priority Projects and Long Term Recovery Group (LTRG) meetings, the ODR has also worked to address issues hindering the start of projects. One such issue was the inability of local nonprofits to start their projects due to a lack of capital. To resolve this issue, ODR developed the Public Assistance Advance Funding Program, which allows 501c3 organizations to apply for an advance of funds to begin their disaster recovery projects.

Training Sessions

Recognizing early on that current and new staff needed a broader understanding of recovery operations, ODR executed more than forty-five training sessions territory-wide for staff, the business community, government agencies and/or private nonprofit entities. Including sessions for the agency's most recent initiative, a one-on-one training program with Ernst & Young.

Recovery Leaders Summit

As a reflection of ODR's commitment to strengthen coordination, build capacity and address challenges, ODR hosted a Recovery Leaders Summit in October 2021, bringing together recovery leaders to identify challenges, discuss solutions, and plot out a five-year timeline for construction projects. Through these meetings and workshops, the ODR will continue to engage local recovery partners in order to identify resources and align on recovery efforts ensuring a cohesive and efficient recovery process.





Office of Disaster Recovery Federal Stakeholders

Timeline

Water



The U.S. Virgin Islands Silver Jackets concepts and importance of watersheds including St. Thomas Harbor, St. Thomas

2019

June

- ODR Director testifies at House Committee Oversight and Reform Subcommittee Hearing

August

- Staff of House Committee on Transportation & Infrastructure Visit JFL, Long Term Recovery Group Meeting

October

- Governor Bryan & ODR Meet with Federal Partners in DC

November

- FEMA Federal Recovery Partners Meeting

- ODR Director Represents USVI in Resilience Mission to the UK

December

- Long Term Recovery Group Meeting
- ODR meets with FEMA Administrator Peter Gaynor

2020

February

- FEMA Administrator Peter Gaynor Conducts Site Visits Territory-Wide
- U.S. Congressmen - CODEL Visit
- USVI Silver Jackets Team Formed

April

- Long Term Recovery Group Meeting

July

- Press Conference Announcing the Completion of VIDE's Educational Facility Master Plan

August

- Environmental Protection Agency Visits the Territory

November

- RAND Report Published

2021

December

- USVI Silver Jackets Team Releases Educational Outreach Series – Watersheds of the USVI

January

- ODR & Governor Bryan meet with FEMA Region 2 Leadership

May

- ODR & Governor Bryan meet with FEMA Administrator Deanne Criswell

October

- Long Term Recovery Group Meeting
- HUD Deputy Secretary Todman visits the Territory
- FEMA USVI BBA Summit
- Recovery Leaders' Summit in Puerto Rico



AN EDUCATIONAL SERIES Watersheds of the U.S. Virgin Islands



et Team has collaborated on four articles and associated maps, pictures, diagrams, and glossaries that explore the watersheds and watershed management across the U.S. Virgin Islands. Three watersheds are presented as visual examples: Christiansted, St. Croix; and Great Cruz Bay, St. John.



2022

January

- Governor Bryan and ODR Meet with FEMA Administrator Deanne Criswell in DC
- Governor Bryan Meets with FEMA & HUD Leadership in DC
- VI Service Members Receive Corrected Hurricane Pay

March

- Long Term Recovery Group Meeting

April

- ODR Leads Delegation of Agency Heads to National Infrastructure Conference in Hawaii
- HUD Secretary Marcia Fudge Visits USVI

May

- Recovery Leaders Meeting

2022

August

- Recovery Leaders Meeting
- ODR Announces Public Assistance Advance Funding Program for Nonprofits
- FEMA Administrator Deanne Criswell Visits VIWAPA

September

- ODR Director testifies at the House Transportation & Infrastructure Subcommittee Hearing

October

- Recovery Leaders Meeting
- Asst. Secretary for Insular & International Affairs Carmen Cantor Meets with ODR & FEMA

December

- Governor Bryan & ODR Leadership Attend FEMA Summit in DC





Office of Disaster Recovery

Resolving Recovery Challenges

The Office of Disaster Recovery has made significant progress towards addressing compliance and capacity concerns evolving from the Territory's unprecedented reconstruction efforts in the wake of Hurricanes Irma and Maria in 2017 while also navigating the management of funds associated with the COVID-19 pandemic.



Organizing the Recovery

In the first year of Recovery, it became clear that with a pre-storm annual operating budget of approximately \$600M, it would be extremely challenging to manage such a large scale recovery effort within the existing governmental framework.

To better manage the Recovery, the GVI took pivotal steps in the first year.

First, in late 2017, the Territory awarded contracts to two top-tier disaster recovery consulting firms to support recovery efforts, Witt O'Brien's and Ernst & Young. This additional capacity and expertise have been critical to recovery progress, enabling the

Territory to maximize federal assistance while addressing the myriad of compliance and other requirements that come with the funding.

Second, in the fall of 2018, the Department of Interior, Office of Insular Affairs, awarded the Territory a \$3M grant as initial funding financing the development of an Office of Disaster Recovery in February 2019.

Since that time, ODR has grown with an annual budget of \$4.1 million and a remit to coordinate more than 1,600 recovery projects across two Presidentially declared disasters with a total value of approximately \$10 billion.



Meeting Federal Compliance Standards

In 2019, the ODR convinced FEMA to allow the Territory to pay on invoice, thereby changing the course of the Recovery, negating the need to provide proof of payment before drawing reimbursement funds, and eliminating the search for loans, lines of credit and other financing mechanisms to commence projects. Furthermore, allowing for contractors to be compensated in a timely fashion.

Less than two years later, in February 2021, FEMA lifted the manual draw requirement for reimbursement of post-hurricane Recovery project spending in the Territory. While under FEMA's manual drawdown process, the USVI was required to submit funding reimbursement requests to FEMA for approval before gaining authorization to draw funds. This created a significant delay in getting payments out to vendors. The lifting of the manual draw requirements demonstrated FEMA's confidence in the Territory's ability to manage federal recovery dollars.

Waiver of Local Match for FEMA 404 Hazard Mitigation Grant Program

One of the most significant challenges the Territory has faced – and continues to struggle with – is the requirement for matching funds on FEMA-funded projects. While the President has the authority through the Stafford Act to waive some, or all, of the local match on FEMA Public Assistance, there is no similar provision for adjusting the 25% local match on its Hazard Mitigation Program (HMGP). Therefore, one of the most significant achievements to date was gaining a FEMA waiver of the 25% HMGP non-federal share. Without this waiver, the Territory would have had to allocate more of its HUD CDBG-DR/MIT funding to address the HMGP non-federal share. Instead, the Territory is on track to gain approval for a total of \$800M of HMGP projects at 100% federal share this fall and expects the same for another \$500-700M as recovery proceeds.

Maximizing Federal Assistance – BBA and More

The Territory's initial request for federal funding assistance in late 2017 was approximately \$7.5 billion, primarily across three federal agencies: FEMA, HUD and FHWA. The following table shows the initial request as compared to current funding obligations as well as anticipated final obligations.

Although some of this work is still ongoing, the USVI has successfully overcome two key challenges to Recovery: convincing FEMA to replace outdated infrastructure instead of simply repairing it and gaining acceptance of USVI-specific industry standards in six of the seven eligible sectors (water, wastewater, schools, healthcare facilities, communications infrastructure and fire stations).

As a result, virtually all of the major healthcare facilities across the Territory have been approved for replacement and reconstruction to modern industry standards.

Agency	December 2017 Request	Current Obligations	Anticipated Obligations
FEMA	\$4.5B	\$4.3B	\$10B+
HUD	\$2.9B	\$1.1B	\$2B
FHWA	\$80M	\$65M	\$85M
OTHERS	\$20M	\$208M	\$220M



Resolving Recovery Challenges

Gaining Forgiveness of the \$300.8 million Community Disaster Loan

FEMA also has a Community Disaster Loan (CDL) program, which makes operating funds available to governments whose normal tax and other revenues are negatively impacted by a Presidentially declared disaster.

In the aftermath of the 2017 hurricanes, the Territory accepted a CDL from FEMA to help cover the operating costs of the central government, WAPA and the hospitals.

In late 2021, thanks in large part to the efforts of Governor Bryan and Congresswoman Plaskett, Congress waived repayment of the Territory's \$300.8 million CDL.

Managing Recovery through the Pandemic

Nearly half of the five-year span of Recovery since the 2017 hurricanes has been impacted by the concurrent pandemic, including over two years in which the Territory was officially in a State of Emergency.

The pandemic impacted all aspects of Recovery, including the demobilization of most federal agency staff and contractors supporting the recovery efforts, disruption of supply chains, a slowing of economic Recovery related to a downturn in tourism – and perhaps most significantly – the requirement for many of the same staff to simultaneously manage hurricane recovery and pandemic recovery and response.

While this unfortunate situation certainly has negatively impacted recovery progress, the Territory's ability to maintain momentum and continue to work through the federal agencies' recovery programs has been exceptional.





5th ANNIVERSARY

Developing Tools to Build Capacity

In 2021, the ODR launched Odysseus, a portfolio and project management system designed to serve as a centralized system to track milestones, schedule performance, financial data and risks for recovery projects. This major accomplishment is the product of consistent development and ongoing implementation on the part of ODR and its stakeholders.

The tool is being used across all government and semi-autonomous agencies utilizing recovery funds and will revolutionize how projects are managed by providing an integrated system that tracks the Territory's disaster recovery projects. Through the implementation of Odysseus, ODR and the Territory's stakeholders can monitor Recovery's progress to include milestones, schedule performance, financial data and resource constraints for all projects and funders on one platform.

The new portfolio management system will assist ODR in ensuring the Government of the Virgin Islands completes the recovery work in a timely manner while also meeting the compliance requirements of our federally funded programs and partners.

Nearly half of the five-year span of Recovery since the 2017 hurricanes has been impacted by the concurrent pandemic, including over two years in which the Territory was officially in a State of Emergency.





Office of Disaster Recovery Top Priority Areas

Governor Bryan established the Top Priority list based on the projects affecting the largest percentage of the community and the criticality of the services those facilities provided in the areas of Health & Hospitals, Schools, Housing, Utilities and Roads.

ODR spearheaded regular meetings with the agencies responsible for these critical projects to discuss project status and next steps in order to facilitate and continuously advance them through FEMA's obligation process.

The ongoing analyses and discussions with FEMA to include avoided greenhouse gas emissions could further increase VIWAPA's ability to build resilient infrastructure.

Key Progress

- The ODR expects to finalize negotiations with FEMA on behalf of VIDE to secure the necessary \$2+ billion in funding for VIDE to realize the complete delivery of its master plan forever transforming education for the children of the Territory.

FEMA funded more than \$50 million in provisional measures to ensure the continuity of services throughout the Territory.

- The Authority broke ground on the rehabilitation of the Walter I.M. Hodge Pavilion in Frederiksted. The \$116.7 million project will refurbish 248 units by this time next year. Financing for the project includes \$49.9 million in funding from VIHA utilizing FEMA's Public Assistance and Hazard Mitigation Grant Programs and \$22.6 million from VIFHA utilizing HUD's Community Development Block Grant-Disaster Recovery Program.







Top Priority Areas Health & Human Services



Timeline

2018

August

- \$6.3M Grant for USVI WIC



\$300M

Hospital Facilities

The Office of Disaster Recovery has overseen the replacement approval for six hospital facilities, totaling about \$300 million in obligations. Still awaiting obligation are the Governor Juan F. Luis Hospital, Roy L. Schneider Hospital, Morris DeCastro Clinic and Myrah Keating Smith Community Health Center.

2019

February

- Replacement Approval for Charles Harwood Medical Complex

April

- Complete Charles Harwood Medical Center Modulars

May

- Replacement Approval Governor Juan F. Luis Hospital

September

- FEMA Guidance on Implementing BBA

2020

May

- ODR Announces \$11.9M Obligation for A&E for Territory's Hospitals -Governor Juan F. Luis Hospital and Medical Center on St. Croix, Charlotte Kimelman Cancer Institute on St. Thomas and Myrah Keating Smith Health Center on St. John

July

- \$9M Obligation to Design CHMC

October

- \$1.8M Obligation for J. S. Moorehead Municipal Complex Phase I





Health & Human Services

Right after the storms, the focus was placed on executing emergency repairs and developing temporary solutions to preserve and bring the Territory’s healthcare systems back online. FEMA funded more than \$50 million in provisional measures to ensure the continuity of services throughout the Territory. By 2019, evacuees were able to return home and the work of rebuilding began.

