



REBUILD USVI

# 2025

Office of Disaster Recovery

# ANNUAL REPORT



SEPTEMBER 2024-SEPTEMBER 2025



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**Albert Bryan Jr.**

9th Governor of the  
Virgin Islands of the United States

This year, the Virgin Islands has reached a turning point in its journey. This is not just recovery, it is renewal. We are building a Virgin Islands that is safer, stronger, and more resilient than ever before. The Office of Disaster Recovery, working closely with FEMA and other federal partners, continues to lead this historic effort with discipline, accountability, and a clear focus on results.

Across the territory, more than 100 home restoration projects are underway, and 72 have been completed. Families are returning to hurricane-resistant homes. Students are preparing to learn in modern classrooms. Communities are seeing stronger infrastructure, safer roads, and improved services. As we rebuild, we are not only restoring structures but also preserving the culture and spirit that make the Virgin Islands unique.

***This is not just recovery, it is renewal.  
We are building a Virgin Islands that is  
safer, stronger, and more resilient than  
ever before.***

By year's end, investments will total nearly \$24 billion—five times the size of our economy. In 2024 alone, \$400 million flowed into our economy, creating jobs and strengthening local businesses.

These investments are not abstract figures. They represent opportunity and proof that progress is taking hold.

Transformational projects are now moving forward:

- ▶ On St. Croix, the \$319 million reconstruction of Central High School will deliver a modern campus for 1,200 students, complete with state-of-the-art facilities that match the ambition and talent of our youth.
- ▶ On St. Thomas, the long-awaited renewal of Charlotte Amalie High School has begun with demolition—paving the way for a new campus that will stand as a symbol of progress and pride for generations.
- ▶ Across the territory, a \$1.02 billion FEMA investment in power plants and communication towers is strengthening the backbone of our communities, ensuring reliable energy and communications that protect families and businesses against future storms.

I know this journey has tested our patience. Yet every home restored, and every school rebuilt, proves that progress is real and lasting. With each milestone, we move closer to the Virgin Islands our children deserve—a territory renewed in strength and rich with opportunity.



St. Croix Central High School Kick Off Meeting, July 2025



## Adrienne L. Williams-Octalien

Director, Office of Disaster Recovery

In 2025, the ODR made significant progress towards securing contracts with qualified contractors to begin the more complex recovery projects. I appreciate you taking the time to learn more about these efforts and the progress the recovery has made from September 1, 2024 to September 30, 2025. What we have accomplished this year is focal to the delivery of projects under the Rebuild USVI initiative. As we enter year eight of recovery. We recognize this milestone and remain resolute in fulfilling our mission to "Build a Legacy of Resilience." Our advancement in this fiscal year is attributed to the commitment of our team, the support from our partners, and the confidence of our stakeholders.



*Our advancement in this fiscal year is attributed to the commitment of our team, the support from our partners, and the confidence of our stakeholders."*

The February 2024 cost-share adjustments approved by the Biden administration allowed ODR to greenlight critical infrastructure work in 2025, putting upwards of \$8 billion in construction projects into the procurement process between 2024 and 2025.

The launch of the Rebuild USVI initiative has remained one of ODR's most important initiatives. This \$14 billion innovative venture is laying the groundwork for construction to begin on over 30 critical projects between 2026 and 2027, underscoring our commitment to a modern, robust community for future generations. These projects are the most complex, requiring industry standards and detailed costing and scopes that took years to develop—encompassing health, education and utility projects such as:

- ▶ the Governors Juan F. Luis and Roy L. Schneider hospitals,
- ▶ Homes for the Aged on St. Croix and St. Thomas,
- ▶ state-of-the-art health facilities on all three islands,
- ▶ new power generation projects for both districts and
- ▶ school projects like St. Croix Central and Charlotte Amalie High Schools and Julius Sprauve K-12 School on St. John.

**\$8B**  
in construction  
projects put into the  
procurement process  
between 2024-25.



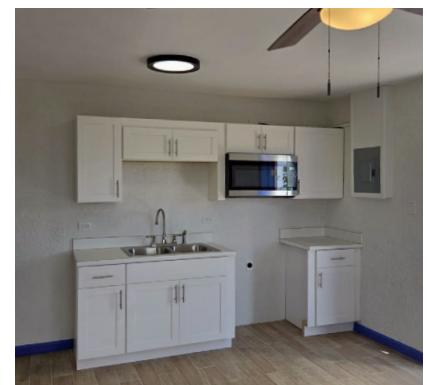
EnVision Tomorrow Program Site Visit on St. Croix, June 2025

The ODR is on track, having already solidified contracts for over 25 critical infrastructure projects across the territory.

In addition to the newly established SPMO, the ODR is also advancing the Community Development Block Grant—Disaster Recovery Program (CDBG-DR). After becoming a subrecipient of HUD's CDBG-DR Program in November 2023, the ODR has strengthened the program's focus. The EnVision Tomorrow Program has completed 39 home restoration projects from September 2024 to September 2025, expending more than \$24 million in HUD funds. The Own-A-Lot, Build-A-Home Program, launched in 2024, is also making progress, with five applicants currently progressing through various stages of the process, underscoring our firm commitment to infrastructure development and community welfare.

Stepping into 2026, we remain targeted in our approach to execute the milestones for all Rebuild USVI projects, complete at least 50% of EnVision Tomorrow home restoration projects, oversee the start of projects under the Own-A-Lot, Build-A-Home Program, and kick off multiple projects under CDBG-DR's Economic Revitalization Program.

It truly has been a pleasure leading such a dynamic and hardworking team since establishing the office in 2019. I extend my most profound appreciation for their dedication and sacrifices to keep the wheels of the recovery turning. To our stakeholders and community, your support throughout this arduous process continues to bear fruit as we move into 2026.



▲ EnVision Tomorrow Program, Kitchen Renovation



## Eugene Jones Jr.

Executive Director,  
Virgin Islands Housing  
Finance Authority

This year has been one of remarkable progress for the Virgin Islands Housing Finance Authority (VIHFA) as we continue to fund the future of our territory through housing, infrastructure, and energy resilience initiatives. Reflecting on the accomplishments of the past year also presents the opportunity to look ahead with optimism and determination, knowing that every project we advanced brings us closer to a stronger, more resilient Virgin Islands.

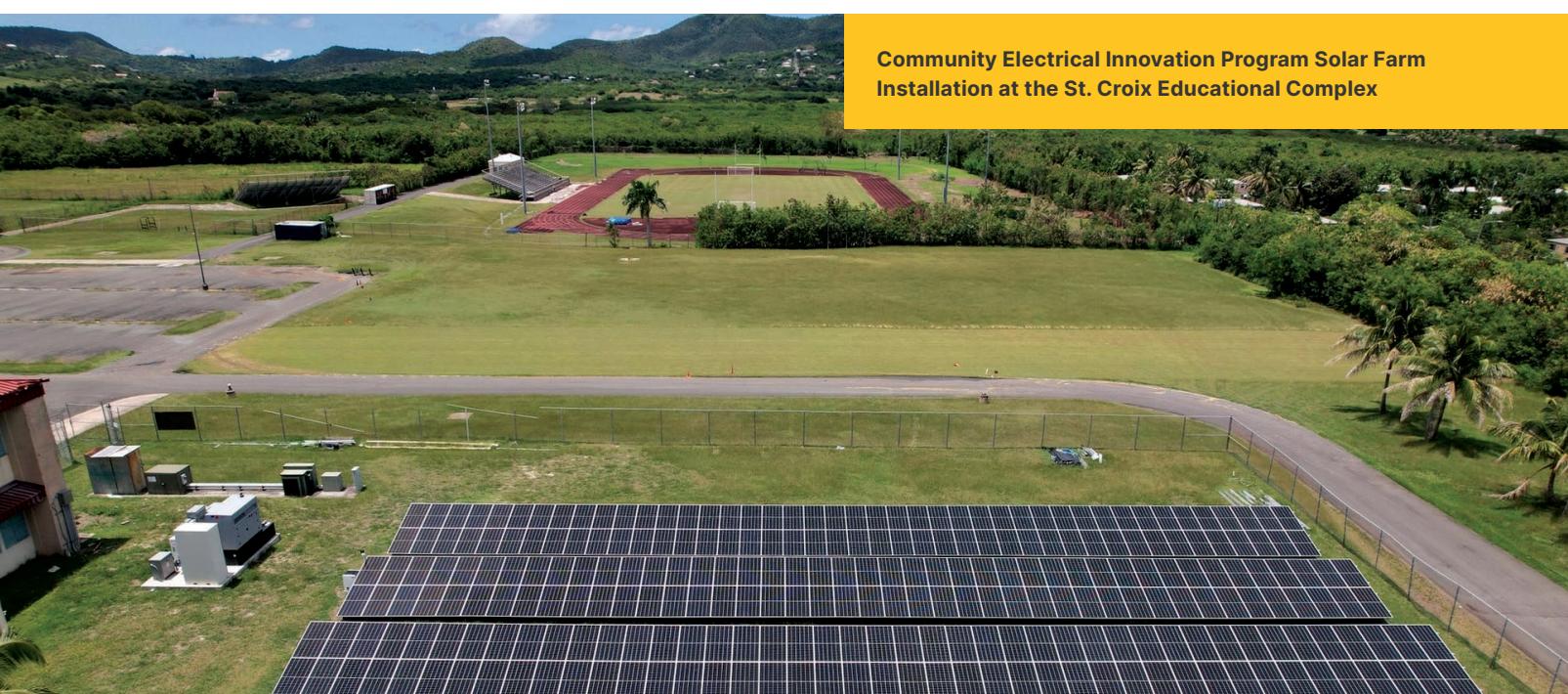
Through strategic use of the Community Development Block Grant—Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) funding, VIHFA advanced major initiatives that improve housing, strengthen infrastructure, and enhance energy security. These investments, supported through close collaboration with the Office of Disaster Recovery (ODR) as our subrecipient, represent more than construction and financing—they represent opportunity, stability, and hope.

One of the most exciting milestones this year is a major housing achievement through an innovative financing partnership that combined CDBG-MIT Real Property Acquisition and Affordable Housing Development resources. This initiative with Jackson Development

Company secured four major housing communities—Lovenlund 1&2, Bellevue Village, and Calabash Boom Apartments—totaling 315 units. With more than \$74 million in support, this acquisition and rehabilitation effort strengthens affordable housing, expands pathways to homeownership, and ensures long-term resilience for families in the territory.

# 315

units secured across  
four communities for  
families in the territory.



Community Electrical Innovation Program Solar Farm Installation at the St. Croix Educational Complex

- Our upcoming development features four distinct floor plans created with modern living in mind. Whether you're a growing family, a multi-generational household, or simply seeking a smart and accessible home to call your own—each plan prioritizes comfort, connection, and functionality.

We also celebrated the launch of the Community Electrical Innovation Program (CEIP), a \$10 million initiative that will provide rooftop solar and battery storage to organizations that serve vulnerable populations. From daycares to shelters, health clinics to nonprofit centers, this program ensures that critical community services can remain operational even during outages. By addressing vulnerability, we are not only expanding renewable energy but also protecting those who need it most.

# \$10M

initiative will provide rooftop solar and battery storage to organizations serving vulnerable populations.

In addition, VIHFA also advanced:

- The St. Croix Women's Coalition and Royal Systems, LLC with CDBG-MIT Grant Funding to assist with operations that service the community.
- Emergency Rental Assistance Program (ERAP) which successfully concluded this year and will expend over \$20 million of vital support to renters in need by program close out.
- Wild Pineapple in Fortuna on St. Thomas delivering 20 new homes by Q4 of 2026.
- Mount Pleasant on St. Croix, delivering 7 new homes to the territory in 2026.

These milestones underscore the power of collaboration with our local and federal partners, ensuring recovery dollars translate into tangible improvements. Together, we are not only closing deals and breaking ground but also laying the foundation for long-term resilience.

Looking ahead, VIHFA remains committed to transparency, accountability, and community driven progress. With every project we complete, we are reminded that recovery is more than rebuilding—it is about creating opportunities to strengthen families and securing the future of the Virgin Islands.





