



Legislature of the Virgin Islands

P.O. Box 1690, Emancipation Garden Station
St. Thomas, U.S. Virgin Islands 00804

TEL: (340) 774-2478
FAX: (340) 774-2492

POST AUDIT DIVISION

June 30, 2023

COMMITTEE ON BUDGET, APPROPRIATIONS & FINANCE FISCAL YEAR 2024 BUDGET HEARING

VIRGIN ISLANDS ECONOMIC DEVELOPMENT AUTHORITY

TABLE OF CONTENTS

TITLE	PAGE NUMBER
BACKGROUND AND HISTORY	2 – 3
MISSION STATEMENT	3
ORGANIZATIONAL STRUCTURE	4
BUDGET OVERVIEW	4 – 5
FY 2024 BUDGET SUMMARY	5 – 7
PERFORMANCE BASED BUDGETING	7 – 22
PERSONNEL SERVICES	22 – 23
PROFESSIONAL SERVICES	23
VEHICLES	23
CONTRACTS	23 – 24
LEASES	24 – 25
GRANTS	25
PROJECTED REVENUES	26 – 27
POST AUDIT COMMENTS	27
APPENDIX I – PERSONNEL LISTING	28 – 31

BACKGROUND & HISTORY

The Virgin Islands Economic Development Authority (VIEDA) was created on December 21, 2000 by Act No. 6390. Title 29, Chapter 17, Virgin Islands Code to assume, integrate and unify the functions of the Economic Development Bank (EDB), the Economic Development Commission (EDC), the Economic Development Park Corporation (EDPC), and the Enterprise Zone Commission (EZC) under one executive board in order to achieve maximum efficiency, streamline operations, and develop comprehensive programs to promote and enhance the economic development of the Territory.

The Authority accomplishes its mission by (1) attracting multi-national investors from the mainland to establish or relocate their businesses to the Virgin Islands, and (2) providing financial assistance through its lending arms (GDB and SBDA) to emerging and established businesses in the Territory. The Authority is funded primarily by allotments from the Office of Management and Budget via the Department of Finance based on an approved budget authorized by the Legislature of the Virgin Islands.

The powers of the Authority are exercised by a Governing Board consisting of the members of the Authority acting as a board. Of the seven (7) members appointed to the Board, three (3) shall not be employees of the Government of the United States Virgin Islands or the Government of the United States and shall be appointed by the Governor with the advice and consent of the Legislature. Three (3) shall be appointed by the Governor from among the heads of Cabinet-level executive departments or agencies or his executive staff, and one (1) shall be appointed from the Board or executive staff of the Government Employees Retirement system, the Virgin Islands Port Authority, or the University of the Virgin Islands.

The VIEDA's Board Members shall be appointed for a three (3) year term. Government members shall not receive compensation, but non-government members shall be compensated at a rate of \$150.00 a day or any fraction thereof. However, all members are entitled to reimbursement for, or per diem in lieu of, necessary travel expenses.

The VIEDA's Board Members are authorized to:

- Appoint officers, agents, or employees, whether permanent or temporary, by contract or may otherwise employ consulting engineers, superintendents, managers, fiscal, legal, and other technical experts, as necessary.
- Determine their qualifications, duties, tenure, and compensation without regard to Chapter 25 of Title 3, (Personnel Merit System).
- Appoint the Chief Executive Officer exclusively upon the basis of merit, determined by technical training, skill, experience, and other qualifications best suited to carry out the purposes of the VIEDA.
- Remove the Chief Executive Officer or he/she shall be removable by the Governor, but only for cause and after notice and an opportunity to be heard, subject to the approval of the Governor.

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 3 of 31

Exhibit I displays VIEDA’s board members.

NAME	POSITION
Kevin Rodriguez	Chairman / Cabinet Appointee
Gary Molloy	Vice Chairman / Cabinet Appointee
Jose A. Penn	Secretary / Private Sector Representative
Anise I. Hodge	VI Port Authority Representative
Positive Nelson	Member / Cabinet Appointee
Phillip Payne	Private Sector Representative
Vacant	Member

Exhibit I

Exhibit II displays VIEDA’s executive and senior management team for FY 2023.

NAME	POSITION
Wayne Biggs, Jr.	Chief Executive Officer
Tracy Lynch Bholá, Esq.	General Counsel
Kelly Thompson Webbe	Chief Financial Officer
Margarita Greenidge-Benjamin	Director, Economic Development
Nadine Marchena Kean	Director, Enterprise Zone Commission
Monique T. Samuel	Director, Economic Development Bank
Mark Finch	Director, Physical Plant
Celina Morris	Director, Marketing
Kali Richardson	Director, Human Resources

Exhibit II

MISSION STATEMENT

The U.S. Virgin Islands Economic Development Authority (“VIEDA”) is a semi-autonomous governmental agency responsible for the promotion and enhancement of economic development in the United States Virgin Islands. The USVIEDA strives to be a customer service based organization that creates positive public/private sector partnerships for the enhancement of economic growth and development by meeting the challenges of the global economy and serving the needs of the business community, while embracing our unique cultural heritage and preserving our pristine natural environment.

ORGANIZATIONAL STRUCTURE

Exhibit III displays VIEDA’s organizational structure.

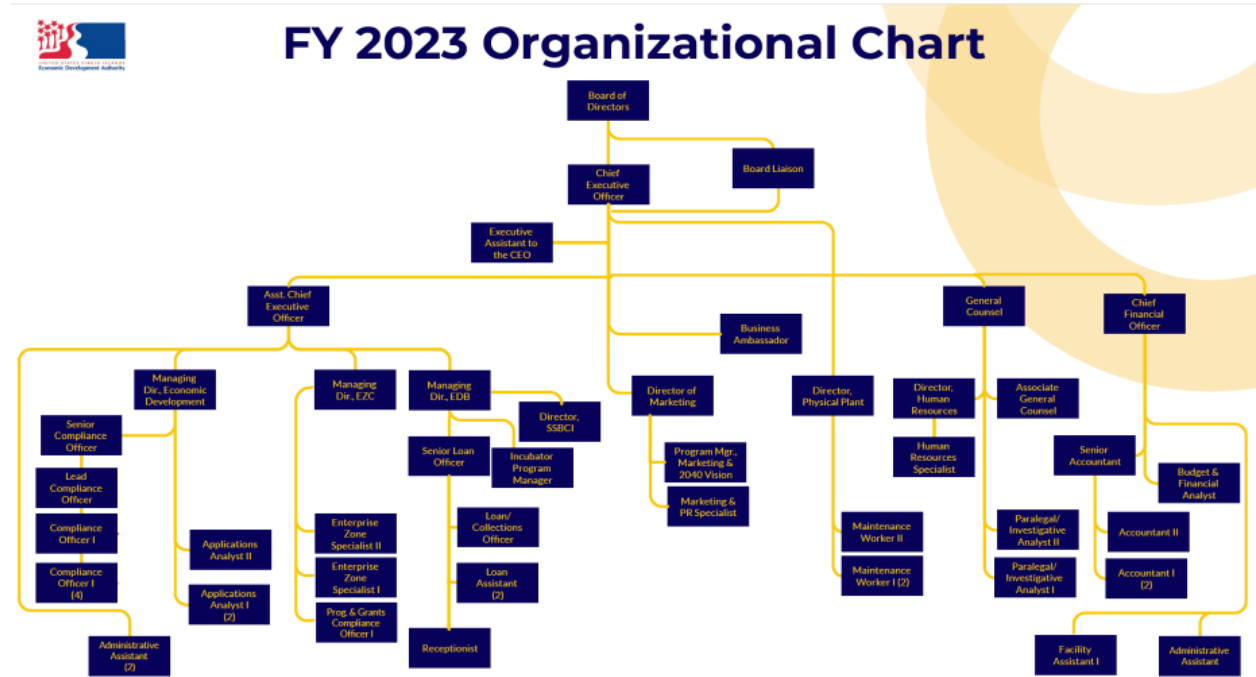


Exhibit II

BUDGET OVERVIEW

Exhibits IV & V display a comparison between the General Fund appropriation for VIEDA in the amount of **\$6,760,293** for FY 2023 and the FY 2024 projection in the amount of **\$7,133,250**.