In advance of the final policies to implement the Bipartisan Budget Act of 2018, FEMA and the Territory began the arduous work of developing and approving industry stand-

ards, evaluating hospitals and health facilities and creating the necessary scopes of work that would dictate this sector’s transformation.

The ODR, with support from Witt O’Brien’s, successfully saw replacement approvals for several critical facilities. Namely the Charlotte Kimelman Cancer Institute, which is scheduled to begin selective demolition by February 2023, and the Roy L. Schneider Hospital, both on St. Thomas, as well as the approval and obligation for the Charles Harwood Medical Complex on St. Croix also scheduled for demolition in early 2023.



2021

June

- Replacement Approval Charlotte Kimelman Cancer Institute

July

- Replacement Approval for MKHC

December

- Construction Begins JFL North Mechanical Building



2022

March

- Solicitation JFL North Propane Tanks Relocation
- Solicitation Temporary Administrative Space for JFLH

May

- \$251M Obligation for CHMC

June

- \$2.7M Obligation for Board of Nurse Licensure \$2.7M
- \$4.3M Obligation for J. S. Moorehead Municipal Complex Phase II
- \$50M Obligation Charlotte Kimelman Cancer Institute

August

- Replacement Approval of the Roy Lester Schneider Hospital
- Frederiksted WIC Repairs Contract Executed

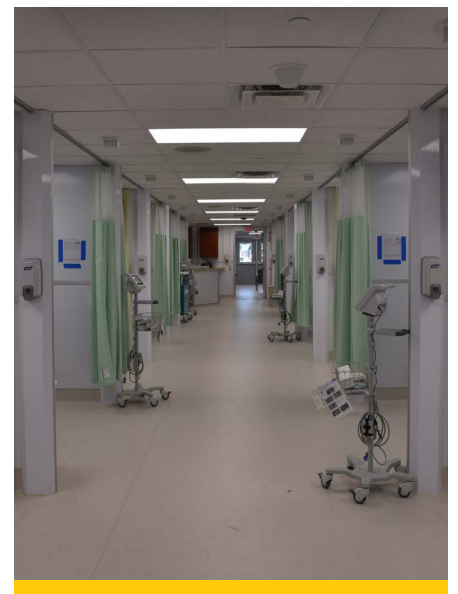
2022

September

- Replacement Approval for Morris DeCastro
- Construction Begins Knud Hansen WIC

October

- Contract Executed Selective Demolition of CKCI





Top Priority Areas Human Services

The Department of Human Services (DHS) continues to press forward with its goals to reinvent long-term care for the Territory's aging population and provide modernized learning environments for young learners. Despite a slow start waiting for the approval and obligation of critical projects, this year, the department made great strides toward seeing the start and completion of projects in both districts.



Timeline

2019

September

- FEMA Guidance on Implementing BBA

2021

June

- FEMA Approves Temporary Repairs for Queen Louise

August

- U.S. Office of Headstart Awards \$42M to DHS

2022

January

- Head Start Playground Equipment Installation STT/STX Commenced

March

- Complete Herbert Grigg Temporary Roof Repairs

August

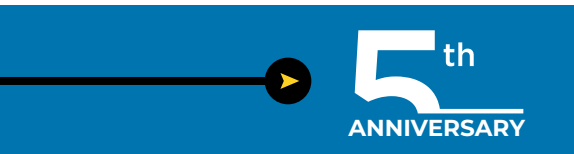
- Complete Repairs to Richmond Senior Center



\$42M

Head Start Projects

Head Start projects funded through a \$42 million disaster recovery grant from the U.S. Office of Headstart are also making steady progress toward construction. Eight locations moved through the design phase in 2022.



2022

September

- \$65.7M Replacement Obligation to Reconstruct Queen Louise
- \$2.3M Obligation for St. John Multipurpose Center Repairs

October

- \$1M Obligation for Queen Louise Temporary Facility Repairs

December

- Complete Headstart Playgrounds in Anna's Hope, Kingshill, Richmond & Frederiksted on St. Croix
- Complete Headstart Playground in Savan, Sugar Estate & Knud Hansen on St. Thomas



In October 2021, FEMA approved the prudent replacement of Queen Louise Home for the Aged, and by September 2022, the project was obligated for \$65.7 million.

The current two-story, 16,000-square-foot facility will be repaired thanks to an obligation of \$1 million so that services can continue to be rendered safely. Jaredian Design Group is developing the scope for the temporary repairs and rebuild of Queen Louise Home for the Aged. Simultaneously, DHS, with support from the Department of Property and Procurement, has initiated negotiations for land in Sugar Estates on St. Thomas to complete the construction of the highly anticipated state-of-the-art long-term adult care facility.

In 2022, permanent repairs to the Richmond Senior Center and temporary roof repairs to Herbert Grigg were checked off the agency's list, ensuring those buildings will continue to serve the public safely.

Head Start projects funded through a \$42 million disaster recovery grant from the U.S. Office of Headstart are also making steady progress toward construction. Eight locations moved through the design phase in 2022. Procurement packages for Headstart buildings at Anna's Hope, Charles Emmanuel, Concordia, Bolongo, Lindberg Bay, Minetta Mitchell, Tabor & Harmony and Cruz Bay were released in December 2022 and are expected to begin construction in Spring 2023. After a slight delay in manufacturing, the projects to install new playground equipment at seven sites (three on STT and four on STX) were completed in December 2022.



Top Priority Areas Schools

After the hurricanes of 2017, the Virgin Islands Department of Education (VIDE) took all steps necessary to provide temporary and permanent solutions to its nearly 2.3 million square feet of damaged facilities.

Thousands of students were on double sessions after the 2017 hurricanes and throughout the entire 2017-2018 school year. To return schools to normal operating hours and instructional conditions as rapidly as possible, the Territory embarked on a



\$247 million FEMA-funded program to 1) install temporary modular classroom and Sprung structures on 14 public school campuses, and 2) to repair classrooms on 8 campuses.

The first campus opened in early September 2018 with the final one opening in February 2019. A total of 246 temporary school buildings (modulars) and 9 large-tensioned fabric structures (Sprung Structures for gymnasiums and cafeterias) across 14 campuses on all 3 islands were designed and erected by AECOM.

After the passage of the 2018 Bipartisan Budget Act (BBA), the Territory was afforded the opportunity to secure additional funding to bring new and damaged buildings up to “industry standards” a concept that did not previously exist as part of the Public Assistance Program. VIDE and ODR worked with the American Institute of Architects’ Committee on Architecture in Education to secure its endorsement of the standards.

In February 2020, the ODR and VIDE, announced that FEMA had approved the industry standards developed to ensure newly constructed schools and office buildings can withstand future catastrophic weather events.

Once schools resumed more normal operations the VIDE turned its focus towards the development of a Territory-wide Educational Facility Master Plan (EFMP). In conjunction with its planning partners VIDE created a comprehensive program to shape the Territory’s educational facilities for 21st century learning.

As an initial implementation of the EFMP, bridging documents for five campuses were developed. These A&E documents were developed to the 30% completion or design development stage. This allowed VIDE to jumpstart the development of these projects by completing a portion of the design while the FEMA approved funding. The campuses with completed bridging documents include:



142

Total buildings approved for prudent replacement

153

Total buildings approved repair



- Charlotte Amalie High School – New Campus
- Arthur A. Richards PK-8 – New Campus
- Julius E. Sprauve K-12 – New Campus
- St. Croix Central High School – New Campus
- Bertha C. Boschulte PK-8 – Modernization



While VIDE waits for funding obligations from FEMA to fulfill the rest of its plans, they have been persistently working to push projects forward. In November 2020, the agency broke ground on the Ralph O. Wheatley Skills Center. Repairs to the facility allowed for the expansion of the Charlotte Amalie High School (CAHS) making room for 459 ninth graders in what is now called the CAHS Annex. The demolition of the old Arthur Richard JHS on St. Croix was completed as well ensuring the safety of the adjacent modular campus and community since the property has been unoccupied because of the storms.

Construction of the first new school is on the horizon, the demolition of the Evelyn M. Williams ES, the site for the new Arthur Richards PK-8 School is scheduled for completion by the end of January 2022 making way for contractor MCN Build to begin work in early 2023.

Lastly, the modernization of the Gladys Abraham ES continues and once completed will be the location for a new skills center on St. Thomas. VIDE anticipates completion of the in progress work by Summer 2023.





Top Priority Areas Schools



Timeline

2017

- Schools in Split Session
- Emergency Repairs Completed
- Modulars Constructed at 10 Campuses Territory-Wide

2019

February

- ODR Established

September

- FEMA Guidance on Implementing BBA



2020

January

- Process to Develop the Territorial Facilities Master Plan Begins

February

- Education Industry Standards Approved

March

- Solicitation for Renovation of the Wheatley Skills Center
- Solicitation for Renovation of Gladys Abraham Elementary School

April

- FEMA Approves Replacement of the Arthur Richards Junior Highschool
- Solicitation Demolition of Arthur Richards Junior Highschool
- Solicitation Demolition of Buildings A, B and C of the Charlotte Amalie High School

2020

July

- Facilities Master Plan Released

September

- Demolition Begins Arthur Richards Junior High School
- Virtual Community Meeting for AARJHS Demolition Project

October

- Agreement Ratified for Land Exchange for Sprauve School

November

- Construction Begins Ralph Wheatley Skills Center Renovations





2021

March

- Construction Begins Gladys Abraham Elementary School

July

- Ribbon Cutting for the Ralph Wheatley Skills Center/Charlotte Amalie Annex

September

- Demolition Complete Arthur Richards Junior Highschool
- Solicitation Design-Build for Arthur Richards PK-8 New Build

December

- Construction Ends Ralph Wheatley Skills Center/Charlotte Amalie Annex



2022

January

- Obligation Arthur Richards PK-8 School

July

- Obligation Ralph Wheatley Skills Center

August

- Demolition Begins Evelyn M. Williams Elementary School
- Solicitation Project Management Consulting and Staff Augmentation

September

- Obligation Guy Benjamin School

October

- Obligation Yvonne Milliner Bowsky ES
- Arthur Richards Design-Build NTP/Kickoff

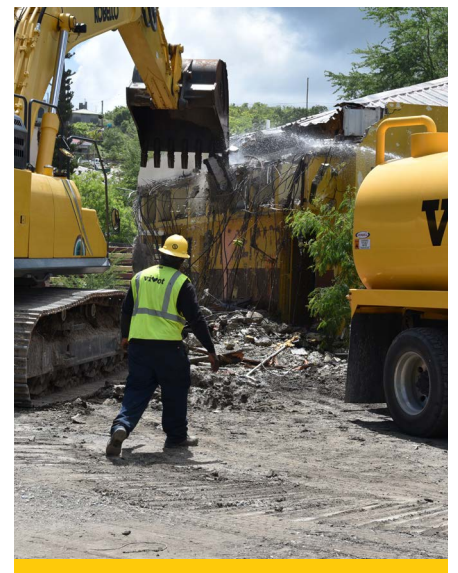
2022

November

- Obligation Lockhart Elementary School
- Obligation Main Curriculum Center STT/STJ
- Solicitation Central & CAHS Design-Build & BCB Modernization

December

- Obligation VIDE Headquarters STT
- Kitchen Equipment Installation STX IFB Solicitation



Top Priority Areas Housing

Timeline



5th
ANNIVERSARY

2020

January

- VIHA Awarded \$69 million from FEMA for Tutu Hi-Rise Apartments

May

- Contractor Begins Renovations to the Adrian Senior Center

October

- VIHFA Breaks ground on Fortuna Wild Pineapple Subdivision

December

- VIHA Hosts Ribbon Cutting Ceremony for Adrian Senior Center



2021

January

- VIHA Breaks Ground on Donoe Redevelopment Project

March

- Construction Begins Frits Lawaetz Housing Community

July

- Construction Begins Roof Repairs – Paul M. Pearson Gardens

September

- FEMA Obligates \$7.6M to VIHA to Repair Marley Homes
- Construction Begins Roof Repairs – Kirwan Terrace

November

- VIHFA Hosts Ribbon Cutting for Magens Junction II

December

- Complete Roof Repairs – Paul M. Pearson Gardens

2022

January

- Construction Begins Roof Repairs – Marley Homes – Phase I & II

February

- Complete Tutu Demolition

March

- Complete Roof Repairs – Kirwan Terrace

June

- VIHA Breaks Ground on \$116.7M Rehabilitation of Walter I.M. Hodge Pavilion

October

- Complete Roof Repairs – Marley Homes – Phase I & II
- Notice of Funding Availability for Phase I Construction of the Fortuna Wild Pineapple Development



Virgin Islands Housing Authority

The Virgin Islands Housing Authority has developed and is in the process of executing a 10-year revitalization plan to address the repair of over 1,500 units of public housing in the Territory. Even before the storms, 93% of housing units were in dire need of repair. This plan will invest over \$800 million to reduce congestion in our communities and prioritize care and housing for the aged. VIHA continues to work with VIFHA and private investors to execute their initiatives.