# Executive Summary

2024 was an exceptional year for ODR, cementing the start of construction for essential projects throughout the territory. Recovery projects also continue to play a key role in generating essential revenue for the territory's economy. Large infrastructure projects require professional and construction contractors to remit taxes to the Government of the Virgin Islands. Additionally, increased workforces infuse dollars into the territory through housing and consumer spending.

The Office of Disaster Recovery tracks the realization of Gross Receipt Taxes (GRT) on its projects as a vital source of revenue for the territory. For Fiscal Year 2025, recovery project expenditures generated \$23.4 million in GRT as a result of \$467.2 million of expenditures. Construction of the Arthur A. Richards PreK-8 School and the Vincent Mason Pool, as well as continued

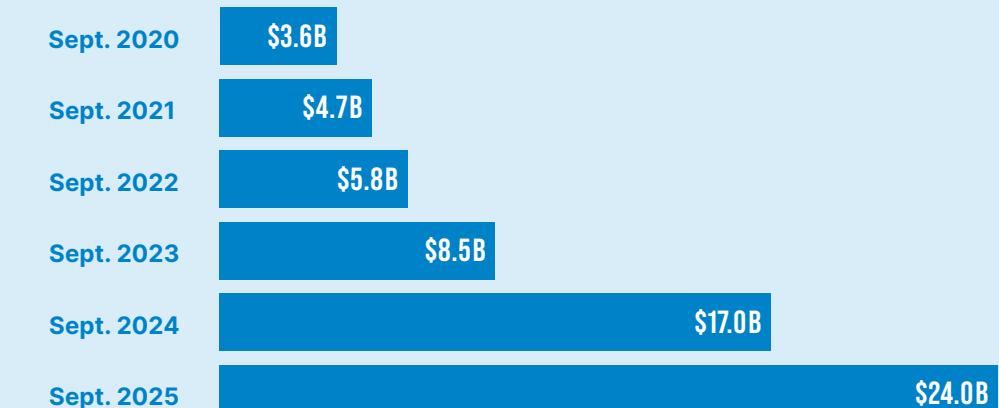
infrastructure improvements at WAPA through composite poles and underground electrical distribution projects, were key drivers of expenditures throughout the fiscal year. For Fiscal Year 2026, expenditures are expected to increase to \$643.6 million with a GRT goal of \$32.1 million as a result of pre-construction and early work on critical infrastructure projects in the education, healthcare, and utility sectors.

**\$23.4M**

**in GRT was generated through recovery project expenditures in FY2025.**

## Major accomplishments in Year 8

### Secured Additional Financial Resources to Boost Recovery Initiatives



In 2025, the office leveraged 2024 successes to advance the recovery. When the Office of Disaster Recovery was established in 2019, the recovery was expected to cost \$8 billion, but only \$517 million had been obligated for permanent projects. It is important to reiterate that these disaster recovery funds are not sitting in a bank account. Funds are drawn down as work is completed. So far, more than \$4.1 billion of these funds has been expended on completed work territory-wide, representing half of the originally expected \$8 billion obligation.

**\$7B**  
obligated since September 2024.

### Implementation of Rebuild USVI Initiative

Now that ODR has secured the majority of obligated funding and a resolution for the match\*, the territory is positioned for the next phase of the recovery. However, a different approach must be taken to completing the territory's recovery portfolio. With a total reconstruction package estimated at more than \$24 billion, reconstruction cannot be conducted in a business-as-usual fashion. To execute Rebuild USVI, the Office of Disaster Recovery has established and stood up the Super Project Management Office (PMO) with the support of CH2M Hill/Jacobs Solutions Inc. (Jacobs). The Super PMO also consists of dedicated personnel to streamline various functions and establish a single point of contact for contractors while removing bottlenecks. Since kicking off the Rebuild USVI in 2024, more than 25 projects are under contract, putting over \$13.7 billion in obligated funds under contract.

\* In February 2024, ODR secured an increase in FEMA's Public Assistance Grant Program's Federal Cost Share Rate, resulting in a 95% federal cost share or 5% cost for the territory for permanent work projects and a 98% federal, 2% local cost share for projects funded under Section 428. As a part of the adjustment agreement and to maintain the reduced costs, the territory had two benchmarks:

(1) All 428/Fixed-Cost Offer (FCO) projects must be approved before September 30, 2024. (2) Projects not completed by December 31, 2035, will not be eligible for the reduction. The ODR first and most vital benchmark was successfully met on September 26, 2024.



### Over 100 Home Reconstruction Projects in Construction

In addition to Rebuild USVI, the multi-billion-dollar capital investment program, the ODR is also focused on rebuilding homes damaged by the 2017 storms. The EnVision Tomorrow Program continues to make steady progress. To date, the program has completed 80 homes. There are 104 homes under construction, and 78 additional homes awarded to contractors are pending mobilization.

# 104

EnVision Tomorrow homes are under construction, and 78 additional homes awarded to contractors are pending.

### Public Buildings & Facilities Moving Forward

Numerous buildings across the territory are now in design or either in or nearing the construction phase, including parks, libraries, industrial parks, office buildings, and other public facilities. More than 1,072 projects are complete, and fewer than 200 remain to be started.

### Utilities

WAPA has increased the number of hurricane-resistant composite poles, installing 1,279 from September 1, 2024, to September 30, 2025, with less than 1,100 remaining to be installed by the end of 2026. This will ensure that areas that underground lines cannot serve have access to resilient power during inclement weather. Several underground projects also made progress and are underway on St. Croix and St. Thomas.

### Housing

After completing the Walter IM Hodge revitalization project, the VIHA is on track to complete another multimillion-dollar project in Christiansted at the D. Hamilton Jackson Housing Community. The 121.6-million-dollar project began in March 2025 and is expected to be completed by the end of 2026.

### Roads

The long-awaited start of repairs of the Ethel McIntosh Memorial Drive (Mahogany Road) began in February 2025 and is expected to be completed in 2026.

### Hospital and School Reconstruction Projects Awarded

ODR through the Rebuild USVI initiative has awarded contracts for the demolition and reconstruction of both hospitals and the modernization of 12 schools territory-wide.

# 12

territory-wide school modernization projects have been awarded contracts.



Charlotte Amalie High School  
Phase I Demolition



# About ODR

The Office of Disaster Recovery (ODR), within the Virgin Islands Public Finance Authority (PFA), functions as the central coordinating agency for over \$24 billion in federal funding allocated to support recovery initiatives following the 2017 Hurricanes Irma and Maria.

The ODR emphasizes the cultivation of robust collaboration and coordination among government departments, agencies, as well as private and non-profit partners, to enhance efficiency and facilitate seamless integration. Its primary objective is to oversee recovery initiatives comprehensively and to ensure strict adherence to all regulations during the management and monitoring of project funds, expenses, and schedules.

To accomplish this, ODR:

- ▶ Monitors and reports on the obligations and expenditures of federal funding sources to ensure compliance and transparency.
- ▶ Works to build capacity for financial and performance management across recipient agencies.
- ▶ Maintains master project schedules, tracks the progress of all projects, and produces comprehensive disaster reporting.

ODR encourages the public to visit its website and follow its social media platforms at:

	<b>Online</b> <a href="http://usviindr.com">usviindr.com</a>
	<b>Facebook</b> <a href="https://www.facebook.com/odrusvi">@odrusvi</a>
	<b>Instagram</b> <a href="https://www.instagram.com/sviofficeofdisasterrecovery">@sviofficeofdisasterrecovery</a>
	<b>LinkedIn</b> <a href="https://www.linkedin.com/company/usvi-office-of-disaster-recovery">@usviofficeofdisasterrecovery</a>
	<b>YouTube</b> <a href="https://www.youtube.com/usviindr">@usviindr</a>



# The Office of Disaster Recovery



## Vision

To build a resilient Virgin Islands.

## 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.

## Mission

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
- ✓ Committed
- ✓ Team-oriented
- ✓ Progressive



## All Funds Executive Dashboard

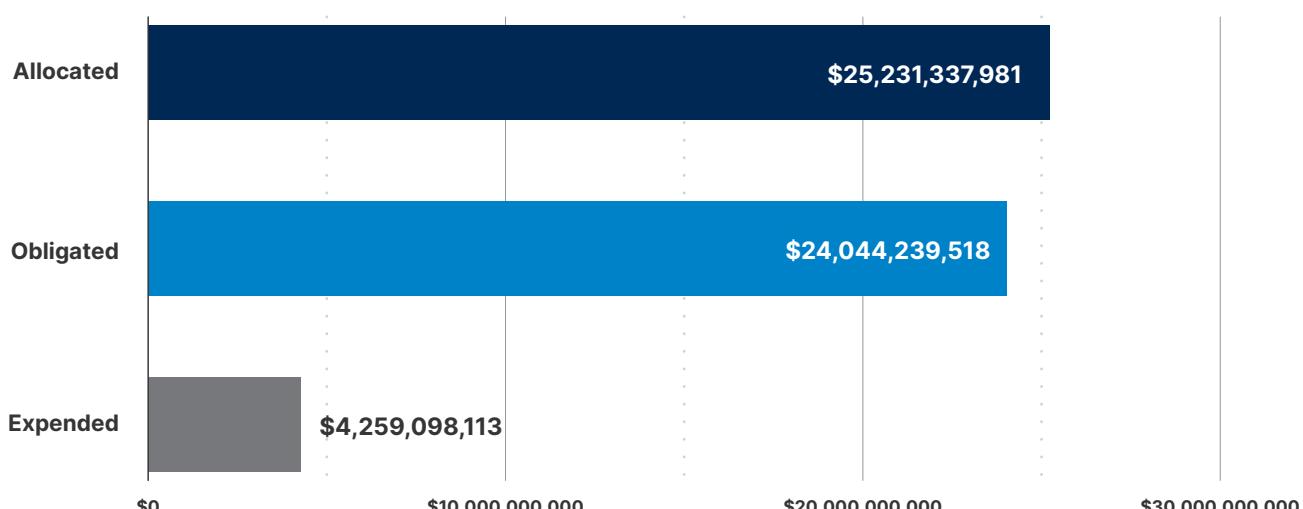
As of September 30, 2025

### Current Status of all Funding Sources

Anticipated (Estimated)	Allocated	Obligated	Expended
\$20,000,000,000	\$25,231,337,981	\$24,044,239,518	\$4,259,098,113