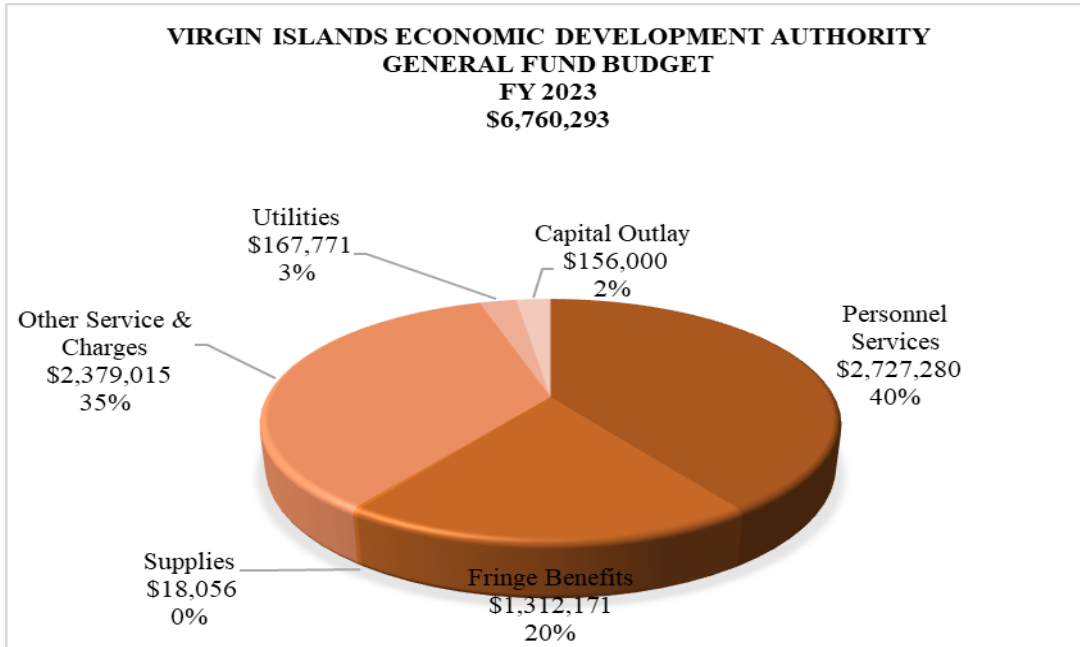


Exhibit IV

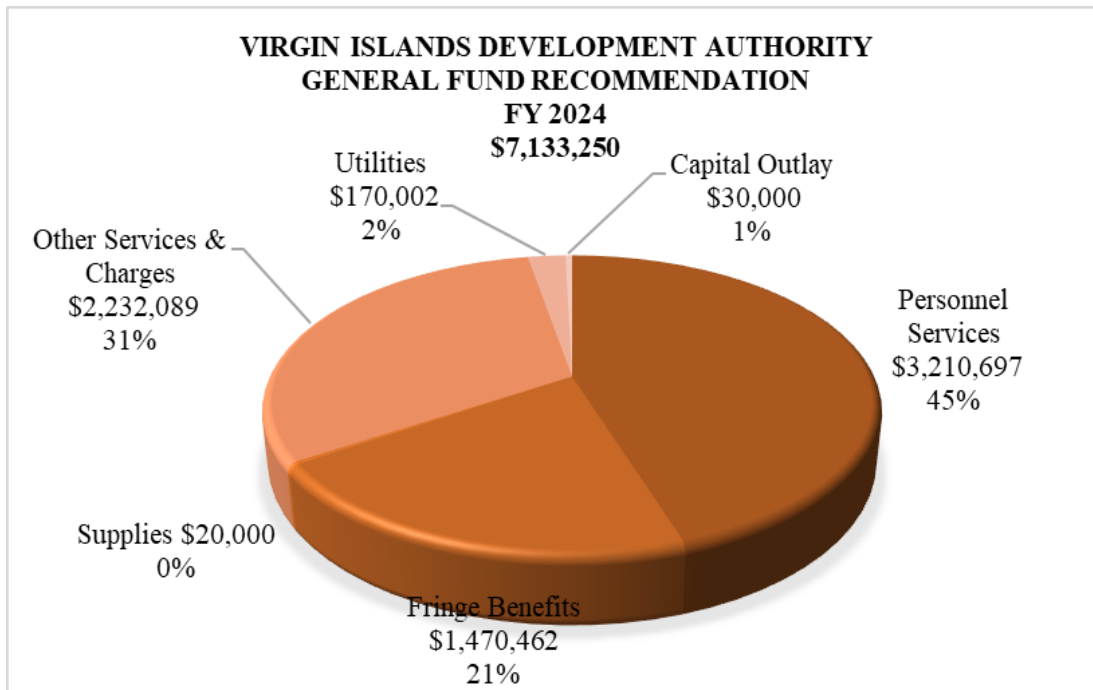


Exhibit V

FISCAL YEAR 2024 BUDGET SUMMARY

The Governor has recommended General Fund appropriations from the Miscellaneous Section of the budget for Fiscal Year 2024. An overview of the VIEDA’s Financial Summary is displayed in *Exhibit VI & VII*. The breakdown in *Exhibit VII* was taken from the information submitted by VIEDA.

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 6 of 31

Virgin Islands Economic Development Authority
General Fund Comparative Expenditure Analysis
Financial Summary – (FY 2022 – FY 2024)