In June 2022, the Authority broke ground on the rehabilitation of the Walter I.M. Hodge Pavilion in Frederiksted. The \$116.7 million project will refurbish 248 units by this time next year. Financing for the project includes \$49.9 million in funding from VIHA utilizing FEMA’s Public Assistance and Hazard Mitigation Grant Programs and \$22.6 million from VIFHA utilizing HUD’s Community Development Block Grant-Disaster Recovery Program. The project received 9% in Low Income Housing Tax Credits, which, along with the Solar Investment Tax Credit, will yield an equity investment of \$27.5 million from Goldman Sachs Bank. Additionally, Merchants Bank of Indiana is providing a construction loan in the amount of \$28.5 million.

In order to address its current stock, VIHA has also completed roofing projects at the Pearson Gardens, Contant Knolls and Kirwan Terrace on St. Thomas and Marley Homes and Additions on St. Croix. Irreparable buildings at the Tutu Hi-Rise community on Saint Thomas and Ludvig Harrigan community on St. Croix were also demolished. The Virgin Islands Housing Authority continues to focus on its redevelopment portfolio and strategies to revitalize public housing in the Territory.

St. John Community Foundation

The St. John Community Foundation (SJCF) partners with several governmental and non-governmental agencies to help those in need, picking up the pieces, rebuilding homes and rebuilding lives.

SJCF is working collaboratively with FEMA and the Hazard Mitigation Grant Program to execute the \$7 million St. John Wind Retrofit Program. This project aims to ensure that residents of St. John do not experience the widespread damage seen after Hurricanes Irma and Maria. The HMGP grant has supported the completion of thirteen homes and expended more than \$761K. Currently, ten additional structures are under construction, and six more homes will receive hurricane shutters.



The Authority broke ground on the rehabilitation of the Walter I.M. Hodge Pavilion in Frederiksted. The \$116.7 million project will refurbish 248 units by this time next year. Financing for the project includes \$49.9 million in funding from VIHA utilizing FEMA’s Public Assistance and Hazard Mitigation Grant Programs and \$22.6 million from VIFHA.



\$800M
10 Year
Revitalization

Repair of over 1,500 units of public housing in the Territory.



Top Priority Areas Housing

Virgin Islands Housing Finance Authority

The impacts on the housing stock were glaringly unmistakable. In 2018, it was reported that the estimated cost to rebuild or repair more than 80% of damaged private and public housing was approximately \$2.5 billion. The first hurdle was to address emergency repairs, allowing residents to leave shelters and return home or remain in their residences until more permanent repairs could be made. However, the torrential downpours post-storm warranted FEMA's assistance to be pushed one step further, allowing for permanent roof repair for the first time in the agency's history. The implementation of FEMA's Sheltering and Temporary Essential Power (STEP) Program, managed by the Virgin Islands Housing Finance Authority, led to the immediate repair of 6,560 homes. By April 2019, the program had installed or repaired - to code- the roofs on 1,648 homes.

Unfortunately, time ran out and despite requests and the desperate need for an additional extension, the program was cut by FEMA in 2019, leaving hundreds of badly damaged homes. In the end, over \$800 million had been spent. When ODR began its job of overseeing all disaster recovery funding, only \$112 million had been paid to contractors. Throughout its review FEMA expressed significant concerns regarding costing, alleging that substantial portions of the funds were ineligible for payment. Finally, after a herculean effort in 2021, FEMA determined that the costs were indeed eligible, resulting in the disbursement of \$341 million to the Territory and its contractors associated with the project. Total payments for the STEP Program are now over \$700 million, adding



more than \$35 million in gross receipts to the Territory's coffers.

To continue the repair of damaged homes, the Territory allocated more than \$160 million in Community Development Block Grant - Disaster Recovery (CDBG-DR) funds to the EnVIsion Tomorrow Program.

EnVIsion Tomorrow was designed to address homes that were not repaired during the STEP Program. The applicant's primary residence must have either been entirely destroyed or sustained substantial major or severe damage.

Eligible applicants are provided financial assistance to either reconstruct or rehabilitate their homes in compliance with floodplain, environmental and other local requirements. Homeowners are provided a max award of \$250,000 with approval of the 3rd amendment to the action plan; the award will increase to \$350,000.



\$160M

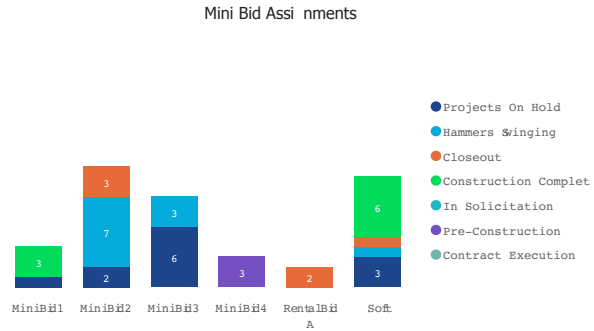
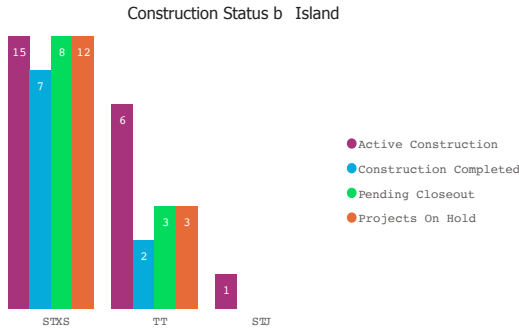
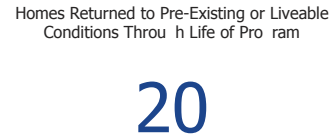
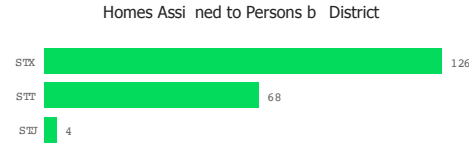
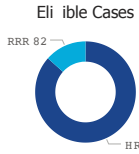
Repair to Damaged Homes By 2023

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EnVision Tomorrow by the Numbers

Total Cases	Eligible Cases	STX Cases	TT Cases	TJ Cases	Low/Mod	Urgent Need	N/AG	Permits Signed	DOB	DOB	OB Review	Completed Environmental
2084	611	381	213	17	455	82	74	205	497	114	0	200

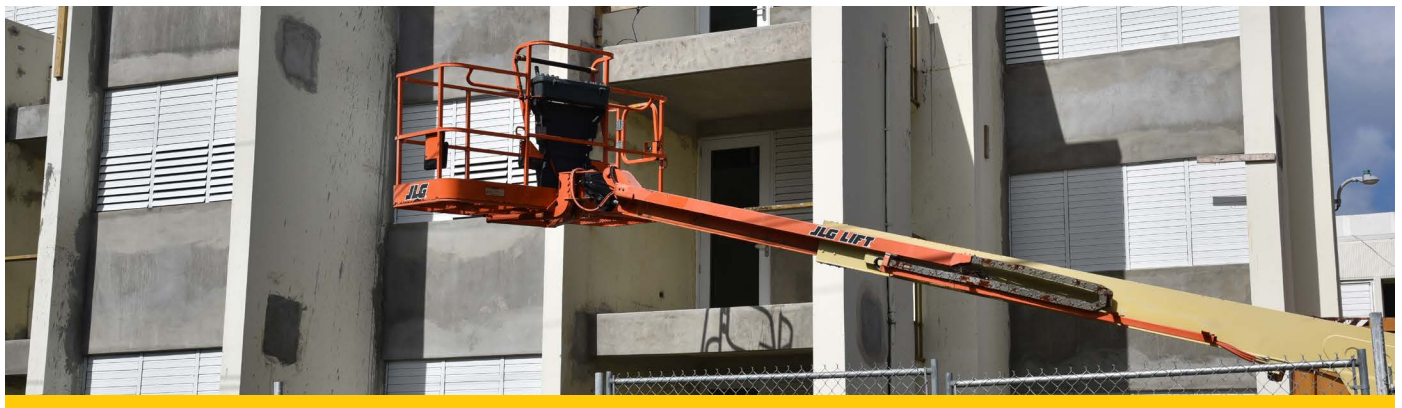


CDBG-DR Public and Affordable Projects

The Territory's housing recovery programs are designed to meet unmet needs to support the most vulnerable residents. CDBG-DR has set aside \$326.7 million to fund housing projects throughout the Territory.

CDBG-DR's Housing Highlights

- Completion of Magens Junction Apartments - funded by \$3.9 million of Community Development Block Grant - Disaster Recovery (CDBG-DR) funds and \$30.4 million in Low-Income Housing Tax Credit equity, this project is home to 108 families displaced by Hurricanes Irma and Maria.
- Issuance of Notice of Funding Availability for Fortuna/Wild Pineapple Development, with Whispering Hills and Estate Solitude upcoming. The housing portfolio also includes the redevelopment of Estate Nazareth and Ross Mixed-Use on St. Thomas, along with Estate Mount Pleasant on St. Croix, for the total development of more than 150 new housing units in the Territory.





Top Priority Areas

Housing

CDBG-DR Public and Affordable Projects New Housing & Construction Projects

EnVision Tomorrow by the Numbers CDBG-DR Public and Affordable Projects

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Public & Affordable Housing

The CDBG-DR Public & Affordable Housing program was designed to boost the replacement of affordable housing damaged in the storms. The program seeks to redevelop and create new affordable rental housing stock including subsidized and mixed-income rental units and other public housing units. Special projects currently on the horizon are the Walter I.M Hodge Pavilion redevelopment project, which is currently ongoing, as well as the upcoming D. Hamilton Jackson Terrace, and Alphonso Piggy Gerard reconstruction projects.



\$39.53M

Budgeted



\$14.01M

Amount Disbursed




\$25.54M

Funds Remaining

Project Name	Subrecipient	Description	Project Amount	Amount Disbursed	Location	Project Status
Croixville Preservation	Croixville Preservation Associates, L.P.	Rehabilitation of 80 units	\$6.93M	\$0.00M	STX	In Progress
Donoe R edevelopment	Virgin Islands Housing Authority	84-unit low-income housing tax credit rental community	\$34.00M	\$10.49M	STT	On Hold
Estate R oss Taarneberg/Mixed-Use	Virgin Islands Housing Finance Authority	Construction of a three story mixed-use building	\$2.97M	\$0.00M	STT	In Progress
D. Hamilton Jackson & Alphonso "Piggy" Gerard	Virgin Islands Housing Authority	Rehabilitation of 136 units	\$32.50M	\$0.00M	STX	Not S tarted
Magens Junction II	JDC-Magens Junction Associates L.L.L.P.	A new affordable housing complex offering 60 multifamily units in a nine-story building	\$3.50M	\$3.52M	STT	Completed
Stoney Ground Phase I	Virgin Islands Housing Authority	new construction 98 units	\$32.00M	\$0.00M	STX	Not S tarted
Walter I.M. Hodge Revitalization	Virgin Islands Housing Authority	The project targets the interior and exterior rehabilitation of 248 existing vacant and occupied family apartments.	\$22.65M	\$0.00M	STX	In Progress
Taarnenberg Emergency Housing New Construction	Virgin Islands Housing Finance Authority	11 emergency housing units	\$3.80M	\$0.00M	STT	Not S tarted



New Housing and Construction

 **\$6.49M**
Budgeted

 **\$0**
Disbursed

 **\$6.49M**
Funds Remaining

Project Name	Subrecipient	Description	Project Amount	Location	Status
Wild Pineapple, Estate Fortuna	Virgin Islands Housing Finance Authority	Construction of 12 units- Phase I	\$19M	STT	In Progress
Whispering Hills	Virgin Islands Housing Finance Authority	TBD	\$13M	STT	Not Started
Queen Louise Townhomes Demo & Reconstruction	Virgin Islands Housing Finance Authority	TBD	\$22M	STT	Not Started
Mt. Pleasant Development	Virgin Islands Housing Finance Authority	Construction of 7 units: 2 bedroom/2 bath homes	\$2M	STX	Completed
Estate Solitude Development	Virgin Islands Housing Finance Authority	Construction of 20 units	\$9M	STX	Not Started



In 2018, it was reported that the estimated cost to rebuild or repair more than 80% of damaged private and public housing was approximately \$2.5 billion.