### All Funds Summary

● Allocated ● Obligated ● Expended

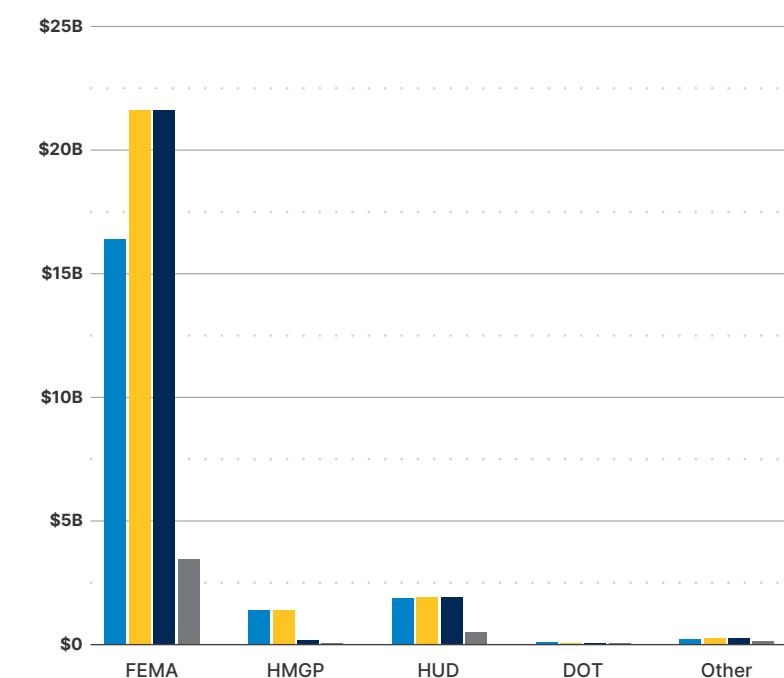


### Federal Funding Summary by Program

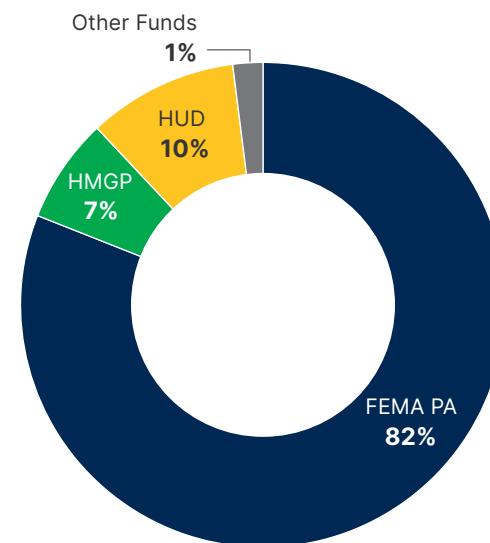
Funding Source	Anticipated (Estimated)	Allocated	Obligated	Expended
FEMA-PA	\$16,395,000,000	\$21,599,216,294	\$21,599,216,294	\$3,453,596,727
FEMA-HMGP	\$1,400,000,000	\$1,384,484,648	\$199,536,447	\$67,086,639
HUD	\$1,900,000,000	\$1,917,330,884	\$1,917,330,880	\$512,067,315
DOT	\$85,000,000	\$79,299,437	\$77,149,179	\$68,498,005
Other Funds	\$220,000,000	\$251,006,718	\$251,006,718	\$157,849,427
<b>TOTAL</b>	<b>\$20,000,000,000</b>	<b>\$25,231,337,981</b>	<b>\$24,044,239,518</b>	<b>\$4,259,098,113</b>

### Funding by Program

● Anticipated ● Allocated ● Obligated ● Expended



### Percentage of Obligated Funds



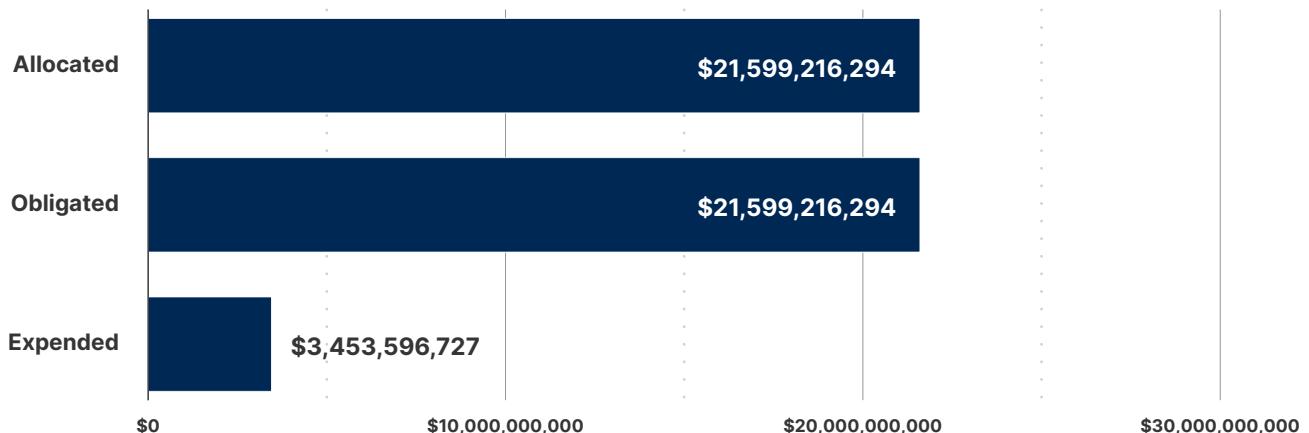
## FEMA-PA Funding by Disaster

Funding Source	Obligated	Expended
<b>Hurricane Irma (4335)</b>	\$66,622,040	\$26,865,747
<b>Hurricane Maria (4340)</b>	\$21,532,594,255	\$3,426,730,980
<b>TOTAL</b>	<b>\$21,599,216,294</b>	<b>\$3,453,596,727</b>

## FEMA-PA: Obligated Amount by Damage Category

Damage Category	Obligated	Remaining
<b>A: Debris Removal</b>	\$141,805,152	\$53,022,753
<b>B: Protective Measures</b>	\$1,765,497,613	\$159,193,653
<b>C: Roads &amp; Bridges</b>	\$2,965,185,595	\$2,955,202,651
<b>D: Water Control Facility</b>	\$185,660	\$185,660
<b>E: Public Buildings</b>	\$6,721,825,485	\$6,306,884,048
<b>F: Public Utilities</b>	\$7,991,352,411	\$7,099,731,229
<b>G: Recreational and Other</b>	\$33,417,827	\$15,935,064
<b>Z: State Management</b>	\$1,979,946,552	\$1,55,464,510
<b>TOTAL</b>	<b>\$21,599,216,294</b>	<b>\$18,145,619,568</b>

## FEMA-PA Funding





▲ Rendering, Gov. Juan F. Luis Hospital and Medical Center

## The Office of Disaster Recovery

In 2018, it was estimated that the territory would need only \$8 billion to rebuild, but even in 2019, that amount would have been grossly insufficient to address the significant damage caused by the 2017 storms. To this end, an additional \$6.2 billion was obligated from September 2024 to September 2025, successfully increasing available funding from \$8 billion to a remarkable \$24 billion. This additional \$16 billion cements critical funding for rebuilding schools, hospitals, housing, roads, and critical infrastructure to modern industry standards, making the territory stronger and more resilient. Securing these obligations, navigating federal processes, and maintaining high reporting standards exemplify the Office of Disaster Recovery's determination and steadfastness.

Within the organizational framework, the Public Assistance (PA) division is responsible for administering all facets of the FEMA-PA Grant program, overseeing 89% of obligated funds. As of September 2025, the Public Assistance Grant Program has pledged \$21.6 billion of the prospective \$25 billion and has expended \$3.4 billion. As of February 2024, PA projects, excluding CAT B (Emergency Protective Measures), require a 5%

match for standard lane projects and 2% for 428/Fixed-Cost Offer projects. The majority of CAT B projects for Hurricanes Irma and Maria were completed between 2017 and 2019.



Uniformly, the Hazard Mitigation Division oversees the programmatic and fiscal duties of the Hazard Mitigation Grant Program, FEMA-HMGP.

The Hazard Mitigation Grant Program (HMGP) has secured \$199.5 million of the expected \$1.3 billion and has expended \$67 million of the funds designated for the territory.

The Department of Transportation's FHWA-ER program has committed \$77.1 million of the anticipated \$79.3 million, expending \$68.5 million (86.3% of the apportioned amount) to rebuild roads and bridges.

**86%**

**of FHWA-ER funds have been expended to rebuild roads and bridges in both districts.**

In the fall of 2023, the Office of Disaster Recovery became a sub-recipient of the territory's U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) Program. Through this expansion, ODR has fostered synergy across various programs, including Housing, Public Services and Facilities, Infrastructure, and Economic Revitalization. This shift has accelerated vital initiatives such as Envision Tomorrow, reinforcing the organizational framework and recovery efforts. Between the program's inception and September 2023, CDBG-DR had expended over \$296.6 million. Since becoming a subrecipient, the ODR has overseen an additional \$215.4 million in expenditure.

The CDBG-DR Program has been granted full access to its \$1.9 billion allotment, with \$1.08 billion for Disaster Recovery, and the recent approval of CDBG-MIT \$774.2 million and another \$67.7 million for Electrical Grid work. So far, the CDBG-DR team has expended \$512 million, \$167 million more than at this time last year.



▲ East Airport Road Bridge Construction

Other federal disaster funds from agencies such as DHHS, USDA, DOE, and Commerce total about \$251 million for the territory. Of that, \$157.8 million has been spent on projects executed by the Department of Planning and Natural Resources, Health, Education, and the VI Port Authority.

As it stands, ODR has exceeded anticipated obligations by \$4 billion retaining over \$24 billion. It is important to reiterate that these disaster recovery funds are not sitting in a bank account. Funds are drawn down as work is completed. So far, more than \$4.1 billion of these funds has been expended on completed work territory-wide.

Now that the necessary funds have been obligated, the territory is positioned and ready to execute the next phase of the recovery. The focus now is on accelerating fund disbursement and, in turn, project completions. However, a different approach to completing the territory's recovery portfolio was necessary. This need gave birth to the Rebuild USVI initiative.



# Projects

## Rebuild USVI

Rebuild USVI called for bundling projects and establishing a Super Project Management Office (SPMO) to focus on larger, more complex projects. Recognizing capacity constraints, ODR solicited and executed a staff augmentation contract with CH2M Hill/Jacobs Solutions Inc. (Jacobs). With support in place, the ODR set out to secure contractors who can leverage proven strategies for workforce housing, supply chain, labor shortages, and bonding capacity to bid on bundled projects.

The project development strategies selected to implement this concentrate on consolidating similar work scopes into project bundles and deploying one of two delivery methods—Progressive Design Build (PDB) or Construction Manager at Risk (CMAR). These approaches are particularly effective for complex, high-risk projects, which encompass all projects overseen by the SPMO. Both methods enhance risk mitigation, control costs, and promote collaboration—essential factors for success when multiple stakeholders are

▲ Rendering for E. Benjamin Oliver Elementary School

involved. PDB and CMAR emphasize teamwork, risk management, and cost control, enabling faster project completion by allowing construction and procurement to begin before the design is fully finalized.

Projects are divided into two main phases: preconstruction and construction. In the preconstruction phase, the contractor collaborates closely to make sure the infrastructure and building designs stay within the project's budget and timeline. Early work packages are carefully planned and carried out to keep the project moving forward.

In the 2023 annual report, the ODR shared the vision for Rebuild USVI, and in 2024, the goal to have all major projects under contract by the end of 2025 was set in motion. These projects represent a substantial portion of the recovery, totaling \$13.7 billion. To date, 25 out of the 34 projects are either already under contract or in the contracting phase.

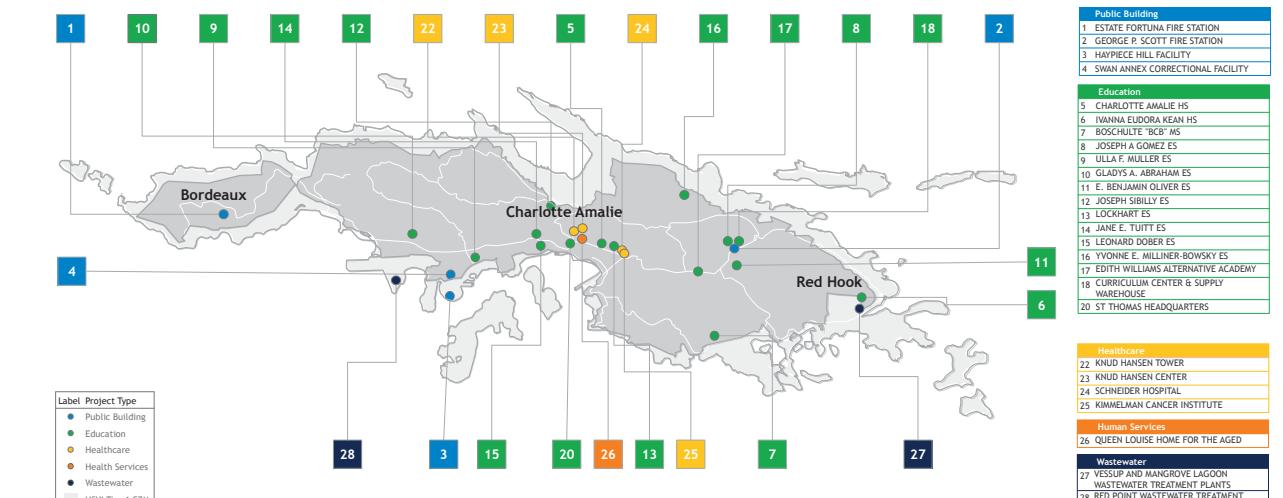
# 25

out of 34 projects are either already under contract or in the contracting phase.