GENERAL FUND EXPENDITURES							
ACCOUNTS	FY 2022 Actual	10/1/2022 - 03/31/2023	04/01/2023 - 09/30/2023	FY 2023 Projections	FY 2024 Budget	Variance	% Change
Personnel Services							
Classified Employees	\$ 1,508,529	\$ 605,437	\$ 857,714	\$ 1,463,151	\$ 1,729,281	\$ 266,130	18%
Unclassified Employees	\$ 1,580,340	\$ 585,478	\$ 678,651	\$ 1,264,129	\$ 1,481,416	\$ 217,287	17%
Accrued Annual Leave	\$ 21,906	\$ -	\$ -	\$ -	\$ -	\$ -	0%
All Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Personnel Services	\$ 3,110,775	\$ 1,190,915	\$ 1,536,365	\$ 2,727,280	\$ 3,210,697	\$ 483,417	18%
Capital Outlay							
Capital Outlay	\$ 3,280	\$ -	\$ 156,000	\$ 156,000	\$ 30,000	\$ 126,000	-81%
Total Capital Outlay	\$ 3,280	\$ -	\$ 156,000	\$ 156,000	\$ 30,000	\$ 126,000	-81%
Fringe Benefits							
F.I.C.A.	\$ 192,538	\$ 73,837	\$ 95,255	\$ 169,092	\$ 199,063	\$ 29,971	18%
Medicare	\$ 44,970	\$ 17,268	\$ 22,277	\$ 39,545	\$ 46,555	\$ 7,010	18%
Insurance	\$ 363,005	\$ 191,201	\$ 363,456	\$ 554,657	\$ 609,526	\$ 54,869	10%
Retirement	\$ 514,801	\$ 207,297	\$ 341,580	\$ 548,877	\$ 615,318	\$ 66,441	12%
Other	\$ 78,337	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Fringe Benefits	\$ 1,193,651	\$ 489,603	\$ 822,568	\$ 1,312,171	\$ 1,470,462	\$ 158,291	12%
Supplies							
Office Supplies	\$ 33,873	\$ 8,056	\$ 10,000	\$ 18,056	\$ 20,000	\$ 1,944	11%
Total Supplies	\$ 33,873	\$ 8,056	\$ 10,000	\$ 18,056	\$ 20,000	\$ 1,944	11%
Other Services and Charges							
Professional Services	\$ 772,223	\$ 312,795	\$ 743,499	\$ 1,056,294	\$ 1,055,550	\$ 744	0%
Travel	\$ 28,036	\$ 28,634	\$ 10,000	\$ 38,634	\$ 35,000	\$ 3,634	-9%
Advertising and Promotion	\$ 438,898	\$ 138,782	\$ 211,455	\$ 350,237	\$ 293,616	\$ 56,621	-16%
Printing and Binding	\$ 6,543	\$ -	\$ 22,864	\$ 22,864	\$ 15,000	\$ 7,864	-34%
Insurance	\$ 65,387	\$ 45,200	\$ 32,800	\$ 78,000	\$ 78,000	\$ -	0%
Repairs and Maintenance	\$ 66,187	\$ 32,834	\$ 32,000	\$ 64,834	\$ 65,000	\$ 166	0%
Rental - Land/Building	\$ 286,371	\$ 121,065	\$ 166,500	\$ 287,565	\$ 290,587	\$ 3,022	1%
Professional Development	\$ 65,256	\$ 6,741	\$ 45,000	\$ 51,741	\$ 73,500	\$ 21,759	42%
Auto Expense	\$ 18,522	\$ 8,856	\$ 9,000	\$ 17,856	\$ 17,000	\$ 856	-5%
Bank Service Charges	\$ 24,725	\$ 11,763	\$ 13,237	\$ 25,000	\$ 25,020	\$ 20	0%
Board Attendance Fee	\$ 4,200	\$ 2,400	\$ 3,200	\$ 5,600	\$ 6,120	\$ 520	9%
Business Relations	\$ 7,858	\$ 2,309	\$ 2,000	\$ 4,309	\$ 4,500	\$ 191	4%
Catering	\$ 5,549	\$ 12,026	\$ 5,000	\$ 17,026	\$ 17,500	\$ 474	3%
Contributions	\$ 7,269	\$ 21,461	\$ 13,539	\$ 35,000	\$ 30,000	\$ 5,000	-14%
Courier Service	\$ 4,801	\$ 2,493	\$ 2,500	\$ 4,993	\$ 4,920	\$ 73	-1%
Credit Reports	\$ 2,191	\$ 1,002	\$ 998	\$ 2,000	\$ 2,000	\$ -	0%
Custodial Services	\$ 56,356	\$ 40,402	\$ 26,646	\$ 67,048	\$ 60,000	\$ 7,048	-11%
Drinking Water	\$ 542	\$ 603	\$ 600	\$ 1,203	\$ 1,200	\$ 3	0%
Dues & Subscriptions	\$ 79,861	\$ 65,090	\$ 22,910	\$ 88,000	\$ 88,353	\$ 353	0%
Employee Relations	\$ 11,991	\$ 40,318	\$ 14,682	\$ 55,000	\$ 25,350	\$ 29,650	-54%
Garbage Disposal	\$ 970	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Labor	\$ 37,175	\$ 31,126	\$ 15,000	\$ 46,126	\$ 5,000	\$ 41,126	-89%
Meeting Space Rental	\$ 578	\$ 5,233	\$ -	\$ 5,233	\$ 6,000	\$ 767	15%
Miscellaneous	\$ 1,563	\$ 629	\$ -	\$ 629	\$ -	\$ 629	-100%
Parking	\$ -	\$ 64	\$ 36	\$ 100	\$ 50	\$ 50	-50%
Postage & Delivery	\$ 11,333	\$ 5,446	\$ 5,000	\$ 10,446	\$ 10,425	\$ 21	0%
Software Agreement	\$ 43,535	\$ 21,465	\$ 22,070	\$ 43,535	\$ 21,148	\$ 22,387	-51%
Unemployment	\$ 37,873	\$ 1,000	\$ -	\$ 1,000	\$ 1,250	\$ 250	25%
Total Other Services and Charges	\$ 2,085,793	\$ 958,479	\$ 1,420,536	\$ 2,379,015	\$ 2,232,089	\$ 146,926	6%
Utility							
Electricity	\$ 86,072	\$ 31,389	\$ 52,000	\$ 83,389	\$ 90,000	\$ 6,611	8%
Water	\$ 597	\$ 489	\$ 500	\$ 989	\$ 1,600	\$ 611	62%
Communication	\$ 90,233	\$ 38,393	\$ 45,000	\$ 83,393	\$ 78,402	\$ 4,991	6%
Total Utility	\$ 176,902	\$ 70,271	\$ 97,500	\$ 167,771	\$ 170,002	\$ 2,231	1%
TOTALS	\$ 6,604,274	\$ 2,717,324	\$ 4,042,969	\$ 6,760,293	\$ 7,133,250	\$ 372,957	6%

Exhibit VI

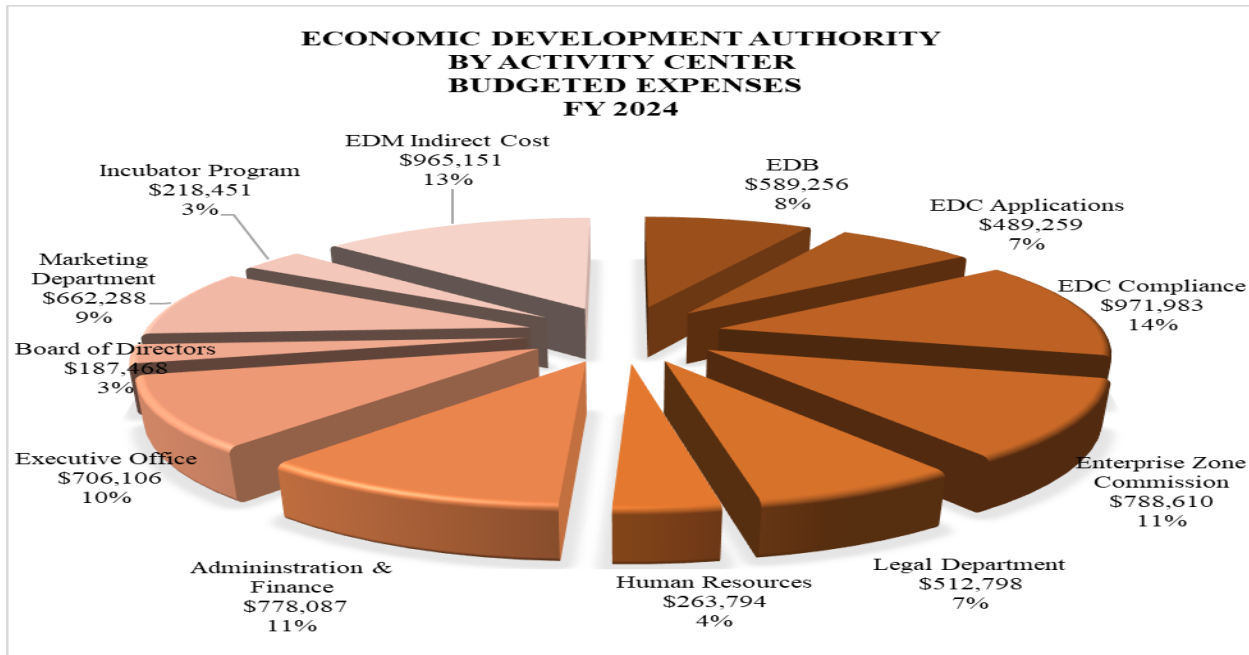
Virgin Islands Economic Development Authority
 Financial Summary – (FY 2022 – FY 2024)
 By Accounts

SUMMARY OF EXPENDITURES			
ACCOUNTS	FY2022 Actual	FY2023 Projection	FY2024 Budget
Personnel Services	\$ 3,110,775	\$ 2,727,280	\$ 3,210,697
Fringe Benefits	\$ 1,193,651	\$ 1,312,171	\$ 1,470,462
Supplies	\$ 33,873	\$ 18,056	\$ 20,000
Other Services and Charges	\$ 2,085,793	\$ 2,379,015	\$ 2,232,089
Utilities	\$ 176,902	\$ 167,771	\$ 170,002
Capital Outlay	\$ 3,280	\$ 156,000	\$ 30,000
TOTAL	\$ 6,604,274	\$ 6,760,293	\$ 7,133,250

Exhibit VII

PERFORMANCE BASED BUDGETING

The Post Audit analysis will include a presentation of the following twelve (12) functional areas within the Agency as submitted.