From: CDBG-DR December 2022 Report





Top Priority Areas

Roads & Transportation

Department of Public Works

At the onset of the disaster recovery, when FEMA initially evaluated road reconstruction, FEMA determined that the road system could only be restored to the original, pre-storm standards. The GVI made the case that because the Territory had adopted Federal Highway standards before the storms, FEMA should replace storm-damaged roads to



340%

Increase in FEMA funding

The GVI was successful in convincing FEMA to increase the dollar amount of the Fixed-Cost Offers for road replacements from \$14 million to \$62 million— an increase of over 340 percent.

federal standards. In September 2019, FEMA agreed. FEMA accepted estimates using a 12/4/4 standard - (12 inches for aggregate, four inches for base, and four inches for paving). Also, hazard mitigation measures were applied to make the roads more resilient to future storms, increasing funding by over 50 percent on average. As a result, the GVI was successful in convincing FEMA to increase the dollar amount of the Fixed-Cost Offers for road replacements from \$14 million to \$62 million— an increase of over 340 percent.

In addition to fighting for the new construction standards and mitigation funds, the GVI also worked closely with FEMA to secure approval for hundreds of individual sites. In the Spring of 2020, the ODR mounted a successful challenge to FEMA's determination that road projects on St. John were ineligible for funding, resulting in the allocation of \$7 million. The ODR was also successful in obtaining an increase in funding for road projects on Water Island from \$1.5 million to \$4.2 million and secured \$24.3 million for roads on St. Thomas. On St. Croix, FEMA deemed 87% of road projects ineligible for funding. Despite this setback, St. Croix roads have received \$21 million in funding to date, including notable projects such as Estates Mt. Pleasant (\$3.1 million) and La Grange (\$1.8 million).

In 2021, ODR consultant engineers completed the design process for four construction contracts covering seven obligated FEMA road projects. These projects include Frenchman's Bay and Botany Bay on St. Thomas; Water Island; Fish Bay, Coral Bay, and Great Cruz Bay on St. John; as well as Kingshill Cemetery Parking Lot on St. Croix. These contracts have been let with a contracted cost totaling \$10 million.

In 2022, contracts were executed for two more construction projects and three additional agreements are at 60% completion. These five contracts have an estimated cost of \$11.6 million. The other agreements include repair and hazard mitigation measures to local roads in the Bovoni and Mariendahl areas of St. Thomas and William's Delight and Estate Mt. Pleasant communities on St. Croix.



To satisfy timely and efficient delivery of complex, technical and multi-agency dependent projects, the Department of Public Works, in collaboration with ODR, VIWMA, VIWAPA & the VI Energy Office, leads bi-weekly Utility Coordination Meetings to track design, encumbrances and construction schedules.

The lessons learned and battles won will continue to help the Territory save time and allow for more flexible and effective use of the 428 funding. As part of this flexibility, the GVI is pursuing a 428 project, “Unified Utility Paving,” which will enable the Territory to allocate funding as needed to reconstruct roads as utility work is completed. The first estimate for St. Croix is approximately \$1.3 billion. Once the project is approved on St. Croix, a “Unified Utility Paving” estimate will be developed for the St. Thomas/St. John district.

Federal Highway Administration – Emergency Relief (FHWA-ER)

Damaged locations have been identified on federal roads Territory-wide that are eligible for FHWA Emergency Relief (ER) Funding for repair according to the FHWA Emergency Relief Manual and Stewardship and Oversight agreement between USVI DPW and FHWA. Damages were quantified on 98 roadway sites for estimated repair costs totaling \$88.5 million that were approved by FHWA. This number will likely increase substantially to reflect actual costs once work is completed and reimbursements are made through FHWA.

All FHWA-ER projects were also mapped, and status reports were maintained for each project. The GVI has:

- Developed design plans;
- Selected site locations;
- Developed engineering estimates and contract books;
- Conducted pre-bid meetings, bid openings, award meetings, and pre-construction meetings;
- Inspected projects in active construction, including resolving questions developed by contractors in the field;
- Reviewed RFI’s, change orders, and pay estimates on various FHWA-ER projects.





Top Priority Areas

Roads & Transportation

Timeline



2019

December

- HMGP Awards DPW \$4.2M for Drainage Improvements to Donoe Bypass
- HMGP Awards DPW \$3.7M for Mahogany Road Drainage Improvements

September

- DPW Announces work to Begin Sequentially in Upper Lindberg Bay/Upper Contant, St. Peter Mountain Road, Hull Bay Road and Centerline Road in St. John



2020

April

- HMGP Awards DPW \$4.2M Smith Bay Road stormwater mitigation project

May

- HMGP Awards DPW \$1.1M for Mt. Welcome Drainage Project

July

- Construction Begins on the Christiansted Boardwalk

September

- Construction Begins Mafolie Road
- Construction Begins Eastern Cemetery
- Construction Begins St. Croix Airport Terminal Expansion

December

- Construction Ends Eastern Cemetery

2021

March

- HMGP Awards DPW \$2.5M for Territory-Wide Slope Analysis
- Construction Begins Carlton Road
- Construction Begins Cyril E. King Airport's Parking and Transportation Center

May

- Construction Begins Bordeaux Mountain
- Construction Begins Upper Dorothea
- Groundbreaking Ceremony for Phase I of Cyril E. King Airport Terminal Expansion

June

- HMGP Awards DPW \$1.9M to Mitigate Flooding at Fish Fry Drive
- FEMA Awards DPW \$26.3M for Road Projects Territory-Wide
- FEMA Awards DPW \$7M to Refurbish STX Offices
- FEMA Awards DPW \$4M to Refurbish STJ Offices



FY22 FHWA-ER Year in Review

Traffic Signal Replacements

St. Thomas

- Rt 30 - Guttets Gade
- Rt 308 - Dept of Labor
- Rt 30 - Windward Passage West
- Rt 38 - Market Square East

St. John

- Route 104 Starfish Market
- Route 104 School/Gas Station
- Route 107 Coral Bay
- Route 1041 Fish Bay Road

St. Croix

- East Airport
- Industrial Park
- Bassin Triangle
- King Cross Street
- Contentment



2021

October

- Construction Begins Gallows Bay Road

November

- Construction Begins Mandahl Road
- Complete Crown Mountain Road

December

- Ribbon Cutting St. Croix Airport Terminal Expansion

2022

January

- Construction Resumes Mandahl Road

March

- Construction Begins Kingshill Cemetery Parking Lot Project

April

- Construction Begins Melvin Evans Highway Phase II
- Construction Ends Mandahl Road

2022

May

- Complete Carlton Road
- Construction Begins Fish Bay Watershed

June

- Complete Kingshill Cemetery Parking Lot Project
- Construction Begins Jersey Bay & Smith Bay Watershed Combined
- Construction Begins Weymouth Rhymer highway

July

- Construction Begins Water Island Watershed

August

- Construction Begins Botany Bay, Perseverance Bay & Red Hook Bay Watershed Combined

September

- Construction Begins on Melvin Evans Highway Phase II
- Construction Begins Clifton Hill
- Construction Begins Altona



ER PROJECT SPOTLIGHT

CROWN MOUNTAIN

Completed Sites

St. Thomas

- Route 333 Agriculture
- Route 334 Crown Mountain
- Route 33 & 40 Four Corners
- Route 33 Culvert Replacement
- Route 38 Weymouth Rhymer Highway
- Route 37 Hull Bay Road
- Route 42 Mandahl Road
- Route 379 Alexander Gade
- Temporary Traffic Control Devices - STT/STJ

\$ 12,175,695.79

FY22 FHWA-ER Total Expenditures





Top Priority Areas Utilities

Virgin Island Water and Power Authority

ELECTRICITY

VIWAPA continues the implementation of its three-pronged Transformation Plan designed to position the Authority to maximize eligible disaster recovery funding and operating capital to improve resiliency, increase renewable resources and improve efficiency.



6,500+

Composite poles installed in the Territory to date

Over 6500 composite poles that have been rated for 200 mph winds have been installed across the Territory to date. Installation of composite poles on Water Island was completed in 2019 with target completion dates for St. Thomas, St. John & St. Croix in early 2024.



The agency’s resiliency plan is multifaceted with multiple mitigation projects (FEMA/HUD-funded) in place, which encompasses the: a) installation of composite poles and back up generators; b) increasing undergrounding capacity; and c) hardening of infrastructure. WAPA has been able to maximize the total value of repair and hazard mitigation projects to over \$2.3 billion, so far \$1.6 billion has been obligated. The ongoing analyses and discussions with FEMA to include avoided greenhouse gas emissions could further increase VIWAPA’s ability to build resilient infrastructure.

The Authority continues to work towards its goal of transitioning 50% of customers to underground power with the remaining above-ground connections leveraging composite poles. Undergrounding in Cruz Bay in St. John is 95% complete. On St. Croix undergrounding projects in the Midland, Container Port and Golden Grove communities commenced in July 2021 and should be complete in early 2023. Additional undergrounding projects are also moving through the design process including Hannah’s Rest on St. Croix and Smithfield on St. Thomas.

Over 6,500 composite poles that have been rated for 200 mph winds have been installed across the Territory to date. Installation of composite poles on Water Island was completed in 2019 with target completion dates for St. Thomas, St. John & St. Croix in early 2024. Composite pole installation is 80% complete in the St. Thomas/St. John district and 73% on St. Croix. Once all islands are completed, this territory-wide project will see approximately 8,500 poles installed with FEMA funds covering close to a billion-dollar investment. CDBG-DR has also allocated more than \$90 million in match funding to support the installation of composite poles and undergrounding initiatives across the Territory.

The Authority continues to make progress on other resiliency

initiatives. In July 2021, VIWAPA completed repairs to the East End Substation on St. Thomas, replacing the damaged facility with a poured concrete structure protecting it from future storm damage. A control and protection room were also built to allow for safe operations by engineers and technicians during severe weather events.

In November 2021, VIWAPA received four new Wartsila generating units purchased with \$95 million in Community Development Block Grant – Disaster Recovery Program funds. When the generators enter service, the new units will provide more reliable electrical service to the St. Thomas – St. John district. The acquisition of the new 9-megawatt units marks the second round of generators purchased from Finland-based Wartsila and represents the first time since the mid-1990s that new units have been purchased and added to the power generation fleet at the Krum Bay plant. The installation is nearing completion and should be ready to augment the Territory's power needs in the Spring of 2023.

Potable Water

An analysis was conducted of the effects of the disaster on the performance of the potable water system using engineering and utility performance metrics such as water loss, water quality, frequency of pipe breaks and system pressure.

The completed analysis on St. Croix led to FEMA's approval of the prudent replacement of the entire sub-surface potable water distribution system on St. Croix and will either upgrade or replace functionally dependent infrastructure to industry

standards. The anticipated cost of this project will be in excess of \$1billion. Analysis to identify system impacts of the disaster on the St. Thomas-St. John potable water distribution system, based on data collected in mid-2022 is ongoing and will use the precedent set by the St. Croix potable water system.

On St. Croix, construction on waterline extension projects is set to begin in early 2023 for Campo Rico and Hannah's Rest with one project already in progress in the Clifton Hill area. Bolongo Bay on St. Thomas is also in the works.