Toward this end, ODR/PFA has executed:

- ▶ A contract with Suffolk-CBNA Joint Venture in February 2025 for the St. Thomas Education Bundle, which includes the Yvonne Bowsky, Lockhart K-8, E. Benjamin Oliver, and Jane E. Tuitt Elementary Schools, Ivanna Eudora Kean High School, and the St. Thomas Administrative Center. Schematic design reviews are in progress for these schools. The demolition and construction are scheduled to commence in 2026 for Lockhart K-8 and E. Benjamin Oliver Elementary schools.
- ▶ A contract with Consigli/Benton Joint Venture 1 in April 2025 for the rebuild of the Charles Harwood Medical Complex, renamed the Donna M. Christian Christensen, MD, Health Center. Design optimization is underway, and construction is scheduled to begin in December this year, with completion by the end of 2029.

### ▼ Potential Vertical Infrastructure Projects on Saint Thomas



Additionally, ODR is in contract negotiations for:

- ▶ The St. Croix Northcentral horizontal bundle with Kiewit Infrastructure South Co. for power, water, wastewater, and road work. This bundle covers 28 square miles or 34% of the island of St. Croix. Construction is expected to begin in 2026, with completion in 2032.
- ▶ The St. John mixed sector bundle includes the rebuild of the Morris F. deCastro Clinic, Myrah Keating Smith Community Health Center, and Julius E. Sprauve PreK-12 School with Consigli Benton Joint Venture 1. The construction of all three facilities is scheduled to start next year, with Morris deCastro starting first in the beginning of the second quarter. This bundle is scheduled to be completed by the end of 2031, with Myrah Keating Smith and Morris DeCastro Clinic completion in 2027 and 2028, respectively.
- ▶ The St. Thomas healthcare bundle with Suffolk Construction Company, which includes the Old Mental Health Building, Queen Louise Home for the Aged, John S. Moorehead, and the Knud Hansen Departments of Health and Human Services buildings. The demolition of the Old Mental Health Building is scheduled for the beginning of next year, with the construction of the remaining projects in the bundle scheduled to start towards the end of 2026. The bundle is expected to be completed in 2029.



Contracts are being drafted for the recent award to Suffolk CBNA Joint Venture for the St. Croix education bundle, which includes Pearl B. Larsen, Alexander Henderson, Alfredo Andrews, and Claude O. Markoe Schools, as well as the St. Croix Administrative Center. Construction is anticipated to start in the last quarter of 2026 with completion in 2030.

The Governor Juan F. Luis Hospital and Medical Center (JFL) and the Roy L. Schneider Hospital at Schneider Regional Medical Center (RLS), has been awarded to Clark/MCN USVI, A Joint Venture. The contract is currently being drafted. The demolition of JFL is projected to start in 2026, followed by its rebuild and completion by the end of 2030. RLS construction is expected to begin in 2027, followed by demolition of the existing hospital and completion of the project in 2032.

Bid evaluations are in progress for the St. Thomas East horizontal bundle. Similar to the scope for St. Croix's horizontal bundle, it includes power, water, wastewater, and road work. This bundle covers 17 square miles or 55% of the island of St. Thomas. A six-year project duration is anticipated, with completion in 2032.

▼ Phase I Demolition of Charlotte Amalie High School



The territorial fire station demo and rebuild bundle for Renceliar Gibbs (Cotton Valley) on St. Croix, Cruz Bay Fire Station on St. John, and Estate Fortuna and Tutu Fire Stations on St. Thomas closed on September 5, 2025 and an award is expected in October.

Several solicitations are due to close in September 2025, including:

- ▶ The Edith Williams Alternative Academy on St. Thomas and the St. Croix Educational Complex on September 30, 2025.
- ▶ The prudent replacement of power generation at WAPA's Richmond Power Plant on St. Croix and the Randolph Harley Power Plant on St. Thomas on September 24, 2025.

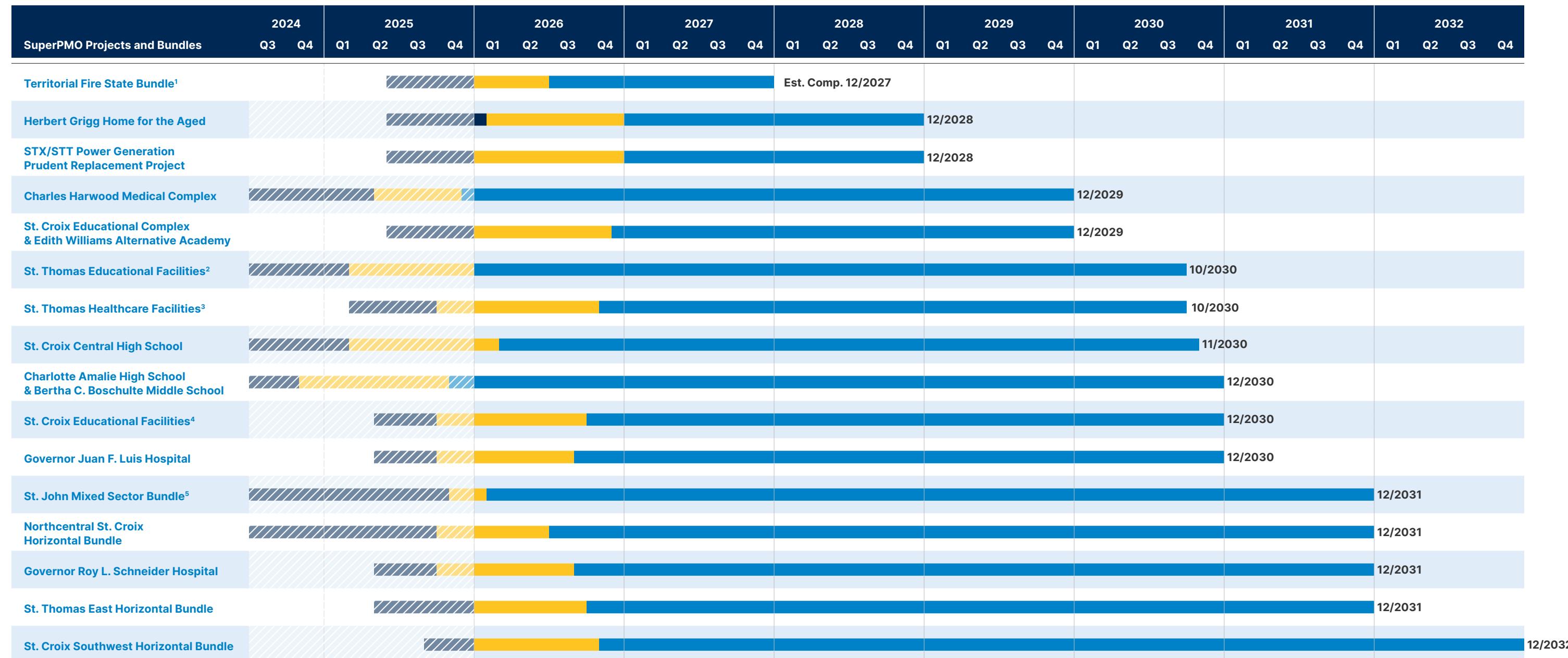
To ensure our local contractors are included, the ODR has scheduled a second industry day for October 27th on St. Thomas and October 29th on St. Croix. This event will share information and facilitate engagement for potential subcontractors and suppliers to become aware of all available opportunities related to reconstruction efforts.



## Rebuild USVI Program Delivery Timeline

As of September 30, 2025

● Procurement   ● Pre-Construction   ● Construction



1 Renceliar Gibbs (Cotton Valley) Fire Station on St. Croix, Fortuna and George P. Scott Fire Stations on St. Thomas, and Cruz Bay Fire Station on St. John

2 Bowsky Elementary Addition, Lockhart K-8, E. Benjamin Oliver Elementary School, Jane E. Tuitt Elementary School, Ivanna Eudora Kean High School and the St. Thomas Administrative Center

3 Knud Hansen Complex, the John S. Moorehead Complex, and Queen Louise Home for the Aged

4 Alfredo Andrews Elementary School, Claude O. Markoe Elementary School, Pearl B. Larsen Elementary School, Alexander Henderson Elementary School and the St. Croix Curriculum Center

5 Morris F. deCastro Clinic, Myrah Keating Smith Community Health Center, and Julius E. Sprauve PreK-12 School



## Top Priority Areas

Since the onset of ODR, considerable progress has been made in reconstructing and fortifying the territory's infrastructure. To date, more than 1,000 construction projects have been completed.

Governor Bryan pinpointed five key areas and projects essential for the territory's Recovery. These priorities were chosen because they impact the largest segments of the community and involve vital services in:

- ▶ **Health**
- ▶ **Hospitals**
- ▶ **Human Services**
- ▶ **Schools**
- ▶ **Housing**
- ▶ **Roads**
- ▶ **Utilities**
- ▶ **Public Buildings**

# 1,000+

**construction projects have been completed to date.**

Securing contracts, permits, and funding are crucial steps for launching federally funded initiatives successfully. Constant coordination and communication are necessary to prevent setbacks that could delay or derail progress. ODR holds regular meetings to review the status of these priority projects. Meetings are used to coordinate next steps and ensure continuous progress in disaster recovery efforts. These are just some of the critical projects managed by ODR that do not fall under the Rebuild USVI initiative.



## Total Construction Projects

Funding Source	Project Phase	Count of Title
 FHWA-ER	<ul style="list-style-type: none"> <li>✔ Completed</li> <li>⊕ Construction</li> <li>⊕ Design</li> </ul>	88
 HMGP	<ul style="list-style-type: none"> <li>✔ Completed</li> <li>⊕ Construction</li> <li>⊕ Design</li> </ul>	8
	Solicitation-Construction	17
		1
 Other Funds	<ul style="list-style-type: none"> <li>✔ Completed</li> <li>⊕ Construction</li> <li>⊕ Design</li> </ul>	84
	Solicitation-Construction	6
 PA	<ul style="list-style-type: none"> <li>✔ Completed</li> <li>⊕ Construction</li> <li>⊕ Design</li> </ul>	50
	Solicitation-Construction	9
		2
		3
	Solicitation-Design	27
		29
		926
		50
		98
		29

RT Park Solar Farm Groundbreaking, May 2025

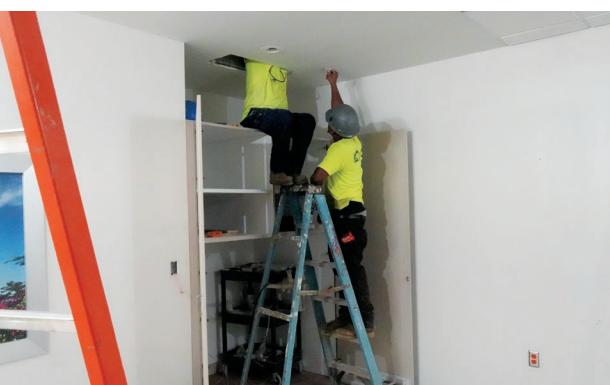




## Health, Hospitals, & Human Services

### Charlotte Kimelman Cancer Institute (CKCI)

The Charlotte Kimelman Cancer Institute Restoration project, awarded to J. Benton Construction, broke ground in November 2023. The \$50 million FEMA obligation allowed for the completion of the necessary selective demolition and reconstruction of the facility. The reinstatement of the CKCI facility will reintroduce vital radiation therapy and other advanced cancer treatment services and resources, creating access to much-needed specialized healthcare. The project remains on target for substantial completion by the end of 2025, and will reopen in 2026.