1. VIEDA ADMINISTRATIVE DEPARTMENTS

The administrative departments within the USVIEDA provide support to the operational divisions in ensuring that the USVIEDA meets its statutory and legal mandates and requirements.

1.1 Board of Directors

Functional Statement:

The powers of the VIEDA rest in the hands of a Governing Board (Board), which sets the vision and acts on behalf of the organization. The Board is responsible for establishing all operating policies, hiring the Chief Executive Officer (CEO), approving all major contracts, making policy decisions and providing oversight, but most importantly ensuring that the organization complies with all applicable laws.

Operational Goal(s):

Work collaboratively with the USVIEDA’s management team to explore opportunities for economic growth by adapting to the challenges and changes in the global environment.

Fiscal Year 2023 Objectives:

- Continue working with the management team to develop a strategic 5–10-year plan for USVIEDA;
- Review and approve the annual operating budget and evaluate progress toward current year objectives;
- Implement strategies to help retain, expand, and attract businesses; and
- Participate in at least four (4) marketing events and activities to enhance business recruitment and retention/expansion efforts.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Attended eighteen (18) board meetings, including public hearings and decision meetings, to approve economic development incentives and loans to businesses that will help to boost the U.S. Virgin Islands’ economy through job retention/creation and infrastructure investments;
- Attended the IEDC Annual Conference in Oklahoma, which provided invaluable industry insight from experts on tools for economic reinvention, community innovation, and disaster recovery and resiliency;
- Strategized and collaborated with the management team to execute targeted marketing initiatives and Vision 2040 objectives; and
- Approved an updated travel policy to streamline and optimize travel-related expenses and ensure compliance with organizational guidelines and regulations.

Fiscal Year 2024 Objectives:

- Review and approve the annual operating budget and evaluate progress toward current year objectives;
- Host a board retreat to examine existing policies and practices and implement recommended improvements.
- Conduct a comprehensive performance evaluation of the CEO; and
- Participate in at least five (5) marketing events and activities to enhance business recruitment and retention/expansion efforts.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
Number of Board meetings held	18	23	22	28
Number of marketing events participated in to enhance business recruitment	4	5	3	4

1.2 Executive Office

Functional Statement:

The Chief Executive Officer (CEO) and Assistant Chief Executive Officer (ACEO/COO) provide overall leadership and direction in the planning, development, and administration of policies governing the operation of the USVIEDA. This office ensures that those responsibilities established by statute and policy directives are executed at the highest level.

Operating Goal(s):

Direct and monitor the activities of the USVIEDA to ensure assets are safeguarded and optimized, and to maintain a positive work climate conducive to attracting, retaining and motivating a diverse group of top quality performers in achieving the goals of the organization.

Fiscal Year 2023 Objectives:

- Develop a strategic plan to aggressively market the Virgin Islands South Shore Trade Zone to attract businesses that will diversify St. Croix’s economy;
- Execute new branding and marketing strategy initiatives that give the USVIEDA a fresh image and establish the U.S. Virgin Islands as a premier destination for businesses;
- Collaborate with Federal and local partners to successfully disburse the first tranche of State Small Business Credit Initiative (“SSBCI”) funds; and
- Enhance USVIEDA’s Business Retention and Expansion (BRE) program to support the Vision 2040 goal of making the U.S. Virgin Islands more business friendly.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Continue the development of a robust marketing strategy to ignite unprecedented investment in the Virgin Islands South Shore Trade Zone on St. Croix;
- Spearheaded and actively participated in high-profile industry marketing missions and trade shows alongside influential figures such as the Governor, Lieutenant Governor, and other public leaders, catapulting the Territory to the forefront as a premier business destination and a magnet for new investment;
- Secured \$57.8M in SSBCI funding from the U.S. Department of Treasury, fortifying the Territory’s capacity to finance large-scale projects and provide a substantial boost to technical assistance and support for the small business community;
- Forged an impactful partnership with the Office of the Governor and the Virgin Islands Small Business Development Center (“VI-SBDC”) to effectively disburse \$4M in grant funding to optimize the operations of 330 local businesses within the Territory, propelling them toward sustainable growth and success; and
- Collaborated with the Office of Disaster Recovery and local lenders to launch the groundbreaking VI Slice Moderate Income Homeownership Program, which helps to accelerate the Territory’s homeownership rate and population, aligning perfectly with the Vision 2040 Plan of paving a brighter future for the residents of the U.S. Virgin Islands.

Fiscal Year 2024 Objectives:

- Craft and execute a comprehensive strategic plan that leverages USVIEDA’s resources to ignite a surge of new investment, foster exponential growth with the local business community, and improve the quality of life for residents;
- Complete the economic impact analysis study of the VIEDA Programs to assess the effectiveness and potential benefits on the Territory’s economy to include key indicators such as employment, business activity, tax revenue, and total economic output;
- Conduct a charitable contribution study to determine the impact of VIEDC Beneficiaries’ charitable giving to the Territory’s educational systems and non-profit organizations within the community;
- Enhance collaboration with public, private, and non-profit partners to ensure synergy across all sectors and drive Vision 2040 implementation of the eight (8) aspirational goals to foster economic diversification and prosperity in the Territory;
- Enhance USVIEDA’s Business Retention and Expansion (BRE) program to support the Vision 2040 goal of making the U.S. Virgin Islands more business-friendly; and
- Negotiate Collective Bargaining Agreement (CBA) and present it to the board for approval

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY23 (as of 3/31/23)	Planned FY24
Number of partnership collaborations formed	5	5	15	5
Number of economic development initiatives undertaken	3	5	3	5

1.3 Administration and Finance Department

Functional Statement:

The Administration and Finance Department performs financial planning, accounting, and reporting functions for both external and internal users. It is responsible for establishing relationships with auditors, financial institutions, the Post-Audit Division of the Legislature, and others within the financial community. It takes a leading role in developing proposals and policies on strategic issues that affect the long-term financial integrity and competitiveness of the USVIEDA. Financial policies, procedures, and the establishment of financial and management controls are formulated and executed within this department.

Operational Goals(s):

Provide quality customer and stakeholder services, and practice responsible stewardship of financial resources, while aspiring to excellence in financial and administrative practices to improve the overall efficiency of the organization.

Fiscal Year 2023 Objectives:

- Complete the Fiscal Year 2023 audit by March 2023;
- Provide a monthly financial status report to departments by the 15th day of the following month;
- Conduct quarterly lunch-and-learn sessions to provide integral information on procurement and accounting procedures to improve and optimize operational efficiency; and

- Provide staff training on procurement, reporting, and accounting software.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Delivered timely and comprehensive financial reports to USVIEDA departments, meticulously highlighting actual and budgeted expenditures, enabling the departments to make informed and strategic financial decisions and facilitate the rapid detection and resolution of discrepancies or concerns;
- Disbursed 92% of the Small Business Innovation Grant (“SBIG”) awards and aided award recipients with obtaining active System for Award Management (“SAM”) registrations through collaborations with Small Business Development Center (“SBDC”) and;
- Worked with the Economic Development Bank to develop approved operational budgets for the VI Energy Solar+ Financing Pilot Program and VI Slice Home Moderate Income Homeownership Program;
- Collaborated with the Economic Development Park Corporation to commence Phase I of the VI Industrial Park Hurricane Repairs;
- Orchestrated engaging lunch-and-learn sessions and comprehensive training on budgeting, procurement, and travel expense reporting, equipping staff members with critical skills and knowledge to optimize operational efficiency;
- Spearheaded the development and secured board approval of USVIEDA’s comprehensive Travel Policy;
- Provided staff training on MAS 500 Accounting Software; and
- Achieved increased payment processing efficiency through specialized staff training on industry best practices and cutting-edge techniques.