VIWAPA's goal is to rebuild state-of-the-art potable water distribution systems that minimizes water loss, allows for an increase in non-revenue water, and provides leak detection and enhanced monitoring and control capabilities to better serve the community.



Top Priority Areas

Utilities



Timeline

5th
ANNIVERSARY

2019

January

- Construction Begins Composite Pole Project

June

- Construction Begins East End Substation

November

- HMGP Awards VIWMA \$6M for Lagoon Street Force Main Improvements

2020

January

- Randolph Harley Service Station Upgrade – Expansion Project

July

- Complete East End Substation

August

- VIWMA Obligated \$5.7M for Sewer Line Repairs on St. Thomas

2021

January

- VIWAPA Awarded \$113.4M to Continue Undergrounding & Composite Pole Work on STJ

April

- VIWAPA Hosts Undergrounding Groundbreaking Ceremony on St. Croix

June

- VIPBS/WTJX Ribbon Cutting Antenna & Dish

July

- St. John Underground Electric Project Begins

September

- Construction begins on Container Port Undergrounding Project
- Construction begins on Container Midland Undergrounding Project

2021

October

- Construction begins on Golden Grove Undergrounding Project

November

- Wartsila Generating Units Arrive - Project Begins
- Wastewater Replacement Approval for St. Croix

2022

May

- FEMA Obligates VIWMA \$30M for St. Croix Wastewater Design





Building a brighter future.

Virgin Islands Waste Management Authority

WASTE WATER

In early 2019, FEMA determined that the cost of assessing damages to the Territory's wastewater system could be up to \$144 million, harm the system in the process, and not be fully reimbursable.

Shortly thereafter, damages to subsurface wastewater infrastructure were identified using spatial mapping of pipe failures based on non-compliance events (i.e., non-compliance with the Federal Clean Water Act). After analyzing this non-compliance data and flow data at the wastewater treatment plant to document the significant increase in leaks attributable to the disaster, the GVI worked with FEMA to combine the disaster-related subsurface damages with the documented damages to above-ground wastewater infrastructure.

The deficiencies in the Territory's wastewater system were identified through system failures that were exacerbated by the disaster and a list of recommended industry standards that would sufficiently address the Territory's needs for a functional wastewater system was provided to FEMA. This documentation allowed for the justification of the interdependent nature of the wastewater system to FEMA, ultimately leading to its decision to approve the prudent replacement of the entire wastewater system in St. Croix in October 2021, which is estimated to cost \$1.5 billion.

In May 2022, FEMA awarded \$30 million to the Waste Management Authority to begin the architectural and engineering design work for the island of St. Croix. These funds allowed the Territory to begin the design in advance of the obligation for the system-wide replacement. The solicitation for the design of the LBJ sewer shed was released in November 2022. Release of solicitations for the convenience centers will commence with Mon Bijou in January 2023 with the other four sites following

subsequently. In Spring of 2023 a solicitation for the town of Frederiksted is anticipated to be released and the construction of the Christiansted sewer lines is expected as well.

The determination of prudent replacement of the St. Croix wastewater system set a precedent for using a similar methodology to justify the prudent replacement of wastewater systems on St. John and St. Thomas.

SOLID WASTE

VIWMA plans to increase the number of solid waste collection sites through the utilization of \$17.8 million in allocated CDBG-DR funds easing the burden on both landfill sites and the public. Five sites have been identified Territory-wide, two on St. Croix, two on St. Thomas and one on St. John. The project received legislative approval for the necessary land leases, and a programmatic agreement is expected by the end of the year. Concurrently, VIWMA and the CDBG-DR team have already begun the design-build process. To date, the solicitation package stands at 90% complete.





Top Priority Areas

Utilities

CDBG-DR's Infrastructure Projects

After the storms, residents suffered damage to their homes and the loss of critical services such as power and water due to destroyed public infrastructure in both districts. CDBG-DR has allocated over \$572 million to fund these critical projects.

CDBG-DR's Infrastructure Highlights

- Issued a notice to proceed for the Street Mapping Initiative through the Office of the Lieutenant Governor - the project involves the rollout of 150,000 GIS address points to enable quick emergency response.
- Executed lease agreements and use variances approved for the rehabilitation and relocation of seven convenience centers territory-wide. This partnership with the VI Waste Management Authority will facilitate a streamlined waste and wastewater treatment process.



\$572.4M

Budgeted



\$168.47M

Disbursed



\$403.93M

Funds Remaining

Project Name	Subrecipient	Description	Project Amount	Amount Disbursed	Location	Status
Anguilla Landfill Phased Closure	Waste Management Authority	Phased closure and Southeast extension	\$46.71M	\$0.00M	STX	In Progress
Convenience Centers	Waste Management Authority	7 convenience centers across the territory	\$17.89M	\$0.00M	Territory	In Progress
Donoe Bypass	Department of Public Works	Improvements to Donoe Bypass.	\$2.45M	\$0.02M	STT	In Progress
Northside Road	Department of Public Works	Improvements to Northside road.	\$3.67M	\$0.01M	STX	In Progress
Bolongo/Bovoni	Department of Public Works	TBD	\$2.54M	\$0.00M	STT	Not Started
Centerline Drive	Department of Public Works	TBD	\$3.89M	\$0.00M	STJ	Not Started
Centerline Queen Mary Highway	Department of Public Works	TBD	\$6.09M	\$0.00M	STX	Not Started
Mafolie Road	Department of Public Works	TBD	\$1.42M	\$0.00M	STT	Not Started
Slope Stabilization Project Donoe Tank	Water and Power Authority	Stabilize hillsides for the water tank distribution to mitigate erosion and rockfall from storms at the Donoe Tank	\$1.32M	\$0.00M	STT	In Progress
Slope Stabilization Project Tank 3 & 4	Water and Power Authority	Stabilize hillsides for the water tank distribution to mitigate erosion and rockfall from storms at the Tank 3, Tank 4	\$1.78M	\$0.00M	STT	In Progress
Randolph Harley Power Plant New Generation	Water and Power Authority	Ph1&2: Construction-completion March 2023; Ph3: Construction-Completion March 2023; Ph4: Contract execution- Completion October 2023; Ph5: Start of Project Management- Completion October 2024 ; Ph6: Internal Review-Completion dependent of Payment Request	\$95.90M	\$56.05M	STT	In Progress
Anna's Retreat Waterline Extension	Water and Power Authority	Extending waterline access to Anna's Retreat, creating hookups for residences without previous access	\$5.90M	\$0.00M	STT	On Hold
Smith Bay & Frydendahl Waterline Extension	Water and Power Authority	Extending waterline access to Smith Bay/Frydendahl, creating hookups for residences without previous access	\$7.90M	\$0.00M	STT	On Hold
Street Addressing Initiative	Lieutenant Governor's Office	Geocoding of and sign placement for all roadways across the Territory	\$5.30M	\$0.00M	Territory	Completed
Veterans Drive Phase 2	Department of Public Works	TBD	\$100.00M	\$0.00M	STJ	Not Started





Top Priority Areas

Public Buildings

Department of Planning and Natural Resources

The Department of Planning and Natural Resources (DPNR) has been awarded more than \$26 million in FEMA Public Assistance and Hazard Mitigation funds and \$35.5 million in other funds to support programs and restore its storm-damaged facilities and historical buildings in the wake of the 2017 storms. To date, DPNR has expended \$20.7 million.

The Florence Williams and Elaine Sprauve libraries on St. Croix and St. John, respectively, are under construction. A solicitation to procure a contractor to complete repairs to the Athalie Petersen Public Library was released in October 2022. Enid Baa's solicitation is next on the list and should be out before the end of the year.

In addition to public buildings, DPNR was tasked with managing \$10 million from the National Oceanic and Atmospheric Administration (NOAA) to disburse to local fishers who incurred damage or loss of income due to the 2017 hurricanes. By April 2022, both Phase I & II of the program processed over 430 applications disbursing over \$6 million in payments to local fishers. The remaining \$4 million is awaiting approval from NOAA for additional projects that DPNR has deemed viable for the Territory.

In 2021, DPNR and contractor Watershed Consultants kicked off the \$840K Watershed Management Studies Project funded by HMGP. The project consisted of the development and execution of eight (8) comprehensive watershed management studies for targeted watersheds territory wide. After hosting multiple virtual townhall meetings and mapping various areas results of the studies have led to the development of two additional projects, CEKA Hideaway Road Drainage Improvement for \$2.5 million and Bethlehem VIDA Watershed Drainage Improvement Project for \$3.8 million.



Timeline

5th
ANNIVERSARY

2019

August

- DPNR Awarded \$10.7M Fisheries Grant

October

- DPNR Awarded \$840,200 for Watershed Management Project

2020

May

- DPNR Announces Start of Fisheries Hurricane Disaster Relief Program

2021

January

- FEMA Obligates \$6.2M for the Restoration of Fort Frederik Museum

February

- FEMA Obligates \$2.9 M for repairs to Turnbull Regional Library

2021

May

- \$1.8 M Obligation for the Florence Williams and Athalie Petersen Public libraries

June

- Construction Begins DPNR Environmental Enforcement Building
- Watershed Management Studies Project Public Kick-off Presentation

September

- FEMA Obligates \$705K to Restore Enid Baa Library

November

- Construction Begins Environmental Enforcement Building Generator

2021

February

- Watershed Management Studies Project Public Update on Findings
- Construction Begins Florence Williams Library
- Construction Begins Elaine Lone Sprauve Library

April

- Completion Removal of Derelict Vessels

July

- Completion DPNR Environmental Enforcement Building Repairs & Generator



In addition to public buildings, DPNR was tasked with managing \$10 million from the National Oceanic and Atmospheric Administration (NOAA) to disburse to local fishers who incurred damage or loss of income due to the 2017 hurricanes



Top Priority Areas Public Buildings

Timeline



2019

July

- FEMA Obligates \$331K for Restoration of Isaac Boynes Ballpark



2020

May

- \$1.6M Obligated to DSPR for Repairs to Cramer’s Park and Ft. Frederik Beach
- DSPR Receives \$1.4M to Restore Emile Griffith Park

July

- \$307K Obligated to DSPR to Renovate the Aubain Ballpark Facility
- DSPR Awarded \$2.6M to Retrofit the St. John Community Center

October

- Completed Franklin Roosevelt Veterans Park

November

- Completed Omar Brown & Smith Bay Tiny Tots Park
- Completed Emancipation Garden & Fairchild Park

December

- Completed Romeo Malone Center

2021

March

- Construction Begins Isaac Boynes Ballpark
- Completed Clock Tower Plaza

June

- Construction Begins Pedro Cruz Ballpark
- Completed Emile Henderson Courts

August

- Completed Educator’s Park

September

- Construction Begins Buddhoe Park

October

- DSPR Breaks Ground on Vincent F. Mason Sr. Coral Resort and Pool

November

- Construction Begins Lionel Roberts Stadium



2022

February

-Construction Begins Cramer's Park Pavilion

March

- Construction Begins Joseph Aubain Ballpark

April

-Construction Begins Rudy Kreiger Complex

May

- FEMA Approve \$3.4 M for Repair of Magens Bay Bathhouse

June

- Construction Begins Emile Griffith Ballpark
- Completed Isaac Boynes Ballpark

September

- Completed Fort Frederik Beach

Department of Sports, Parks and Recreation

The Department of Sports, Parks and Recreation has been awarded over \$27 million to complete 51 construction projects. Over the last four years, the DSPR team and ODR have worked diligently to complete 24 projects, including 12 parks on St. Croix and 10 on St. Thomas. The agency currently has seven projects under construction and seven in the design phase.

In October 2021, DSPR broke ground on the Vincent Mason Pool Restoration Project in Frederiksted. Since then, the pool project has faced significant delays after preliminary demolition work uncovered the need for additional scoping and design. The project is expected to restart in 2023 to reflect the amended scope. The Fort Frederik Beach bathroom and pavilion on St. Croix entered the construction phase in late 2021 and was completed in October 2022. Also on St. Croix the project to reconstruct the pavilions at Cramers Park started construction. Other projects under construction include Emile Griffith, Lionel Roberts and Joseph Aubain on St. Thomas.