▲ CKCI Construction Progress

### Temporary Repairs to Queen Louise Home for the Aged Facility

The Department of Human Services was awarded \$73 million in FEMA funding to replace the Queen Louise Home for the Aged Facility and relocate it to a new site in Estate Thomas. To ensure continuity of care, FEMA obligated \$1 million for temporary repairs while the

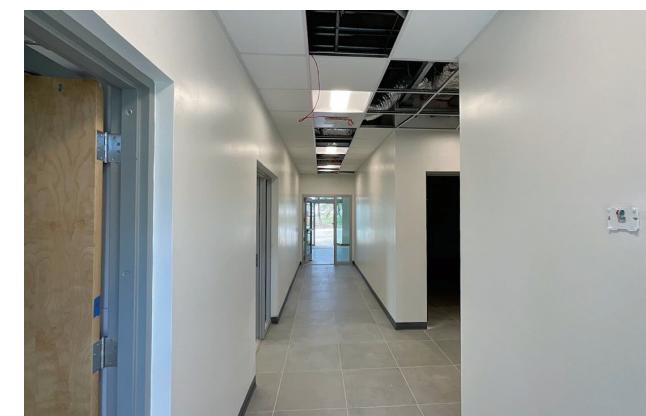
permanent facility is being constructed. The contract for temporary repairs was awarded to Custom Builders and will begin by Spring 2026. As the repairs will be extensive, residents will be temporarily relocated to the Palms Court Harborview Hotel. This move maintains resident safety while positioning Queen Louise for a stronger future as a CMS-certified long-term care provider.

### Head Start Projects

In 2021, the federal Office of Head Start awarded \$42 million towards the demolition and construction of six key Head Start sites across the territory. A ribbon-cutting ceremony was held for the Cruz Bay Head Start facility in November 2024 on the island of St. John. The facility opened for the start of the 2025–2026 school year, welcoming 13 new students. The remaining sites, two on St. Croix, the Anna's Hope Admin Building and the Concordia Head Start, are both 85% completed with a target substantial completion date of December 2025. On the island of St. Thomas, the Lindbergh Bay Head Start and the Minetta Mitchell Nutrition Center are both 85% completed with a target substantial completion date of December 2025.

# 13

new students were welcomed to the Cruz Bay Head Start for the 2025–26 school year.



▲ Concordia Head Start Construction Progress

### Department of Human Services Head Start Projects



#### Bolongo Bay

In progress: **62% Complete**  
Est. Completion: **February 2026**

62%



#### Anna's Hope

In progress: **90% Complete**  
Est. Completion: **December 2025**

90%



#### Lindbergh Bay

In progress: **74% Complete**  
Est. Completion: **December 2025**

74%



#### Concordia

In progress: **91% Complete**  
Est. Completion: **December 2025**

91%



#### Minetta Mitchell

In progress: **77% Complete**  
Est. Completion: **December 2025**

77%



#### Cruz Bay

Complete  
Ribbon Cutting: **November 2024**

100%



▲ Arthur Richards PK-8 School Construction Progress

## Schools

### Arthur Richards PK-8 School

Construction continues at the Arthur Richards site with the project ~65% completed to date. The \$264M PK-8 school is funded by FEMA and was contracted to MCN Build in February 2023. The project has a target completion date of July 2026, with plans for the school to be opened and students to start in the 2026-2027 school year.



▲ Arthur Richards PK-8 School Construction Progress

### Gladys Abraham ES (New Wheatley Skills Center)

The Gladys Abraham Elementary School campus will be renovated to house the Wheatley Skill Center Adult Education Program. Renovations to the site include repairs and upgrades to the cafeteria, kitchen, administrative offices, and classrooms, as well as the purchase and installation of equipment. The project is 3-phased and is currently in phase 2 design with Custom Builders. This phase includes the purchase and installation of furniture, fixtures, and equipment (FFE), including CT equipment for skills training, as well as electrical upgrades and Phase 3 design. Installation of lighting and other equipment, in addition to complete designs, is expected by December 30, 2025. The entire second phase is scheduled to be completed by February 2026. The final phase includes construction of classrooms, a kitchen, new entryway additions, as well as FFE purchase and installation for the remainder of the facility, and is expected to begin in June 2026.



Arthur Richards PK-8  
School Gymnasium



▲ Construction at Donoe Redevelopment

## Housing

The restoration and expansion of the territory's housing stock remain one of the top five priorities of the recovery—along with hospitals, roads, schools, and utilities. ODR recognizes the importance of having a viable housing stock and the availability of affordable housing to improve the quality of life for Virgin Islanders. Recovery funding is focused on supporting vulnerable residents by utilizing federal dollars to develop resilient housing and preserve existing structures.

As a part of the subrecipient agreement with VIHFA, the ODR provides program and project management services for the revitalization of:

- ▶ the D. Hamilton Jackson Terrace,
- ▶ Donoe Redevelopment,
- ▶ Lovenlund Phase II,
- ▶ the recently completed Walter IM Hodge Pavilion,
- ▶ and the Own a Lot, Build a Home, and EnVision Tomorrow Programs.



## Own a Lot, Build a Home

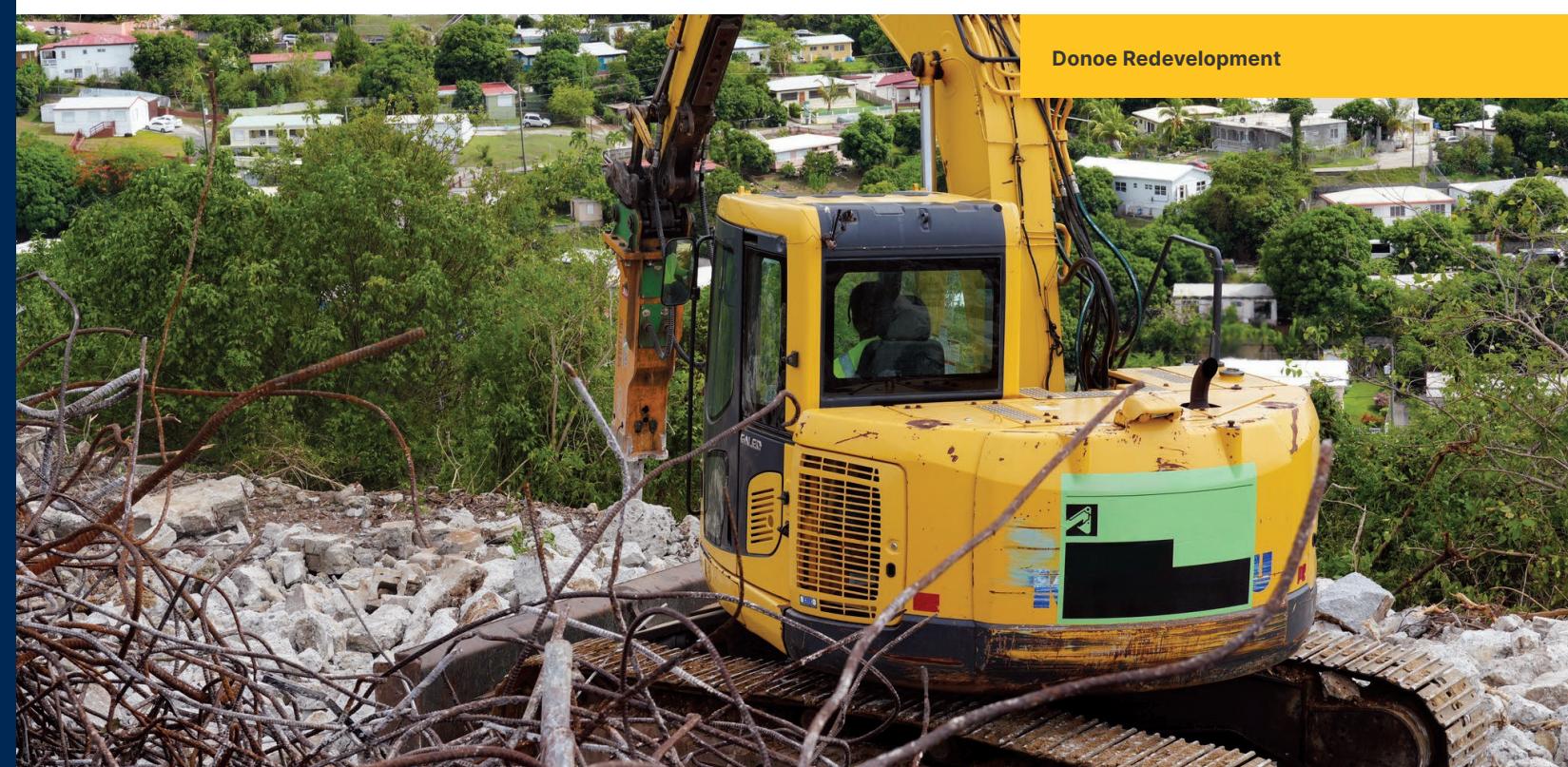
Since the launch of the "Own a Lot, Build a Home" Program in June 2024, five applications are in process—four with Banco Popular and one with USDA Rural Development. To date, more than 200 residents have expressed interest in the program. Their statuses vary, including preparing building plans, securing permit approvals, paying off debts, and completing ownership transfers. The program anticipates that three of the five applicants will close by the end of 2025.

5

Own a Lot, Build a Lot applications have been processed since June 2024.



▲ VIHFA Housing Expo 2025





# 240

new or modernized housing units are currently under construction.

**96** Lovenlund Apartments

**84** Donoe Redevelopment

**60** Estate Tutu

## Lovenlund Apartments Phase II

Lovenlund Apartments Phase II, funded by \$25.9 million in CDBG-DR funds, is an existing 96-unit rental property located in St. Thomas. In 2021, the property exceeded the initial 15-year tax credit compliance period, leaving the territory at risk of losing part of its affordable housing inventory. The Jackson Development (JDC) team applied for CDBG-DR funding to acquire, rehab, and preserve the units as affordable rentals. The Development team closed on the acquisition in January 2025 and is currently evaluating bids for the start of the rehab phase during the upcoming months. The project anticipates completion by January 2027.

## The Virgin Islands Housing Authority

### Senior Housing at Estate Tutu

Additionally, federal disaster recovery funding from FEMA is financing the Tutu North Senior Housing project, which consists of 60 units located in buildings 10, 11, 12, 14 and 22. The project is currently out for solicitation, and bids are due September 25, 2025. The financial closing is expected in December 2025 to supplement the \$76.9 million in FEMA funding. Construction is scheduled to begin in January 2026.

### Donoe Redevelopment

The Donoe Redevelopment Project is the first phase of replacement housing for residents displaced by the destruction of the Estate Tutu Apartments in St. Thomas. The community will comprise 84 units across 14 buildings and a community center at the former Estate Donoe site. The current development team consists of the Virgin Islands Housing Authority, Pennrose LLC, a new equity investor—Enterprise Housing Credit Investments, and construction lender Merchants Bank. A notice to proceed was issued for construction restart on June 9, 2025, and work at the site began with Consigli/Benton. The project remains on schedule, with inspections, submittals, and environmental monitoring proceeding as planned. Overall, the site has reached 13% completion. The project is partially funded by \$80.7 million in CDBG-DR funding and is on track for its targeted completion date in June 2027.



▲ Demolition of VIHA Administrative Offices on St. Thomas



Donoe Redevelopment Construction



▲ Peany's Place Restoration on St. Croix



## Neighborhood Revitalization

The Neighborhood Revitalization Program has been allocated \$13 million to preserve the community's commercial, residential, and historic areas. It is divided into three components: Building Façade and Streetscape Enhancement Program, Small Business Entrepreneurship Grant, and Small Business Technical Assistance Program. In February 2024, program staff reviewed all applications in accordance with the policies approved by VIHFA. Of the eighty-two (82) applications received, fifteen (15) were deemed pre-eligible, sixty-six (66) were ineligible, and one (1) was withdrawn. The projects in the pre-eligible category include two (2) in Procurement, six (6) in Grantee Review, and seven (7) pending Applicant documentation. The approximate pre-solicitation estimate of the 15 pre-eligible project applications is \$8.9 million.

**\$13M**

has been allocated to the Neighborhood Revitalization Program to preserve commercial, residential, and historic areas.