Fiscal Year 2024 Objectives:

- Complete the Fiscal Year 2023 financial audit by September 2024;
- Develop an accounting manual that outlines the accounting policies, procedures, and protocols of the administration and finance department to serve as reference guide for employees, auditors, and other stakeholders that need to understand how the VIEDA conduct its accounting operations;
- Provide training on Generally Accepted Accounting Principles (“GAAP”), procurement, and financial reporting best practices; and
- Streamline the month-end closing process to ensure the timely closure of the ledgers by the 20th of each month.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
Received Unmodified Audit	Yes	Yes	N/A	Yes
Financial Updates to Board	4	2	1	2

1.4 Human Resources

Functional Statement:

The Human Resources (HR) Department is responsible for talent management and workforce development, which includes staffing recruitment, position classification, benefits counseling, and employee and labor relations.

Operational Goal(s):

Provide an organizational framework to strategically develop and retain a workforce capable of supporting the economic development initiatives of the organization.

Fiscal Year 2023 Objectives:

- Expand professional development programs to boost employee retention and attract new talent;
- Work with the management team to establish Specific, Measurable, Attainable, Relevant, and Time-Bound (“SMART”) Key Performance Indicators (“KPIs) to measure employee performance;
- Develop a leadership/succession plan to ensure operational continuity; and
- Update job descriptions to align with current duties and responsibilities.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Secured a new uniform company that fulfilled the critical criteria of product quality, customization options, pricing, and delivery times;
- Continued to strengthen team building initiatives that further fortify the already cohesive work environment and foster collaborative relationships amongst staff;
- Orchestrated a diverse range of enrichment training opportunities in key areas, equipping staff with valuable skills and knowledge to not only meet but surpass expectations and thrive in their respective roles; and
- Implemented innovative recruitment initiatives that employ cutting-edge strategies to attract and retain top talent.

Fiscal Year 2024 Objectives:

- Develop a comprehensive wellness program designed to address the unique needs and interests of employees, which includes quarterly activities and an annual health and wellness fair;
- Conduct quarterly targeted and engaging professional development training to enhance employees' skills and knowledge in specific areas, such as leadership, team building, communication, and problem-solving;
- Create a mentorship program as part of USVIEDA’s ongoing succession plan to ensure operational continuity;
- Continue to revise and update job descriptions to align with VIEDA’s strategic goals and ensure that they accurately reflect each position's key responsibilities, skills, and competencies, which will help optimize workforce planning, talent acquisition, and employee development efforts; and
- Complete a compensation study to align job responsibilities with market trends, attract and retain top talent, motivate employees, and maintain a fair and equitable pay structure throughout the organization.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of internal personnel policies and procedures updated	0	3	1	4
No. of employee trainings conducted	17	12	6	4

1.5 Legal Department

Functional Statement:

The Legal Department provides a broad range of legal services that include legal analysis, drafting and reviewing legal documents, and conducting background investigations on prospective employees and various program applicants. This department also oversees the Human Resources Department, provides legal and policy guidance to the Governing Board, drafts legislation, and develops rules and regulations consistent with legislative mandates.

Operational Goal(s):

Ensure that USVIEDA complies with applicable laws, institute measures to reduce liability and loss of assets, and work to maintain USVIEDA’s image of integrity, professionalism, and fairness.

Fiscal Year 2023 Objectives:

- Draft the rules and regulations for the Virgin Islands South Shore Trade Zone;
- Draft amendments to EDB, EDC, and EZC legislation and rules and regulations;
- Provide professional training to the legal team to improve the quality of investigative reports; and
- Explore partnerships with law enforcement agencies to improve background investigative and due diligence reports

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Executed Hotel Development Act agreements for two (2) large hotel projects;
- Drafted and reviewed professional service contracts, requests for proposal and leases;
- Prepared background investigative reports and due diligence reports; and
- Participated in legislative hearings.

Fiscal Year 2024 Objectives:

- Draft amendments to EDB, EDC, and EZC legislation and rules and regulations;
- Provide professional training to the legal team to improve the quality of investigative reports; and
- Explore partnerships with law enforcement agencies to improve background investigative and due diligence reports.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of rules and regulations drafted and/or promulgated	3	2	0	2
No. of professional contracts and leases reviewed, drafted and/or executed	33	7	4	10

1.6 Marketing/Public Relations Division

Functional Statement:

The key responsibilities of this department are to promote the U.S. Virgin Islands as the best place for businesses to relocate and promote the many services that are being offered to local businesses and the general public to promote economic growth, job creation, and wealth generation.

Operational Goal(s):

Utilize various marketing tools to attract new businesses to relocate to the Territory and to grow and expand businesses currently operating in the Territory.

Fiscal Year 2023 Objectives:

- Distribute a monthly e-newsletter with profiles of/testimonials by successful businesses in the Territory, important calendar notes within the month and/or ahead, and information about USVIEDA's programs and services;
- Launch podcast to promote the benefits of USVIEDA tax incentive programs for companies and investors looking to establish their businesses in the Territory;
- Develop strategic partnership programs with international trade associations and media partners;
- Execute a complete rebranding of the agency, including new messaging, taglines, logo, and website;
- Create measurable returns on investment for USVIEDA marketing programs, campaigns, and initiatives; and
- Hold at least one (1) proprietary event to help attract businesses to the Territory.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Finalizing the contract for an expansive global marketing campaign that will effectively showcase the Territory's unique attributes and the USVIEDA's incentive programs to attract new investments;
- Participated in trade shows, conferences, and missions to promote the Territory to a vast network of investors, resulting in engagements with approximately 100 potential leads;
- Distributed a captivating monthly e-newsletter to highlight client success stories, promote upcoming events, and provide information about the extensive range of programs and services offered by USVIEDA;
- Secured an impressive tally of approximately 25 article placements in local newspapers, including five (5) cover stories, amplifying the positive perception of the Territory and its initiatives in the local community;
- Coordinated ten (10) site visits for potential investors and site selectors that indicated strong interest in the Territory and USVIEDA's investment programs; and
- Launched a robust promotional campaign for the VI Slice Moderate Income Homeownership Program encompassing a cutting-edge website launch, engaging webinars, impactful radio/print/digital advertisements and interviews, brochure/flyer, and active participation in housing expos, all aimed at increasing the Territory's homeownership rate and effectively contributing to the Vision 2040 goal of growing the

population. The resounding success of the campaign was evident through the overwhelming community interest it generated, with over 200 inquiries received.

Fiscal Year 2024 Objectives:

- Execute a full agency rebranding initiative, which includes new messaging, taglines, logo, and website to revitalize USVIEDA’s identity and positioning;
- Develop an all-encompassing Foreign Direct Investment (“FDI”) Plan and Strategy, outlining tailored tools and tactics, such as trade shows and social media campaigns, for the target sectors identified in the Vision 2040 Plan;
- Craft a coordinated print, broadcast, digital, and online marketing campaign that will strategically focus on at least three (3) of the target industry sectors identified in the Vision 2040 Plan;
- Host at least one (1) proprietary event to help attract businesses to the Territory by showcasing the unique opportunities and advantages offered by the USVIEDA;
- Launch an engaging and informative podcast to highlight and promote the benefits of USVIEDA tax incentive programs for companies and investors seeking to establish their businesses in the Territory; and
- Revitalize USVIEDA’s localized community engagement campaign to raise awareness and understanding of the Authority’s programs and services to foster a stronger sense of community support and engagement.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of pre-application meetings with VIEDC	5	7	1	7
No. of external site visits made by potential EDC beneficiaries and/or advisors	42	20	10	20

2. VIEDA OPERATIONAL DIVISIONS

The divisions within the USVIEDA are charged with the responsibility of fulfilling the mandates for which the organization was established.