The Fort Frederik Beach bathroom and pavilion on St. Croix entered the construction phase in late 2021 and was completed in October 2022.



Top Priority Areas

Public Buildings

Other Public and Historic Building Projects

Reconstructing and repairing the Territory's public buildings warrants a multi-agency approach. While the pandemic slowed the progress of projects, ODR and FEMA continued to work through the project development, scope and design phases, leading to close to 200 projects entering the construction phase between 2021 and 2022.

Work on Government Houses on St. Thomas and St. John began in 2020 and continued until late 2021. Approximately \$5 million was spent to renovate these historical buildings, bringing them up to code and thereby meeting accessibility standards. The remaining projects to repair the New Business, Old Business and Legal Counsel buildings on St. Thomas are in the solicitation phase. Government Houses on St. Croix in both Christiansted and Frederiksted remain in the design process.

Over \$9 million has been awarded to the Department of Agriculture (VIDA) for recovery work Territory-wide and more than \$7 million of that was set aside for the revitalization of multiple buildings at the Rudolph Schulerbrandt Agriculture Complex on St. Croix. VIDA completed eight projects between 2021 and 2022. The remaining projects include the administration building on St. Croix and five projects in the St. Thomas/St. John District.

With close to \$19 million in obligations, the Bureau of Corrections released four solicitations between 2021 and 2022. Currently, two projects are under construction to repair the parking lot and lighting at the John Bell Adult Correctional Facility. The demolition solicitation for the obligated Swan Annex on St. Thomas should be released in early 2023.



Work on Government Houses on St. Thomas and St. John began in 2020 and continued until late 2021. Approximately \$5 million was spent to renovate these historical buildings, bringing them up to code and thereby meeting accessibility standards.

Timeline

5th
ANNIVERSARY

2020

February

- Construction Begins on the St. John Battery
- Construction Begins on STT Government House

May

- FEMA Awards USVIEDA \$362K to Renovate Fleming House

October

- \$14.2M Obligation Swan Correctional Annex
- USVIEDA Begins 20-Year Plan for USVI Economy

December

- Secured \$17.4 million in long overdue payments to VIPD

2021

January

- FEMA Obligates \$3.2M BMV Office on St. Thomas

March

- Construction Begins Food Production & Homestead Buildings
- VITEMA Begins Installation of Tsunami Warning System
- Ribbon Cutting for St Croix Office of Veterans Affairs

2021

March

- Release of "Vision 2040," 20-Year Plan for USVI Economy

April

- Complete Homestead Buildings
- Construction Begins Garage Building & Livestock Pavilion

May

- Construction Begins Abattoir, Slaughterhouse & Holding Pens

June

- Complete Food Production Building
- Complete Abattoir, Slaughterhouse & Holding Pens

August

- Kick Off Skills for Today Complete Livestock Building

September

- DOF Awarded \$4.7M to Refurbish Offices on St. Thomas

November

- Construction Begins Veterinary Building
- St. John Battery Ribbon-Cutting Ceremony

2021

December

- FEMA Approves \$12M for Patrick Sweeney Police Headquarters
- Complete STT Government House
- Complete Veterinary Building
- Construction Begins Roof Repairs John A. Bell Adult Correctional Facility

2022

January

- Complete Garage Building
- Demolition Begins on VIDA Admin Building
- VI service Members Receive \$1 million Corrected Hurricane Pay

February

- Complete VIDA Admin Building Demolition

September

- VITEMA Hosts Ribbon Cutting for Completion of Tsunami Warning System
- Solicitation for Hurricane Repairs to the VI Industrial Park



Top Priority Areas

Public Buildings

CDBG-DR's Public Services and Public Facilities Projects

CDBG-DR's Public Services and Public Facilities sector serves the Territory's most vulnerable, the program has allotted \$37.5 million for these projects. These funds will support those facilities that are in need of immediate and longer-term assistance to return to the level of repair they were before the storms.

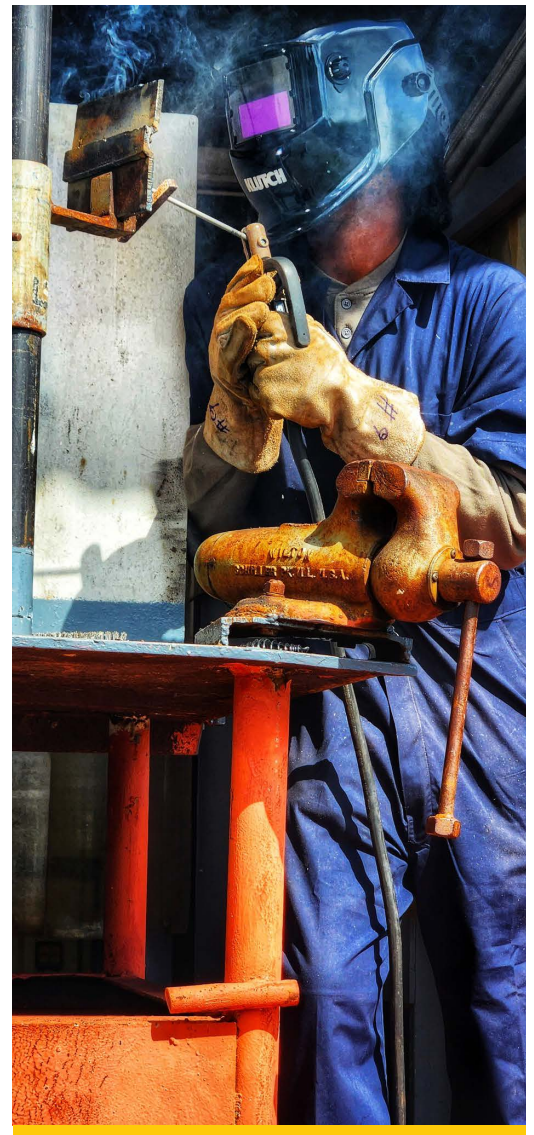
CDBG-DR's Public Services and Public Facilities Highlights

- Earmarked \$3.9 million for the Salvation Army of the Virgin Islands to renovate and reconstruct operational facilities on St. Thomas to increase capacity and serve more of the island's vulnerable population.
- Allocated \$2.9 million for the St. Croix Foundation for Community Development to renovate and retrofit the Alexander Theater to serve as a secondary emergency shelter and safe room during hurricane declarations and as a performing arts center/training space for local youth.
- Awarded more than \$14.7 million to nonprofit organizations on St. Thomas and St. Croix to provide supportive housing and sheltering, along with wrap-around and counseling services for residents.

PUBLIC SERVICES & PUBLIC FACILITIES



Project Name	Subrecipient	Project Amount	Amount Disbursed	Location
Sister Emma Cottage	Lutheran Social Services of the Virgin Islands	\$3.27M	\$0M	STX
Bethlehem Shelter	Catholic Chairities of the Virgin Islands	\$0.40M	\$0M	STT
Boys and Girls Club Renovation	Caribbean Centers for Boys and Girls of the Virgin Islands	\$0.20M	\$0M	STX
Herbert Grigg Home for the Aged	Department of Human Services	\$7.50M	\$0M	STX
Ileri Inc., dba Project Promise	Ileri Inc, dba Project Promise	\$0.10M	\$0M	STX
Liberty Place, Inc.	Liberty Place, Inc.	\$1.00M	\$0M	STX
Meeting The needs of Our Community, MTOC (formerly Methodist Training and Outreach Center)	Meeting the needs of Our Community (MTOC)	\$0.26M	\$0M	STT
Queen Louise Home for the Aged	Department of Human Services	\$47.68M	\$0M	STT
UVI Multipurpose Complex and Community Safe Room	University of the Virgin Islands	\$5.00M	\$0M	STX
Salvation Army of the Virgin Islands	Salvation Army of the Virgin Islands	\$3.92M	\$0M	STT
St. Croix Foundation for Community Development	St. Croix Foundation for Community Development	\$2.42M	\$0M	STX
St. Croix Foundation for Community Development	St. Croix Foundation for Community Development Nonprofit Offices	\$1.18M	\$0M	STX
Ten Thousand Helpers of STX Shelter Renovation	Ten Thousand Helpers of St. Croix	\$1.08M	\$0M	STX
Bethlehem Shelter	Catholic Chairities of the Virgin Islands	\$0.40M	\$0M	STT
Rita Schuster Resource Center	Catholic Chairities of the Virgin Islands	\$0.30M	\$0M	STX
St. John Rescue	St. John Rescue	\$0.17M	\$0M	STJ



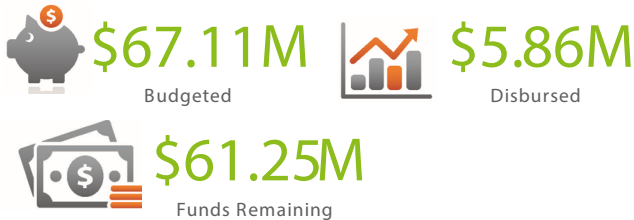
From: CDBG-DR December 2022 Report

CDBG-DR’s Economic Revitalization Projects

Economic Revitalization is critical to job creation and expanding opportunities for small businesses throughout the Territory. In addition to maximizing the potential of local residents to secure jobs and contracts to support recovery efforts, CDBG-DR is focusing on ways to make the U.S. Virgin Islands more resilient to future economic shocks. Approximately \$67 million has been tagged for these projects.

CDBG-DR’s Economic Revitalization Highlights

- Identified the towns of Charlotte Amalie, Christiansted, Frederiksted, Cruz Bay and Coral Bay as starting points for the Neighborhood Revitalization Program, which seeks to rebuild historical areas and neighborhoods damaged by the September 2017 Hurricanes Irma and Maria. The program builds upon the momentum of the Vision 2020 program and includes a funding component for small business development.
- Celebrated the graduation of nearly 200 trainees from the Skills for Today program, along with an additional 295 participants working their way towards a new career.
- Invested in a Tourism campaign to reintroduce the Virgin Islands to the global market following the 2020 pandemic yielded nearly \$2 million in hotel revenue for the Territory through 2,500 flight bookings within six months.



Project Name	Subrecipient	Project Amount	Amount Disbursed	Location
Skills for Today/On the Job Training Program	Department of Labor	\$10.00M	\$3.42M	Territory
Tourism Marketing Campaign	Department of Tourism	\$5.00M	\$1.71M	Territory
Vision 2040 Plan	Economic Development Authority	\$0.32M	\$0.32M	Territory
Charlotte Amalie Dredging	Virgin Islands Port Authority	\$23.68M	\$0.05M	STT
Crown Bay Dredging	Virgin Islands Port Authority	\$15.53M	\$0.00M	STT

"Skills For Today" Total Graduates to Date: 370



Office of Disaster Recovery

Economic Impact

The Territory maintained a level of economic stability during the 2022 Fiscal Year. Although Covid-19 continued to plague communities around the world, the people of the Virgin Islands were determined to overcome the adverse effects and embrace a sense of normalcy. The economic fallout caused by the bankruptcy and eventual sale of the Limetree Bay Refinery, coupled with the pandemic's lingering effects, slowed the pace of economic recovery post Hurricanes Irma & Maria. However, the tourism industry lessened the blow and the unrestricted reopening of the Territory also supported economic resurgence.

Since the inception of the Office of Disaster Recovery, recovery projects have continued to play a crucial role in providing the necessary revenues to offset any shortfalls. This year the Recovery faced significant challenges with receiving supplies and materials in a timely manner due to backorders caused by the pandemic, the unexpected conflict in Ukraine and the Territory's increased demand as residents and private companies began recovery projects. As such, gross receipt taxes collected for recovery projects in the 2022 fiscal year fell slightly short of the projections.

For Fiscal Year 2023, recovery projects are projected to earn a value of \$807 million, generating \$40 million in gross receipt taxes. To drive these receipts, key priority projects are slated to enter construction in 2023.

The Virgin Islands Housing Authority recently held its groundbreaking for the \$116.7 million rehabilitation of the Walter I.M. Hodge Pavilion and multiple buildings have already completed the demolition phase. With the pending completion of the Evelyn M. Williams Elementary School demolition, the new Arthur A. Richards PreK-8 School construction project obligated for \$209 million is on schedule to begin next year. The Charles Harwood Medical Complex, under the Department of Health, recently received an obligation of \$251 million for its replacement and demolition is scheduled to begin in the early part of 2023. In addition, participants in the Department of Labor's Skills for Today workforce development project are successfully completing their courses and will be ready to join the workforce to build the medical complex and the first new school in 2023.