The two projects in the procurement phase, NMR, LLC., and Peany's Place, Inc., are expected to be awarded by the end of November 2025, with construction to start in December 2025.

In 2025, the program team will focus on advancing the pre-eligibles through the various processes to complete their projects by 2026. The Neighborhood Revitalization Program aims to submit all pre-eligible applications to our Grantee and begin construction on 25% of these projects in 2026.

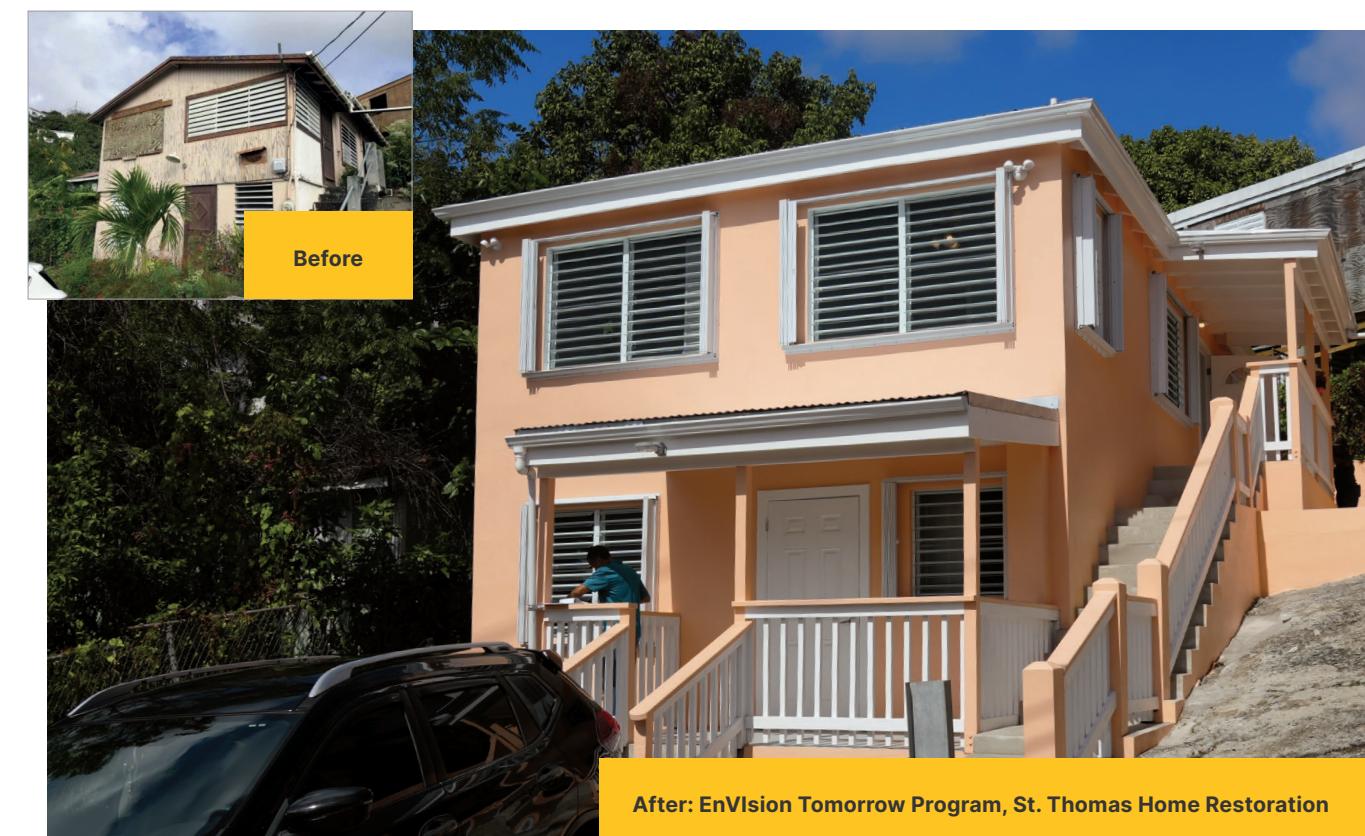
## EnVision Tomorrow

Despite the many challenges, the EnVision Tomorrow Program continues to make steady progress toward the goal of rehabilitating 600 homes damaged by Hurricanes Irma & Maria in 2017. To date, the program has completed 80 homes, has over 100 homes under construction, and 78 are pending mobilization.

In FY 2025, several key milestones were achieved. The program completed 39 homes, mobilized 73, re-launched the rental program, and established a contractor pool to expedite the solicitation process. Additionally, the program held applicant information sessions on St. Croix to assist with documentation requirements, helping move applications forward into the solicitation phase. Three solicitations were published during this period: one for the homeowner program, containing 40 homes, and two for the rental program, totaling 24 homes.



▲ EnVision Tomorrow Information Session for applicants on St. Croix



After: EnVision Tomorrow Program, St. Thomas Home Restoration

# Virgin Islands Housing Authority

## D. Hamilton Jackson Terrace

After completing the Walter IM Hodge revitalization project, the Virgin Islands Housing Authority (VIHA) is on track to complete another multimillion-dollar project in Christiansted.

The D. Hamilton Jackson Terrace Revitalization Project consists of the rehabilitation of 106 units, along with its community center. The project is federally funded to the tune of \$121.6 million, with \$47 million from CDBG-DR and \$12.1 million from FEMA, and additional financing from 4% and 9% Federal Low Income Housing Tax Credit (LIHTC) equity, and a grant from the Federal Home Loan Bank. This will be the second project in the territory to participate in HUD's Rental Assistance Demonstration (RAD) Program. Construction began in March 2025 and is on track for completion by December 2026. Currently, the project is 30% complete.

### ▼ Reconstruction of D. Hamilton Jackson Terrace





▲ Ribbon Cutting for the East Airport Road Bridge, February 2025

## The Department of Public Works

### The Department of Public Works (DPW)

DPW is managing numerous FEMA-funded projects aimed at improving the durability and overall quality of infrastructure and operational functions across the territory. In 2021, DPW completed the design phase for four contracts, covering a total of seven obligated road projects with an estimated budget of about \$35 million. The Frenchman's Bay project on St. Thomas is finished, while construction is ongoing on the Botany Bay, Perseverance Bay, and Red Hook Bay Watershed projects. Work will continue into 2026 with active construction in the Botany Bay area.

Meanwhile, on the island of St. John, a \$2.1 million roadway restoration project concluded, improving drainage and road conditions in Fish Bay, Coral Bay, and Great Cruz Bay. By early 2026, Johnny Horn Trail will provide an alternate route between Coral Bay and Cruz Bay.

The long-awaited restoration of Ethel McIntosh Memorial Drive (Mahogany Road) began in February 2025. The LaGrange detour road, completed in August 2025, will provide an alternate route while construction continues

**\$2.1M**

**in roadway restoration work was completed on St. John, improving drainage and road conditions in Fish Bay, Coral Bay, and Great Cruz Bay.**

Veterans Drive Phase 2A is out for solicitation and is expected to be awarded by the end of the year, with construction to begin in early 2026.

Clifton Hill Road repairs are completed, making substantial safety corrections by improving drainage and pedestrian access at the La Reine intersection, thereby eliminating long-standing flooding issues. DPW also widened the intersections and added turning lanes at the Melvin Evans Highway/Clifton Road intersection. Installation of highway lights along the Melvin Evans Highway is ongoing and expected to be completed by the end of October 2025.

DPW also has an open solicitation for bids for pavement rehabilitation and drainage improvements for Frederiksted Town Roads, which consist of Strand Street, King Street, Queen Street, Fisher Street and a temporary bridge on King Street. The project is expected to be awarded by the end of 2025, with construction beginning in 2026.



▲ Clifton Hill Road/Melvin Evans Highway Roadway Expansion and Improvement Project



Construction, East Airport Road Bridge



▲ Wärtsilä Ribbon Cutting Ceremony, January 2025

## Utilities

### Power

Through a \$95 million grant from HUD's Community Development Block Grant Disaster Recovery Program, the Virgin Islands Water and Power Authority (VIWAPA or Authority) successfully acquired four new Wärtsilä generating units. As WAPA approached the final testing and commissioning stages, these generators were well on their way to increasing the territory's power capacity by December 2024. A ribbon-cutting ceremony was held on January 17, 2025, officially introducing the four new Wärtsilä generating units to the Randolph Harley Power Plant, marking a significant milestone in augmenting the territory's energy infrastructure. The complimentary Battery Energy Storage System (BESS) has been in operation since March 2025.



▲ Wärtsilä Vaporization Equipment

### Status of Undergrounding Projects

#### Queen Mary

In progress: 65% Complete

Est. Completion: Q2 2026

65%

#### Hannah's Rest

In progress: 65% Complete

Est. Completion: Q2 2026

65%

#### Charlotte Amalie

In progress: 65% Complete

Est. Completion: Q2 2026

65%

### Status of Territorial Composite Pole Installation Project



**8,926**

above-ground poles have been installed across the territory by VIWAPA.

**4,303**

St. Croix

**2,912**

St. Thomas

**1,711**

St. John

Providing a battery backup in the event the power plant is down. In 2023, three undergrounding projects were completed, successfully transitioning a portion of the St. Croix customer base to underground power. By the end of 2024, three more undergrounding projects were advanced through the design and solicitation phases, two on St. Croix and one on St. Thomas. Of these, construction has commenced on Queen Mary (Feeder 9B), Hannah's Rest (Feeder 8B) on St. Croix, and Feeder 5A (portions of Charlotte Amalie) on St. Thomas. All three projects are currently 65% complete and are on track for completion by the second quarter of 2026. Additionally, contract negotiations are in the final stage for Feeder 1A (Queen Street) in St. Croix and Feeder 9A (Lindbergh Bay area) on St. Thomas.

VIWAPA continues to move forward with its plan to use composite poles for the remaining above-ground installations that cannot be undergrounded. Currently, contractor Haugland VI has installed a total of 8,926 poles—4,303 on St. Croix, 2,912 on St. Thomas, and 1,711 on St. John. St. Croix is 94% complete; St. Thomas is 92% complete with its additional poles approved and underway; and St. John is 87% complete. It is expected that by 2026, this territory-wide initiative will comprise approximately 10,000 modern composite poles, representing a nearly one-billion-dollar investment in grid resilience.



▲ Composite Pole Installation on St. Thomas



## Water

WAPA Water advanced two major waterline extension projects on St. Croix in 2024, with construction in both Hannah's Rest and Campo Rico progressing steadily and remaining on schedule for completion by the end of 2025.

Looking ahead, WAPA Water is set to expand its modernization efforts to St. Thomas, with groundbreaking activity for new waterline projects in Mahogany Estate and Blackbeard Hill expected in the first quarter of 2026. The agency will also incorporate additional potable water projects into both the St. Croix Northcentral Bundle and the St. Thomas East Bundle. Each bundle will move through the design phase in 2026 and transition to construction in 2027, facilitating a coordinated rollout of upgrades, such as fire hydrant replacements, valve improvements, the replacement of aging ductile iron pipes with PVC, and other critical system modernization initiatives.

## Wastewater and Solid Waste

The Virgin Islands Waste Management Authority (VIWMA) continues to drive its critical infrastructure improvement projects across the territory. The Christiansted sewer line replacement project is almost finished and is expected to be completed by January 2026. Looking ahead, WMA is moving forward with plans to incorporate its sewer shed and pump station replacement projects into the St. Croix North Central and St. Thomas East bundles, with design activities scheduled for 2026 and construction anticipated to begin in 2027. The VIWMA has been working diligently with the SPMO/Jacobs team to incorporate individual projects into bundles under the Rebuild USVI initiative.

In August 2024, the St. Croix Convenience Centers at Concordia, Cotton Valley, and Mon Bijou were resolicited. A Coastal Zone Management (CZM) hearing was held in September 2024, and federal consistency



▲ Charlotte Amalie Undergrounding Project

determination applications for the proposed locations were approved. Construction of the St. Croix Convenience Centers was contracted to Continental Construction & Engineering, LLC in June 2025. The designs are 30% complete and are expected to be delivered by the end of January 2026. Construction will commence thereafter and is expected to be completed by the end of November 2026.