2.1 VI. Economic Development Commission

Functional Statement:

The Economic Development Commission (“EDC”) is charged with promoting the growth, development, and diversification of the economy of the United States Virgin Islands. The EDC is comprised of the Applications Department, which is the first point of contact for a business seeking to apply for economic development benefits, and the Compliance Department, which monitors and provides customer care services to beneficiaries in ensuring that these businesses are in compliance with the terms and conditions of their agreements and other requirements of law.

2.1.1 EDC Application Unit

Operational Goal(s):

Review and analyze applications for EDC tax incentive benefits, USVIEDA incentives programs (Sustainable Tourism through Arts-based Revenue Streams (“STARS”), Hotel Development Act Program (“HDA”), and Tax Increment Financing, process applications for Eligible VI Suppliers certification and provide support and advice to the USVIEDA’s Governing Board in its consideration of applicants’ requests for EDC benefits.

Fiscal Year 2023 Objectives:

- Continue to meet and/or reduce the required number of days to process EDC Applications;
- Engage a consultant to create electronic applications for STARS, HDA, and Eligible Supplier Applications;
- Participate in community outreach programs, informational sessions, and other marketing initiatives; and
- Reinstate the EDC Practitioners Forum.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Received five (5) new applications for economic development benefits;
- Presented six (6) applications and 20 petitions to the VIEDC Governing board for consideration; and
- Issued six (6) EDC Certificates for tax-incentive benefits estimated to realize new and continued employment at a minimum of 31 full-time employees, approximately \$996,500 in salaries and wages, \$25,699,600 in capital investment, \$15,300 in charitable contribution annually, and \$2.1 million in direct taxes over a 5-year period.

Fiscal Year 2024 Objectives:

- Pursue partnerships with the University of the Virgin Islands and the Bureau of Economic Research to create a Cost-Benefit Analysis Model for the Territory;
- Continue to review and implement process improvements to effectively facilitate the application intake and timely processing of completed applications.
- Participate in community outreach programs, informational sessions, and other marketing initiatives.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
Average number of days to complete analysis of an EDC application for Public Hearing	19 days	30 days	25 days	30 days
No. of community outreach program participated in	3	4	1	4

2.1.2 Compliance Unit

Functional Statement:

The Compliance Department provides customer care services to EDC beneficiaries to maintain the integrity of the Economic Development Program. Beneficiaries that are not in compliance

with their Certificates are brought before the EDC Governing Board, which has the legal authority to assess fines or penalties, and to terminate benefits.

Operational Goal(s):

Build and maintain good relations with the EDC beneficiaries by providing assistance that enables them to be in good standing and remain a vital part of the community.

Fiscal Year 2023 Objectives:

- Implement an integrated EDC Compliance Case/Document Management Electronic System;
- Reinstate the annual beneficiary compliance summit/practitioner conferences;
- Continue towards bringing all Beneficiaries to current year review cycles; and
- Provide “Compliance Best Practice” training for staff to enhance the efficiency and timeliness of the compliance review process.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Implemented a secure and efficient electronic file-sharing software that supports the receipt of confidential documents and annual reports from EDC Beneficiaries;
- Initiated the development of a compliance case management system that will generate the real-time economic impact of the VIEDC Program and reduce the timeline for producing compliance reports;
- Issued a request for proposal (RFP) and identified qualified consultants with the necessary expertise to assist the Compliance Department with performing complex compliance reviews;
- Conducted 12 compliance orientations to ensure that new beneficiaries understand the compliance requirements of the Program; and
- Presented five (5) beneficiary petitions to the CEO or EDC Governing board for decision.

Fiscal Year 2024 Objectives:

- Continue bringing all Beneficiaries to one (1) year review cycles;
- Organize annual beneficiary summits and practitioner forums in both districts;
- Finalize the implementation of the compliance case management system to aid in the execution of compliance reports; and
- Increase the number of beneficiary care initiatives to ensure retention and expansion while maintaining the integrity of the EDC Program.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of compliance reviews completed	4	20	1	40
No. of site visits	12	40	10	60

2.2 Economic Development Bank (EDB)

Functional Statement:

The Economic Development Bank (“EDB”) provides equity infusion to help new minority, small, and medium-sized, and other existing businesses, to grow into mainstream commercial banking customers. The EDB also works with local commercial banks by providing loan guarantees to reduce the risks to the banks.

Operational Goal(s):

Helps to grow small and medium sized businesses by providing capital, technical, and managerial assistance to facilitate employment growth and opportunities.

Fiscal Year 2023 Objectives:

- Partner with local banks to promote the SSBCI Loan Program;
- Propose legislation to consolidate the local revolving loan funds to increase capital for small businesses;
- Provide staff enrichment training on lending software and industry best practices; and
- Continue discussions with the VI Energy Office to Administer Phase II of the Solar Energy Program, which provides financing to homeowners and small businesses to reduce energy consumption costs.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Awarded \$57.8M from the U.S. Department of Treasury for the State Small Business Credit Initiative (“SSBCI”) to capitalize on financing and technical assistance programs for entrepreneurs as well as small businesses emerging from the pandemic, build ecosystems of opportunity and entrepreneurship and expand the jobs market;
- Approved four (4) new loans totaling approximately \$1.28M;
- Developing a memorandum of agreement (MOA) with the VI Energy Office to execute the Solar Plus Financing Pilot Program, which offers loans for residential solar PV and battery systems to reduce energy consumption costs;
- Received \$20M in American Rescue Plan Act funding for the VI Slice Moderate Income Homeownership Program (“VI Slice”), which provides gap financing to assist eligible residents in purchasing or building their first homes; and
- Obtained the de-federalization of two (2) Revolving Loan Fund (“RLF”) programs from the US Economic Development Administration (“USEDA”).

Fiscal Year 2024 Objectives:

- Increase the loan portfolio by \$2M in credit quality loans and guarantees;
- Propose legislative amendments to consolidate the local revolving loan funds and potentially increase financing limits;
- Continue the targeted marketing campaign to raise awareness of EDB’s products and services, attract new clients, and strengthen its relationships with existing customers;
- Provide ongoing staff enrichment training on lending software and industry best practices;

- Apply for grant funding through the U.S. Department of Agriculture Rural Development – Rural Microentrepreneur Assistance program to assist microenterprises whether to start and/or expand, as well as to provide training and technical assistance; and
- Offer technical services to Farmers & Fishers through collaborative efforts with the Enterprise Zone Commission, Department of Agriculture, industry experts, and local non-profits such as the Good Food Coalition to provide business improvements and training on business processes, such as accounting, tax preparation, documentation, information systems, and marketing.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
Loan delinquency rate (%)	1.5%	5%	16%	5%
Dollar value of loans and guarantees approved	\$895K	\$1.8M	\$1.28M	\$2M

2.2.1 Incubator Program

Functional Statement:

The Incubator Program helps new and start-up businesses to develop into full-fledged businesses by providing services such as management training and office space so that they can grow and contribute to the economic development of the Territory.

Operational Goal(s):

To engage, support, and assist entrepreneurs to build sustainable businesses throughout the Territory.