Office of Disaster Recovery

Finances

Year	Obligated for Permanent Work
2019	\$ 517,000,000
2020	\$ 758,783,267
2021	\$ 1,329,696,891
2022	\$ 1,901,126,928



For Fiscal Year 2023, recovery projects are projected to earn a value of \$807 million, generating \$40 million in gross receipt taxes. To drive these receipts, key priority projects are slated to enter construction in 2023.

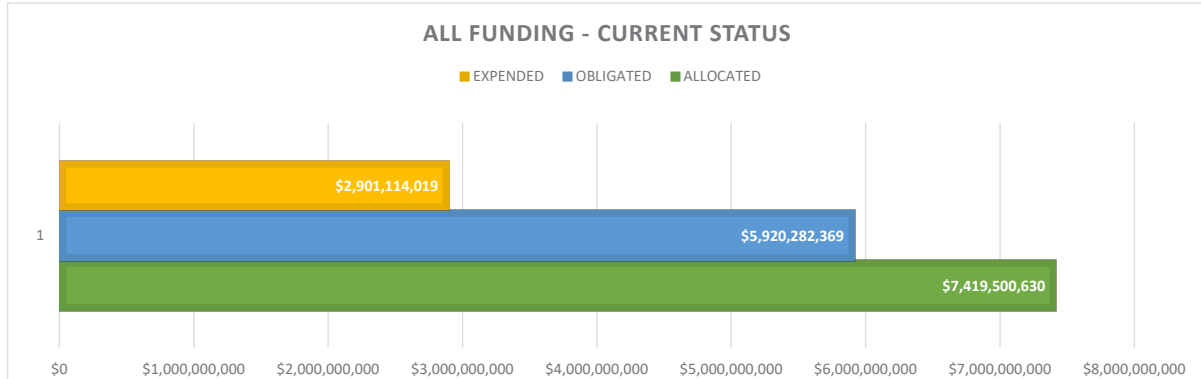


V.I. Office of Disaster Recovery

All Funds Executive Dashboard

As of December 31, 2022

	ANTICIPATED (ESTIMATES)	ALLOCATED	OBLIGATED	EXPENDED
ALL FUNDING SOURCES	\$10,000,000,000	\$7,419,500,630	\$5,920,282,369	\$2,901,114,019

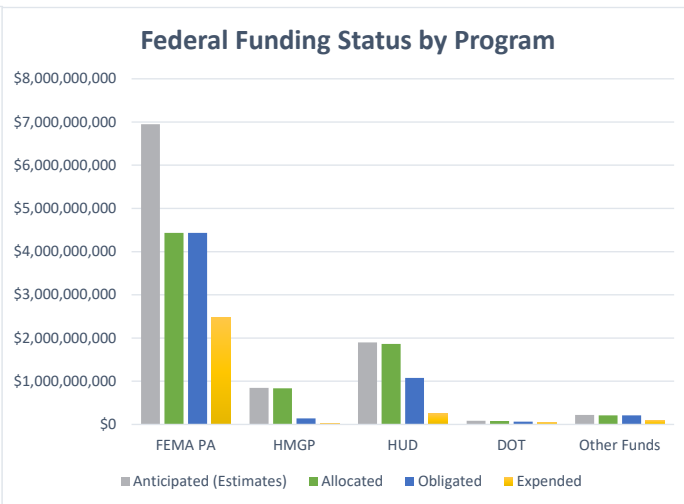
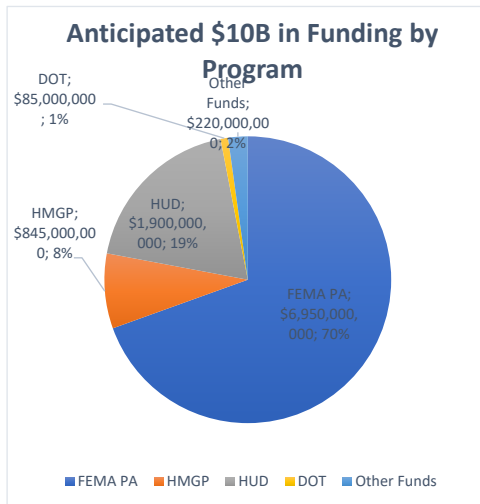


FEDERAL DISASTER ASSISTANCE GRANTS

Dec - 2022

FEDERAL DISASTER ASSISTANCE GRANTS SUMMARY

Funding Sources	Anticipated (Estimates)	Allocated	Obligated	Expended	% of Obligated Funds Expended
FEMA PA	\$6,950,000,000	\$4,432,918,427	\$4,432,918,427	\$2,483,769,769	56.0%
HMGP	\$845,000,000	\$834,173,359	\$138,164,167	\$19,579,331	14.2%
HUD	\$1,900,000,000	\$1,863,742,000	\$1,075,489,884	\$248,566,086	23.1%
DOT	\$85,000,000	\$80,536,756	\$65,579,802	\$48,574,991	74.1%
Other Funds	\$220,000,000	\$208,130,088	\$208,130,088	\$100,623,841	48.3%
TOTAL	\$10,000,000,000	\$7,419,500,630	\$5,920,282,369	\$2,901,114,019	
		74%	59%	29%	



Office of Disaster Recovery

Covid 19

The Territory received notification of an Emergency Declaration FEMA-3433-EM authorizing the Federal Emergency Management Agency (FEMA) per section 502 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the “Stafford Act”), to provide assistance for eligible emergency measures through the FEMA Public Assistance Program (FEMA-PA) effective January 20, 2020, in response to COVID-19 on March 15, 2020.

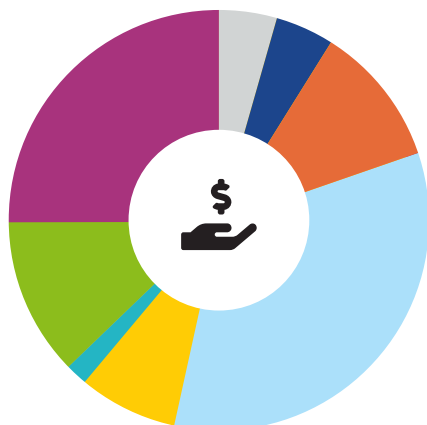
A Presidential Disaster Declaration FEMA-4513-DR for COVID-19 was approved on April 2, 2020. The declaration, also effective January 20, 2020, and continuing, covers the same emergency protective measures (Category B) through the Federal Emergency Management-Public Assistance (FEMA-PA) Program at 75 percent federal funding for all islands in the Territory of the U.S. Virgin Islands. Eligible projects will save lives, protect property, public health and safety, and/or lessen or avert the threat of a catastrophe in the designated areas declared in the disaster.

To date, \$97M has been allocated to the Territory through FEMA Public Assistance, of which \$76M has been expended.

Office of Disaster Recovery

Covid 19 Funds Allocation

Additionally, to support the Territory’s response to the global Pandemic, funding has been allocated to the Territory through various acts such as: The American Rescue Plan Act, CARES Act, Consolidated Appropriations ACT, Coronavirus Preparedness and Response Act, Coronavirus Response & Relief Supplemental Appropriations Act, Families First Coronavirus Response Act. These funds have provided support to the Territory across various sectors. To date over \$790M has been allocated of which \$575.2 Million has been expended to date across the various funding sources.



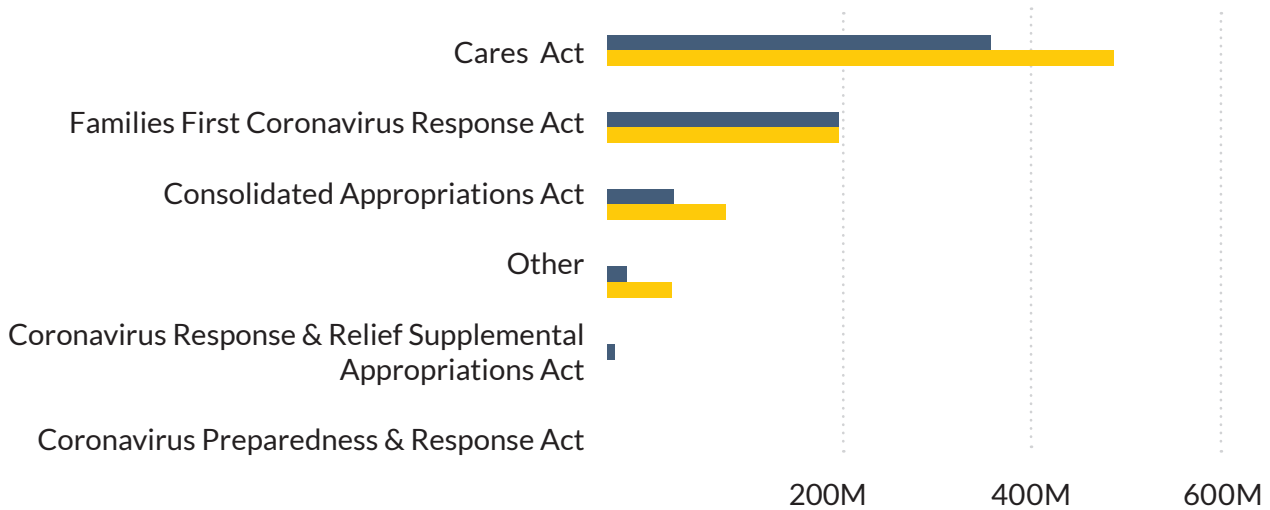
Covid Funds Allocated by Sector

- Education
- Emergency Services
- Fiscal Support
- Health
- Housing
- Other
- Transportation
- Human Services



Covid Funds Allocated vs Expended

Expended
Allocated



Timeline

5th
ANNIVERSARY

2020

January

- 1st COVID Case in U.S.
- Emergency Declaration

March

- 1st COVID Case in U.S.V.I.
- CARES Act passed by Congress
- JFL Opens State of the Art Intensive Care Unit

2020

April

- Presidential Disaster Declaration
- U.S. SBA Approves \$65M in Assistance for USVI Small Businesses
- Governor Bryan Announces \$7.8 Million In CARES Act Funding
- COVID begins shift to endemic





Office of Disaster Recovery CDBG-DR Finances

In total, the Virgin Islands Housing Finance Authority has been awarded approximately \$1.9 billion by HUD. These funds are allocated to the Territory through five tranches to support unmet needs in the sectors of housing, infrastructure, economic revitalization and public services/facilities.

2022 \$1.08b Total Budget	2022 \$248.5m Funds Disbursed	2022 \$849.5m Funds Remaining	2022 22.6% Disbursed %
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Funding Increases

Funding increases have been allocated for the reconstruction or rehabilitation of owner-occupied and rental housing units, repair or replacement of public housing units, and creation of new housing units to be made available as homeownership opportunities for low- and moderate-income households.

As of September 2022, CDBG-DR has drawn over \$225 million in funding. Compared to the same period last year (\$97.08 million), the program has increased total funds drawn by over 132%. In 2022, the program is drawing funds at an average of \$14 million per month, setting the pace to draw \$168 million for the year.