On St. Thomas, the VIWMA has reassessed the placement of convenience centers, settling on facilities in Smith Bay and Red Hook. Environmental clearance for the sites on St. Thomas is experiencing delays, but is expected by the end of December 2025. Once the projects receive environmental clearance from VIHFA, both locations will be released for solicitation for design and construction. The VIHFA has approved the last St. Thomas center in Bournefield and the St. John convenience center in Susannaberg. They are both in the environmental phase. A final report and approval are expected from VIHFA by the end of the 2nd Quarter of 2026. The release of solicitations for the St. Thomas and St. John Convenience Centers will commence during the preparation of the reports. The CDBG-DR team is preparing NTPs for the Bournefield and Susannaberg solicitations.



Queen Mary Highway  
Undergrounding Project

## Other Public/Historic Buildings and Projects

### Department of Planning & Natural Resources

Over \$19 million has been obligated to the Department of Planning and Natural Resources (DPNR) for recovery efforts across the territory. The year 2024 has been a transformative period for the Department, highlighted by the restoration of several landmark buildings, particularly libraries in both districts. Notably, the Florence A. Williams Library on St. Croix was completed in March 2026, while construction on the Charles W. Turnbull Regional Library continues, with completion now anticipated by the first quarter of 2026. Work on the Enid M. Baa Library began in June 2024 and is expected to conclude by summer 2026. Repairs to the Athalie M. Petersen Library remain ongoing, with completion projected for the first half of 2026.

**\$19M+**

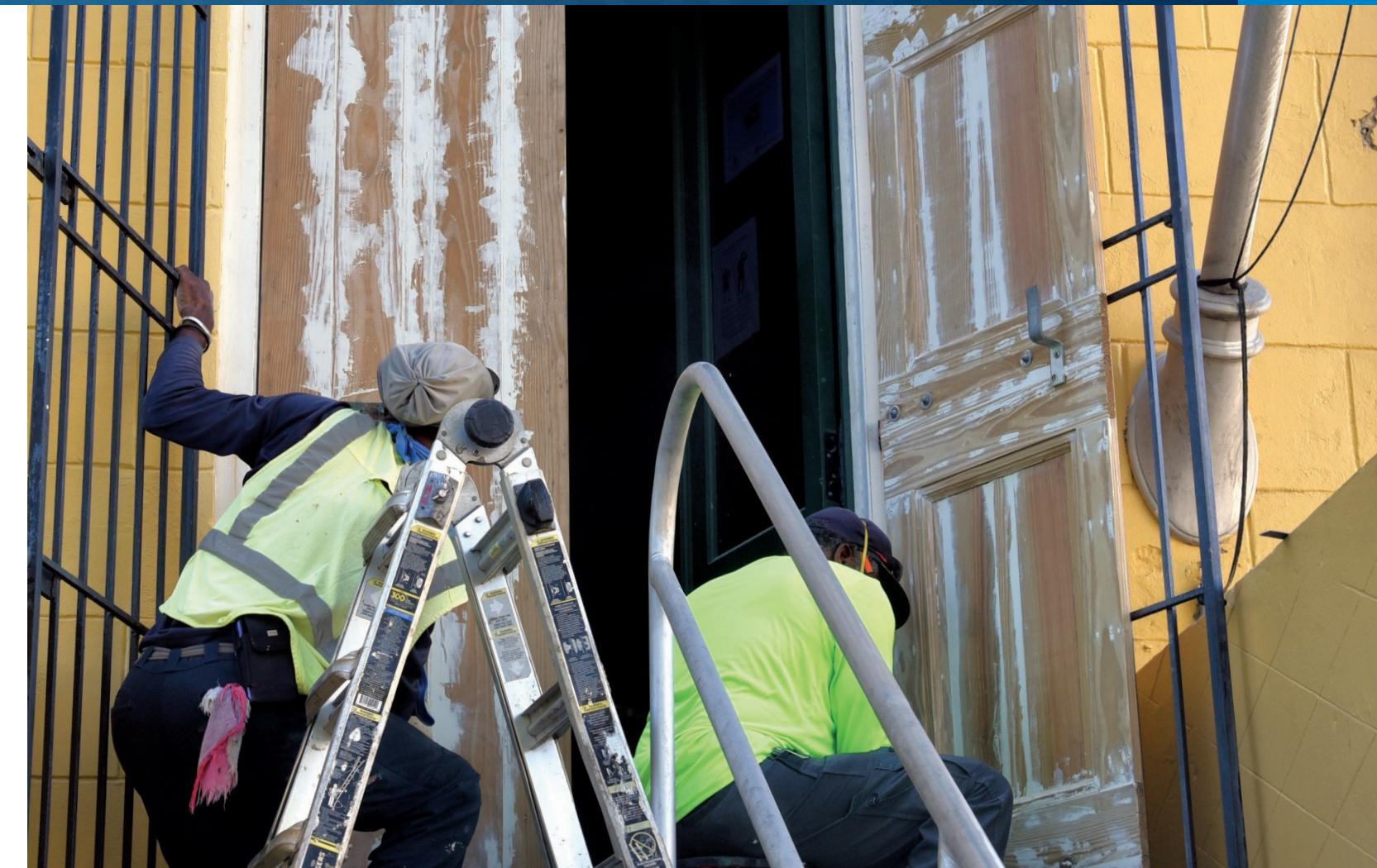
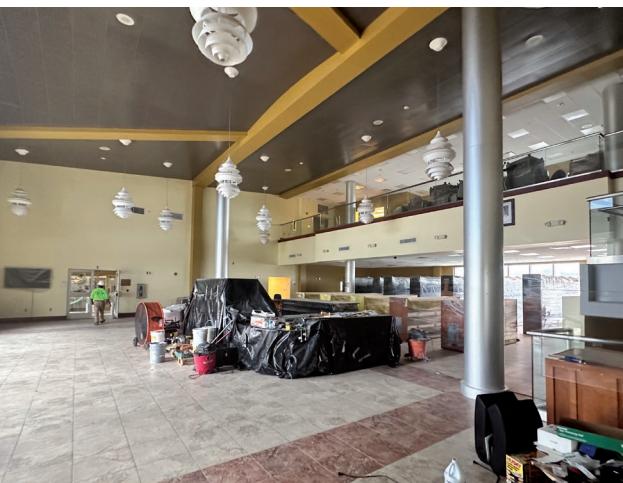
has been obligated to DPNR for recovery efforts across the territory.



▲ Charles W. Turnbull Regional Library Construction

### Historic Preservation Projects

Forty Historic Building Recovery Projects have been completed since the program began. During this reporting period alone, 14 recovery projects were completed from September 30, 2024, to September 30, 2025 with a total expenditure of almost \$3 million. This historic recovery program was established to assist eligible and designated National Register Historic Places sites in the Virgin Islands that were damaged by Hurricanes Irma and Maria in 2017. All of the Historic Building Recovery Projects are being supported in part by an Emergency Supplemental Grant from the Historic Preservation Fund administered by the National Park Service, Department of the Interior. The Department of Planning and Natural Resources VI State Historic Preservation Office manages the day-to-day operations of the Historic Building Recovery Program. There are 13 historic recovery projects under construction or awaiting an advance. All are expected to be completed by the end of the first quarter of 2026.



**Enid M. Baa  
Public Library**  
In progress: 65% Complete  
Est. Completion: Summer 2026



**Florence A. Williams  
Public Library**  
Complete  
Ribbon Cutting: March 2025



**Athalie M. Petersen  
Public Library**  
In progress: 80% Complete  
Est. Completion: Q2 2026



**Elaine I. Sprauve  
Public Library**  
Complete  
Ribbon Cutting: June 2023



**Charles W. Turnbull  
Regional Library**  
In progress: 90% Complete  
Est. Completion: Q1 2026



## Historic Buildings Recovery Program



## Completed Projects from September 2024–September 2025

- 1 King Street 58A, Frederiksted
- 2 Frederick D. Dorsch Center, Frederiksted
- 3 Hospital Street 38, Frederiksted
- 4 Freudensthal Moravian Church
- 5 King Street 58B, Frederiksted
- 6 King Street 36, Christiansted
- 7 King Street 3, Frederiksted
- 8 King Cross Street 18A&B
- 9 Dronningens Gade 60, 61, & 62 (VIBE)
- 10 Submarine Base, DPNR New Headquarters
- 11 Norre Gade 14B, Christiansted
- 12 Norre Gade 34 (ZORAS), Charlotte Amalie
- 13 St. Thomas Synagogue
- 14 Vester Gade 2D, Cruz Bay

## Projects Under Construction

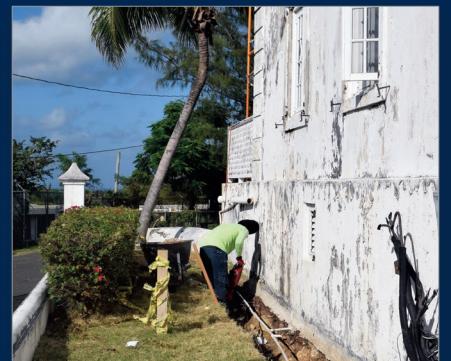
- 15 King Street 4, Lord God of Sabouth Lutheran Church
- 16 Estate LaGrange 242, Frederiksted
- 17 Hill Street 5, Christiansted
- 18 Queen Street 35, 36, 37A, Frederiksted
- 19 Berger Gade 12A, Charlotte Amalie
- 20 Catherineberg 8D, Charlotte Amalie

# Office of the Lieutenant Governor

## Sion Farm Great House

Construction commenced in 2025 on the Sion Farm Great House project on St. Croix and is expected to be completed by the end of 2026.

### ▼ Progress of Construction at Sion Farm Great House





▲ SAI Team Canvassing Addresses

### Office of the Lieutenant Governor

The Office of the Lieutenant Governor (LGO) continued to make progress on completing its remaining disaster recovery projects. Construction commenced this year on the Sion Farm Great House project on St. Croix and is expected to be completed by the end of 2026.

The Office of the Lieutenant Governor's (LGO) Street Addressing Initiative (SAI) is in the process of upgrading the Virgin Islands addressing system to meet national standards. Each island's streets and addresses will be mapped and added to the Lt. Governor's database. This database will be available to multiple government agencies, Google, and other mapping entities.

In 2025, LGO completed the addition of St. John's streets and addresses. The Virgin Islands Territorial Emergency Management Agency (VITEMA) will eventually begin using the data in directing first responders to assist with 911 calls. Next for St. John is the installation of street signs, which is expected to begin in December 2025. St. Thomas, St. Croix, and Water Island residents are in the process of naming

streets, and the LGO has started to add data points for the street addresses on those islands. This will be followed by 911 testing and street sign installations in 2026.

In 2026, the LGO is also expecting to complete the street addressing grids for St. Thomas, St. Croix, Water Island, and all outlying addressable cays in the territory. Additionally, the manufacturing and installation of all Highway and Residential signs will be significantly in process. All residents are encouraged to submit a name for the street they live on and to participate when their addresses are being validated.

See the project's webpage for more information:

[sites.google.com/view/usvi-sai/home](http://sites.google.com/view/usvi-sai/home)



### Bureau of Information Technology

The Bureau of Information Technology (BIT) has made significant progress this year in obtaining prudent replacement approvals from FEMA for territory-wide communication infrastructure projects, including FEMA funding of over \$161.5 million. BIT anticipates releasing a Request for Proposal (RFP) for a design-build for its communication infrastructure projects by the end of this year. These projects consist of installing a new P-25 radio system throughout the territory. The P-25 radio system is a suite of standards for digital radio communication used by public safety agencies like police, fire, and emergency services. The new system shall enable interoperability between off-island EMAC (Emergency Mutual Aid Assistance Compact) first responders and GVI personnel. The P-25 radio system will interconnect St. Croix, St. Thomas, and St. John.

team at DSPR, in collaboration with ODR, continues to strive to fulfill the challenging task of completing 55 construction projects. To date, the department has expended more than \$16.7 million, and has completed 37 projects, which include eighteen parks on St. Croix, thirteen on St. Thomas, and two on St. John.