Fiscal Year 2023 Objectives:

- Modernize the Incubator facility, create new signage, rebrand the program, and renovate space;
- Apply for grants to implement the Food Incubation Program;
- Create a physical presence in the St. Thomas/St. John district; and
- Produce a local television show to promote USVIEDA clients.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Provided tailored technical assistance that assisted 14 start-ups with developing into full-fledged businesses;
- Partnered with the Women’s Coalition of St. Croix to launch the “Women’s Empowerment and Business Start-Up Program,” aimed at teaching survivors of domestic violence how to turn their existing skills into legitimate businesses;
- Hosted a delegation from the United States Department of Agriculture-Rural Development and other key federal agencies to explore potential partnerships and new funding opportunities for the Food Innovation and Agro-Processing Centers;
- Secured office space in the St. Thomas/St. John District for the Incubator Program and identified funding opportunities to finance the build-out of the space;
- Referred three (3) entrepreneurs that submitted applications to EDB for funding;

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 20 of 31

- Collaborating with the EDB and EZC to apply for CDBG-DR funding aimed at providing technical assistance and entrepreneurial training to small businesses; and
- Conducting research to identify pathways for improving access to capital and expanding market opportunities for farm and food-based businesses.

Fiscal Year 2024 Objectives:

- Partner with the Department of Agriculture, University of the Virgin Islands, and VI Internal Revenue Bureau to provide local farmers with technical assistance in tax preparation and bookkeeping, as well as other critical financial services to enhance their ability to manage their operations more effectively;
- Provide ongoing support to the participants of the Women’s Coalition “Empowerment and Business Start-Up Program,” to help them develop and implement effective business strategies that lead to sustainable growth and profitability;
- Continue collaborative efforts with the International Economic Development Council Volunteer Assistance Program to develop the “Entrepreneurship Ecosystem Playbook,” which will develop an outline that effectively assist underserved and minority entrepreneurs; and
- Continue working with the farmers to connect them to critical services to further their farms and business operations.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of entrepreneurs assisted	15	20	14	20
No. of businesses developed into full-fledged businesses	0	4	0	

2.3 Enterprise Zone Commission

Functional Statement:

The Enterprise Zone Commission (EZC) Division is responsible for the revitalization of designated blighted and severely distressed areas in the U.S. Virgin Islands that were once social and economically vibrant communities. The EZC provides tax incentives and economic development benefits and helps to reduce fiscal and regulatory constraints that hinder economic growth. In addition, this division also encourages collaboration between public, private, and non-profit entities in support of economic growth and development.

Operational Goal(s):

Promote economic growth through revitalizations and business expansion opportunities utilizing public/private partnerships to create jobs, sustain community self-sufficiency and involvement.

Fiscal Year 2023 Objectives:

- Secure a location to establish the Agro and Food Innovation Center on St. Croix;
- Open the Agro and Food Technology Center (Marcelli Facility) on St. Thomas;
- Secure funds to implement the Healing Humanity project in Christiansted and the VIMCC in the Garden Street-Upstreet enterprise zone;
- Increase professional development offerings for staff;

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 21 of 31

- Implement software/online tools that will assist the department in executing enterprise zone best practices; and
- Launch a global marketing campaign to introduce the VI South Shore Trade Zone.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Managed approximately \$809K in grant funds to support the rejuvenation of enterprise zones, focusing on infrastructure improvements and the promotion of business activities within those zones;
- Generated \$44,000 in sales through the highly successful “Made in the USVI PopUp” event, which exclusively featured goods manufactured by local small businesses;
- Partnered with the EDB to provide in \$895K in loans to support projects within Frederiksted enterprise zone and granted tax benefits that are projected to support \$1M in economic output in the territory;
- Hosted in collaboration with American Association of Retired Persons (“AARP”) of the Virgin Islands, a multi-media estate planning conference, which was streamed on Zoom, FaceBook, the radio and television simultaneously; and
- Completed 23 EZC compliance reports.

Fiscal Year 2024 Objectives:

- Complete the first phase of the Abandoned Property Probate Project;
- Secure grant funding for the EZC anchor projects;
- Revive the EntrepreNow Program; and
- Continue to improve administrative processes towards the highest level of efficiency.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of Revitalization/Rejuvenation		10		
No. of individuals/businesses assisted with EZC related services		150		

2.4 Economic Development Park Corporation

Functional Statement:

The Economic Development Park Corporation (“EDPC”) is chartered as a public corporation to acquire and operate industrial parks in the U.S. Virgin Islands, and complements the activities of the Economic Development Commission (“EDC”). The EDPC is supported by revenues it generates from tenants. The EDPC has two locations, the William D. Roebuck Industrial Park and the Virgin Islands Industrial Park on St. Thomas.

Operational Goal(s):

Support economic development by offering rental space for commercial use and to maintain and upgrade the facilities to retain and attract new tenants.

Fiscal Year 2023 Objectives:

- Harden the infrastructure at the Parks to better withstand future natural disasters;
- Rent 100% of the available space at the William D. Roebuck Industrial Park; and

- Continue to work with tenants in fostering good relations.

Fiscal Year 2023 Accomplishments as of March 31, 2023:

- Issued an invitation for bid and selected a contractor for Phase I of the hurricane repairs of the VI Industrial Park;
- Received the renderings for Phase II of the VI Industrial Park Hurricane Repair Project;
- Hardened the Park’s infrastructure through upgrades to the WDRIP lift station and parking lots;
- Finalizing a lease agreement for 10,000 square feet at the WDRIP; and
- Obtained approval from the Historic Preservation Commission (“HPC”) for the hurricane repairs at the Flemming Building.

Fiscal Year 2024 Objectives:

- Complete 75% of the hurricane repair projects funded by the Federal Emergency Management Agency (“FEMA”);
- Begin construction on a 10,000 sq. ft. USVIEDA office building at the Virgin Islands Industrial Park (VIIP);
- Develop an energy-efficiency plan that includes implementing measures such as upgrading lighting systems, optimizing HVAC systems, and promoting energy-saving practices throughout the Parks;
- Commence the installation of a fully operational micro-grid at the William D. Roebuck Industrial Park;
- Modernize the William D. Roebuck Industrial Park infrastructure to enhance parking and accessibility; and
- Provide staff training on the Occupational Safety and Health Administration (“OSHA”) regulations, industry best practices, and preventative maintenance safety protocols.

Key Performance Indicators (KPI)	Actual FY22	Target FY23	Actual FY 23 (as of 3/31/23)	Planned FY24
No. of capital projects completed	3	4	2	4
Percentage of rentable space occupied	94%	100%	94%	100%

PERSONNEL SERVICES

An appropriation of **\$3,210,697** has been requested by the Economic Development Authority for Fiscal Year 2024. The Authority’s request indicated an increase of **\$266,130** more than Fiscal Year 2023 EDA projected expenditure of **\$2,727,280**. A breakdown of position classification for EDA is shown in *Exhibit VIII*. An extended directory of the VIEDA’s personnel listing can be viewed in *Appendix I*.

Personnel Listing - All Positions			Position Classification			
Department	Pos #	FY 2024 Total Budget	Pos #	Unclass.	Pos #	Class.
ADMIN & FINANCE	8	\$ 494,586	1	\$ 120,819	7	\$ 373,767
APPLICATION	4	\$ 288,357	1	\$ 116,806	3	\$ 171,551
BOARD	1	\$ 55,764	1	\$ 55,764	0	\$ -
COMPLIANCE	7	\$ 424,575	0	\$ -	7	\$ 424,575

EZC	4	\$ 282,669	1	\$ 116,806	3	\$ 165,863
EXECUTIVE	6	\$ 485,670	4	\$ 399,954	2	\$ 85,717
HR	1	\$ 160,846	1	\$ 93,840	0	\$ 67,006
INCUBATOR	1	\$ 81,680	1	\$ 81,680	0	\$ -
LEGAL	4	\$ 348,984	2	\$ 227,772	2	\$ 121,212
EDB	6	\$ 370,170	2	\$ 194,262	4	\$ 175,907
MARKETING	3	\$ 217,395	2	\$ 158,713	1	\$ 58,681
Total	45	\$ 3,210,696	16	\$ 1,566,416	29	\$ 1,644,281

Exhibit VIII

PROFESSIONAL SERVICES

Exhibit IX displays a breakdown overview of the professional services for VIEDA.