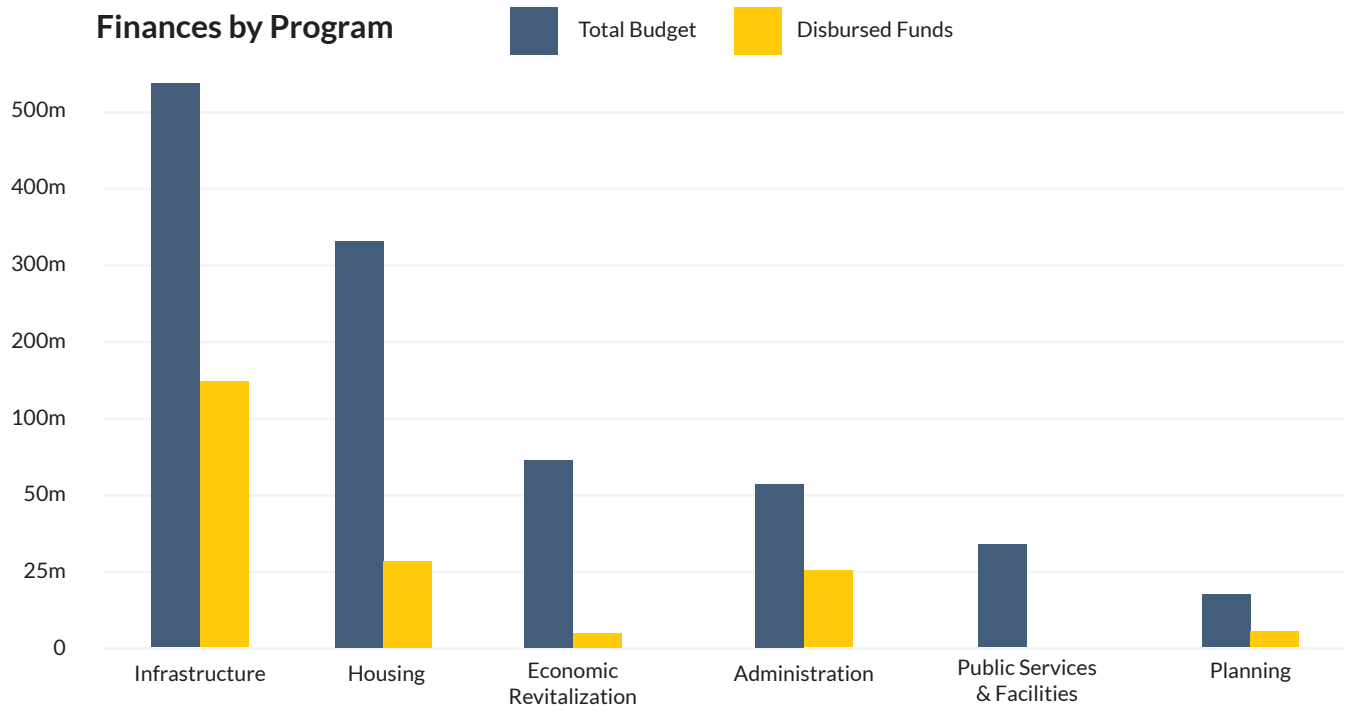


Tranche 1 \$242.7m Disaster Recovery	Tranche 2 \$779.2m Disaster Recovery	Tranche 4 \$774.2m Mitigation	Tranche 5 \$67.7m Mitigation
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* Tranches 4 & 5 not included in Total Budget
From: CDBG-DR December 2022 Report



Finances by Program



\$4.07bn
Federal Share

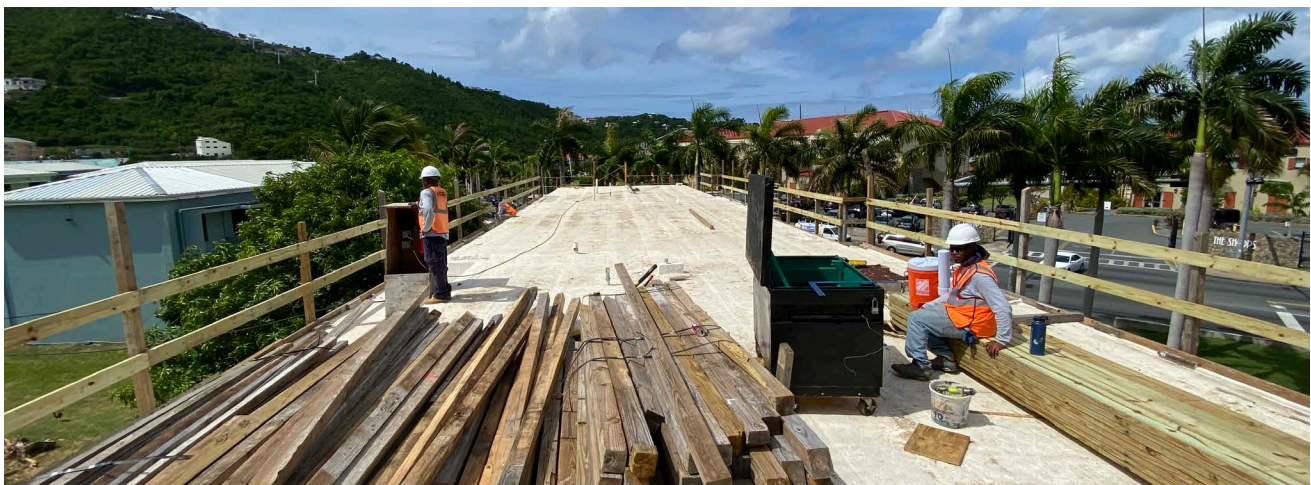
\$479.56M
Local Share

\$216.35M
Total Disbursed

Local Match

CDBG-DR funds are also being utilized to support the non-federal share for disaster recovery programs. VIHFA and ODR developed the local match program to cover the costs of the 10% match for eligible projects. The USVI will utilize funds from the 1st and 2nd tranches to meet the local match requirement for federally funded projects related to the disasters. The ODR recognizes that these funds initially allocated to support the match may now be insufficient with the addition of recent approvals from FEMA to replace the wastewater and potable water system for St. Croix.

So far, \$96.8 million has been disbursed to ten vendors to support local match projects in the Territory. The largest sub-recipient of these funds is the Virgin Islands Water and Power Authority, with \$32.1 million to support projects to strengthen the grid and provide more resilient power to the Territory’s residents. These projects include undergrounding, composite pole installation and improvements to the Randolph Harley Substation on St. Thomas.





Office of Disaster Recovery Challenges, What's Next?

Local Match Relief

Without a doubt, the most significant outstanding issue impacting USVI recovery from the 2017 hurricanes is the current 10% local match requirement on the FEMA Public Assistance program. On June 13 2022, FEMA Administrator Criswell denied the Territory's appeal of the prior denial of a waiver of the 10% non-federal cost share on the FEMA Public Assistance program.

In large part due to FEMA's success in implementing the BBA, the total matching requirement for this disaster at 10% could exceed \$1.5B. After most large-scale disasters, virtually all jurisdictions rely on HUD CDBG-DR/MIT funds for local match, and the Territory has already committed more than \$400M of their total allocation of \$2B to this purpose. To reallocate another \$1B+ would mean redirecting hundreds of millions of dollars which would otherwise be used to fund other critical projects.

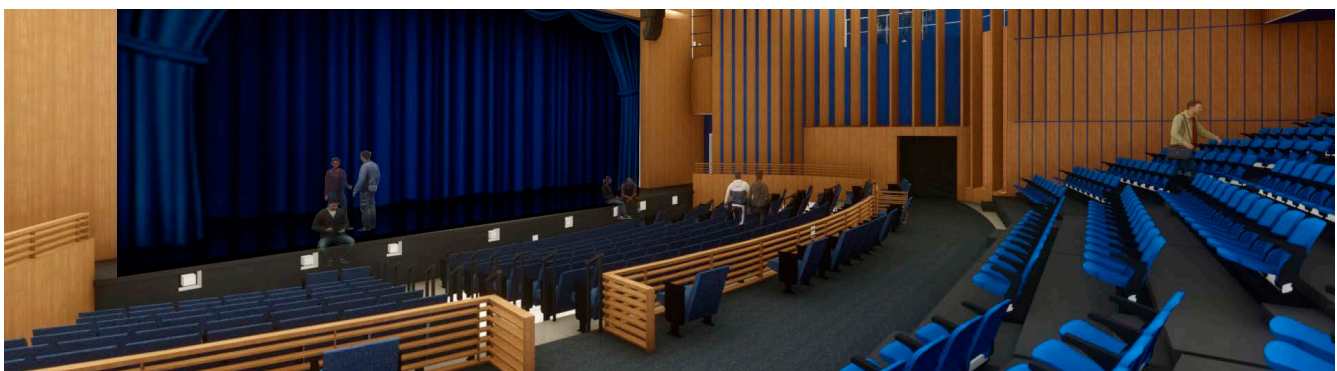


Building Contents

While progress is being made on processing projects for repair and replacement buildings, additional flexibility from FEMA is needed in relation to the contents (i.e., furnishings, fixtures and equipment) associated with these facilities. There are two distinct issues to be resolved: documentation of damaged contents and allowances for additional contents in BBA-eligible facilities to ensure that the facilities can function to the FEMA-approved Industry Standards.

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 and the ongoing war in Ukraine have also impacted supply and demand.





FEMA Cost Estimate Validation Delays

One of the most persistent impediments to progress at the five-year mark continues to be a lack of capacity by FEMA to complete Fixed Cost Offers for major projects. As the table below shows, FEMA has only presented 169 out of nearly 300 Fixed Cost Offers to the Territory, including only 19 this year. At this rate, it could take at least until the end of 2023 for FEMA to complete this essential activity.

Calendar Year	# Fixed Cost Offers Signed
2018	8
2019	7
2020	57
2021	78
2022 to Date	19
Total to date	169
Total Remaining	≈100

Workforce Demands

Concerns regarding retaining a reliable pool of qualified laborers and disaster management professionals remains a high priority. 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 of projects.

This labor shortage has directly impacted getting projects off the ground. Insufficient capacity, regarding both the number of workers and workforce skills, intensifies capacity constraints and their impacts. In addition, augmenting certificate programs and degrees offered at the University of the Virgin Islands (UVI) is critical. 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.

Risk Due to Inflation

Since the Sandy Recovery Improvement Act of 2013 gave FEMA the authority to make Fixed Cost Grants under Section 428 of the Stafford Act. There are significant risks associated with Fixed Cost Grants, including the potential that a cost estimate agreed to today will not provide sufficient funding at the time of construction due to inflation.

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, alternative housing must be identified to support additional workforce.

Implementation Capacity

On the Territory's side, the most significant challenge yet to overcome is to continue to create the capacity to absorb billions of dollars of capital improvement projects over a relatively short timeframe. With less than one hundred thousand residents, low unemployment levels and a resurgent tourism industry, the public sector struggles with the capacity to simultaneously manage major infrastructure projects.

To date, the Territory has done an exceptional job with the limited resources available and by leveraging contractor support; however, as Recovery enters the next phase focused upon major reconstruction projects, additional consideration must be given to reorganizing to take on this once-in-a-century opportunity to completely transform the Territory's infrastructure and build a legacy of resilience for future generations.





The Road Ahead

For Year 6 of 2017 hurricane recovery, the Territory anticipates the following high-level accomplishments:

- » FEMA should complete cost estimate validation and present the Territory with Fixed Cost Offers on the approximately 100 projects still pending.
- » FEMA should approve a new “lock-in” amount for the Hazard Mitigation Grant Program, estimated to be close to \$1.5B (nearly double the current amount available).
- » Design will continue on many of the major new construction projects across all sectors, especially schools and healthcare facilities - with some ready for construction or even under construction by the end of the period.
- » Master planning should be completed for the new Wastewater and Potable Water systems Territory-wide.
- » Major power generation projects should be readied for construction, including significant capacity utilizing renewable sources.
- » Installation of composite power poles should be completed Territory-wide while strategic undergrounding continues vastly increasing resilience to future storms.
- » FEMA should complete their replacement analyses on the final few dozen facilities still pending.

Sector	# Projects Requested for Replacement	# Projects Approved for Replacement	# Projects Denied for Replacement	# Projects Pending Decision
Education	35	17	12	6
HHS	16	8	4	4
Housing	3	3	0	0
Public Buildings	21	14	1	6
Transportations	5	1	0	4
Utilities	12	3	0	9
Total	92	46	17	29

Looking to the next five years of 2017 hurricane recovery, the Territory expects the following achievements:

- » All minor and most major building reconstruction projects should be completed or nearing completion, especially in the healthcare and education sectors, including wind and seismic retrofits and installation of safe rooms.
- » Housing recovery should be complete, including single-family repair/reconstruction and large-scale reconstruction and new construction of public and affordable housing.
- » All major drainage and slope stabilization projects should be completed which will greatly reduce damages in future disasters.
- » All power grid resilience projects should be completed.
- » Reconstruction should be well underway on the Potable Water and Wastewater Systems Territory-wide, with substantial completion achieved in the more densely populated areas.



Building a Legacy of Resilience