The agency is currently tracking one active construction project and has seven more in the design phase. This year, DSPR has completed construction at: Emile Griffith Ballpark, Reinholdt Jackson Complex, DC Canegata Small Field and Courts, Nadir Basketball Court, and the long-awaited Vincent Mason Resort Park and Pool on St. Croix, expending just shy of \$9 million.

The Estate Profit Community Center project on St. Croix is currently in the contracting phase and is expected to be in construction in 2026.

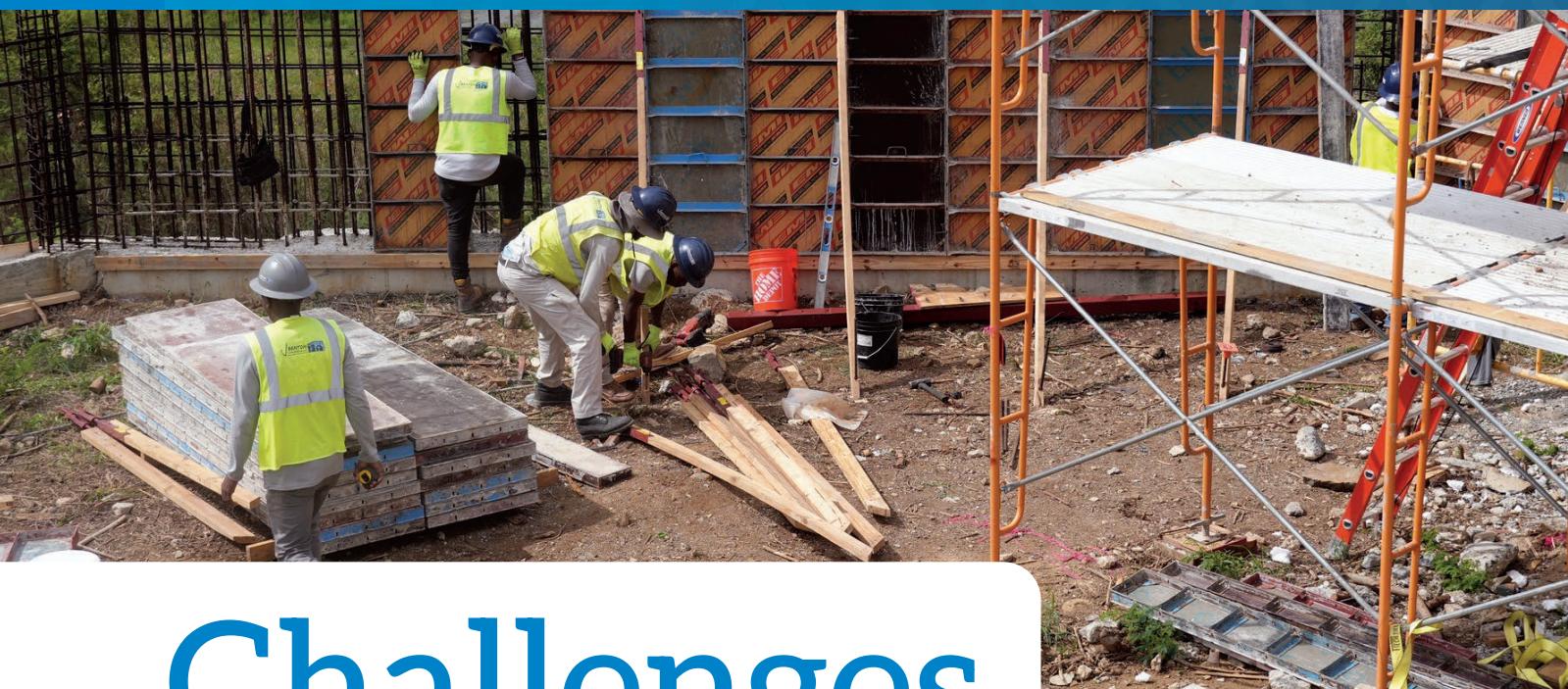
DSPR anticipates in 2026 the start of construction on at least seven projects to include the Ezra Fredericks Ballpark, Lionel "Smut" Richards Ballpark, and Winston Wells Ballpark Bleachers and Concession Stand in the St. Thomas/St. John district, as well as the DC Canegata Community Center, DC Canegata Fields Phase II, and the Cramer's Park Concession Stand Rebuild, in St. Croix.

### Department of Sports, Parks, and Recreation

The Department of Sports, Parks, and Recreation (DSPR) continues to diligently work on mobilizing over \$44.2 million in FEMA Public Assistance, Hazard Mitigation, and Local Funds to restore all parks and recreational facilities territory-wide since the 2017 storms. The

### Park Projects to Start in 2026





# Challenges

As the recovery advances into its next phase, emphasizing the construction of larger and more complex projects, the scale and complexity of delivering multi-million-dollar designs across key sectors—education, healthcare, infrastructure, and public buildings—will present certain risks and challenges. While substantial progress has been made, several systemic risks persist as the scale of the recovery exceeds the capacity of many states, let alone a small group of islands in the Caribbean.

## A Recovery Five Times the USVI's GDP

Federal funding obligations to fully recover from the 2017 hurricanes should total approximately \$25 billion, more than six times the territory's annual gross domestic product (GDP) prior to the storms.\* With roughly \$20 billion still available, this impact amounts to five times the permits, laborers, and payments to be processed, and overall, five times the territory's capacity.

\* "U.S. Virgin Islands GDP Increases 1.5 percent in 2018," news release, BEA 19-66, December 17, 2019.  
As of May 3, 2020: <https://www.bea.gov/system/files/2019-12/vigdp-121719.pdf>

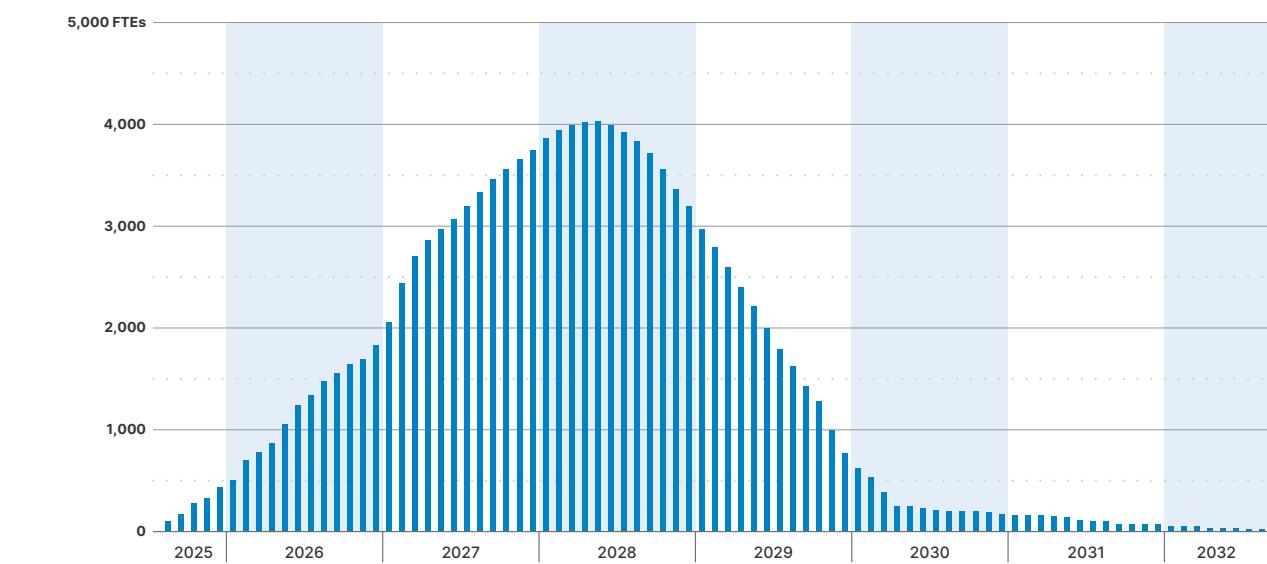
## Skilled Labor Shortage

A key challenge remains the shortage of skilled labor, driven by limited local capacity and visa constraints for Caribbean workers. This has led to higher labor costs and onboarding delays, prompting efforts to expand workforce development programs and explore visa pathways in collaboration with territorial leadership.

## Disposal of Construction Debris

As the Rebuild USVI initiative moves to the forefront, the logistical aspects of construction debris removal also steps to the front of the line. This added level of complexity requires close monitoring of potential safety hazards, environmental compliance concerns, and schedule delays. ODR is actively pursuing the appointment of a program-wide refuse contractor and contingency landfill options to offset these challenges.

## Rebuild USVI Workforce Needs Projections



## Federal Policy Changes

There is no doubt that the difficulty quotient has also increased due to changes in federal policy and a drastic shift in national priorities. This has resulted in lengthy reviews that cause significant delays in eligibility decisions and funding approvals. The ODR continues to track the Hazard Mitigation Grant funding, whose program goals do not align with new federal priorities. This unprecedented shift could jeopardize up to \$1.4 billion in federal support. Continuous lobbying and scope adjustments are ongoing to preserve project viability.

## Construction Market Fluctuations

Additionally, increased construction costs due to tariffs, limited competition, and other market conditions are looming. It has been said that this is a "contractors' market," where contractors are extremely selective about the work they pursue, and some mainland contractors have reported commitments out two years and will not pursue new work until then.

## Funding Gaps

Furthermore, funding gaps for designed projects, driven by cost escalations, scope changes, match requirements, and market volatility, have amplified the need for additional financial resources. Contingency

planning and design optimization are being used to manage affordability and reduce costs, ensuring projects do not exceed available grant limits.

## Environmental Permitting Delays

Impediments in completing required environmental reviews also slow progress. Contractor capacity is extremely challenging, and resource and material availability create added hurdles to maintaining project schedules. Despite these obstacles, EnVision Tomorrow and other CDBG-DR programs remain committed to delivering safe, sanitary, and resilient housing to impacted residents.

## Lack of Workforce Housing

Finally, the shortage of workforce housing hinders labor mobilization. ODR is working with local entrepreneurs and housing providers to expand temporary accommodation and reduce pressure on the islands' housing stock.

Despite these obstacles, the ODR stays dedicated to providing a robust and transformative rebuild for the territory. Through proactive risk management, strategic partnerships, and adaptive planning, ODR will navigate the complexities of this once-in-a-century recovery effort to transform the Virgin Islands into a truly resilient community for generations to come.

# Road Ahead

Looking ahead to FY2026, the territory is focused on advancing and completing several ongoing projects. Progress will continue with additional composite pole installations, aiming for full coverage across all islands. Efforts to finalize the design for convenience center locations on St. Thomas and St. John as well as the start of construction on sites on St. Croix, are expected to move forward, addressing both logistical and community concerns. The opening of the first new school in decades the Arthur Richards PreK-8 school on St. Croix is also expected in 2026.

Key infrastructure projects, including waterline extension and undergrounding projects, will continue as designs for bundled horizontal projects on St. Croix and St. Thomas progress through 2026. Recovery projects funded under FEMA's increased cost-share adjustments will remain priorities to enhance resilience and long-term sustainability. The Street Addressing Initiative will expand further, ensuring comprehensive implementation across all islands and the installation of signage on St. John.

Bundled projects under the Rebuild USVI will move through the preconstruction phase, with twelve beginning demolition or construction in 2026 to include:

- ▶ **Bertha C. Boschulte Middle School,**
- ▶ **St. Croix Central High School,**
- ▶ **Charles Harwood Medical Complex,**
- ▶ **Myrah Keating Smith Community Health Center,**
- ▶ **St. Croix Northcentral Horizontal Bundle,**
- ▶ **Governor Juan F. Luis Hospital, and**
- ▶ **Charlotte Amalie High School.**



Julius Sprauve K-12 School Rendering  
by DLR Group



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