Professional Services	FY2022 Actual	FY2023 Projection	FY2024 Budget	Variance	% Chg
Audit Fees	\$ 98,699	\$ 71,128	\$ 75,000	\$ 3,872	5%
Collection Services	\$ 23,138	\$ 24,000	\$ 24,000	\$ -	0%
Consulting Services	\$ 49,590	\$ 241,950	\$ 59,950	\$ 182,000	75%
Grant Writers	\$ 30,000	\$ 85,000	\$ 35,000	\$ 50,000	59%
IT Services	\$ 81,266	\$ 85,640	\$ 86,000	\$ 360	0%
Website Maintenance	\$ 54,681	\$ 60,000	\$ 60,000	\$ -	0%
Stenographer	\$ 37,593	\$ 38,000	\$ 38,000	\$ -	0%
Marketing/Lead Generation	\$ 59,186	\$ 155,000	\$ 350,000	\$ 195,000	126%
Legal Fees	\$ 259,110	\$ 140,000	\$ 80,000	\$ 60,000	43%
Compliance Consultant	\$ 67,500	\$ 155,576	\$ 247,600	\$ 92,024	59%
Other	\$ 11,460	\$ -	\$ -	\$ -	0%
Total Professional Services	\$ 772,223	\$ 1,056,294	\$ 1,055,550	\$ 744	0%

Exhibit IX

VEHICLES

Exhibit X displays the vehicle listing for VIEDA.

YEAR	MAKE	MODEL	ACTIVITY	PURCHASED	OFFICE
2018	Chevrolet	Trax	General (EDA12)	USVIEDA Funds	STT
2018	Chevrolet	Equinox LT	General (EDA4)	USVIEDA Funds	STT
2015	Chevrolet	Colorado	General (EDA14)	USVIEDA Funds	STT
2013	Chevrolet	Traverse	CEO (EDA1)	USVIEDA Funds	STT
2018	Chevrolet	Trax	General (EDA13)	USVIEDA Funds	STX
2018	Chevrolet	Equinox LT	General (EDA10)	USVIEDA Funds	STX
2016	Chevrolet	Traverse	CEO (EDA2)	USVIEDA Funds	STX
2015	Chevrolet	Colorado	General (EDA11)	USVIEDA Funds	STX
2013	Dodge	RAM	Industrial Park (EDA 9)	-	STX
2015	Chevrolet	Equinox	Industrial Park (EDA 5)	USVIEDA Funds	STX
GRAND TOTAL					

Exhibit X

CONTRACTS

Exhibit XI displays the contract listing for VIEDA.

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 24 of 31

Vendor	Contract Amount	Period	Description
ARM Services	33% of all collection Paid in FY 23: \$7,639.50	10/25/2010 30 days notice of cancellation	Collection
Caribbean Credit Collection Group LLC	33% of all collection Paid in FY 23: \$2,039.28	7/20/2010 30 days notice of cancellation	Collection
Crucian Point, LLC	Current Contract: \$31,200.00 Paid in FY 23: \$15,600.00	11/1/2019 30 days notice of cancellation	Website Maintenance
Hub Spot	Current Contract: \$10,080.00 Paid in FY 23: \$10,080.00	10/31/2022 - 10/30/2023	Marketing
Oakley Ross Technology	Current Contract: \$50,640.00 Paid in FY 23: \$25,320	10/1/2009 15 days notice of cancellation	Information Technology
Smock Law, P.C. Fee: Retainer - \$50,800 (Board Counsel) Debt Collection \$200 / Litigation \$250 per hour	Current Contract: \$50,800 Paid in FY 23: \$31,070.02	11/1/2015 30 days notice of cancellation	Legal/Litigation
Fahie Financial Services	Current Contract: \$66,000 Paid in FY 23: \$24,750	4/12/2022 - 4/11/2024	Specialty Service
Bert Smith & Co.	Current Contract: \$51,581.00 Paid in FY 23: \$0	10/30/2020 Completion of FY 2021 and 2022 Audit	Audit Fees
MGT Consulting, Inc.	Current Contract: \$9,950 Paid in FY 23: 0		Specialty Service
Jonetta Darden	Current Contract: \$40,000 Paid in FY 23: \$15,000	9/13/2021 72-hr cancellation notice	Grant Writer
INK	Current Contract: \$30,000 Paid in FY 23: 0	6/1/2023 - 8/31/2023	Marketing
OCO Global Limited	Pending: Contract Execution Proj. Contract Amount: \$538,505 Proj. Payments in FY 23: \$188,477	Proj: 7/1/2023 - 6/30/2024	Marketing
Clear Channel Airports STT	Current Contract: \$14,760 Paid in FY 23: \$5,515.65	11/15/2014 - 7/31/2023	Marketing
Clear Channel Airports STX	Current Contract: \$6,944 Paid in FY 23: \$3,472	1/3/2022 - 12/27/2026	Marketing
Start Up Space	Current Contract: \$5,000 Paid in FY 23: \$5,000	6/18/2020 - 6/18/2023	Marketing
Eco-Maps	\$ 32,000	TBD	Marketing
Compliance Consultants (3)	\$ 225,000	TBD	Specialty Service
Economic Impact Study	\$ 150,000	TBD	Specialty Service
Charitable Contribution Study	\$ 50,000	TBD	Specialty Service
Cost Benefit Analysis Model	\$ 75,000	TBD	Specialty Service

Exhibit XI

LEASES

Exhibit XII & XIII display a listing of VIEDA’s leases and spaces being leased respectively.

Lessor	Address	Sq. Ft.	Annual Rent	Lease Terms	Use
St. Thomas Properties	Nisky Shopping Center, Second Floor, Suite 620, St. Thomas	7,928	\$ 216,424	1/1/23 – 12/31/27	Office Space
VI Industrial Park Development Corp.	116 King Street, Frederiksted, St. Croix	12,400	\$ 49,465	Month to Month	Office Space

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 25 of 31

Crown Holding	18B-2 Lindberg Bay, St. Thomas	2,000	\$ 20,481	5/1/19 – 4/30/24	Storage Space
Total			\$ 286,370		

Exhibit XII

Lessee	Address	Sq. Ft.	Annual Rent	Lease Terms	Use
NTI & Logistics, LLC	St. Thomas Industrial Park, Module 1, 8264 Subbase, St. Thomas, USVI	5,000	\$ 40,000	5/1/20 - 4/30/25 Option for 2 additional five-year term	New Tenant - Pending renewal of rental agreement
Glass 2000, Inc.	St. Thomas Industrial Park, Module 2A, 8264 Subbase, St. Thomas, USVI	2,500	\$ 20,000	9/1/21 - 8/31/24 Option to renew for 1 additional three-year term	
B.D. Specialties, Inc. d/b/a Billy D's Special Tees	St. Thomas Industrial Park, Module 2B, 8264 Subbase, St. Thomas, USVI	2,500	\$ 22,500	8/1/18 - 7/31/23 Option to renew for 1 additional five-year term	
United Electronics Industries Services, LLC	St. Thomas Industrial Park, Module 3, 8264 Subbase, St. Thomas, USVI	5,000	\$ 40,000	5/1/12 - 4/30/32 Option to renew for 2 additional five-year term	
Alliance Data Services, LLC	St. Thomas Industrial Park, Module 4B, 8264 Subbase, St. Thomas, USVI	2,081	\$ 17,897	3/1/19 - 2/28/24 Option to renew for 2 additional five-year term	
Grand Total St. Thomas		17,081	\$ 140,397		
Virgin Islands Economic Development Authority (USVIEDA)	116 King Street, Frederiksted, St. Croix, USVI	4,088	\$ 49,465	Month to Month	
Sunbug, LLC	116 King Street, Frederiksted, St. Croix, USVI	2,240	\$ 3,000	Month to Month	
Gold Coast Yachts, Inc.	William D. Roebuck Industrial Park, Building 4, Frederiksted, St. Croix USVI	37,590	\$ 96,000	1/1/20 - 12/31/23	
Tropical Shipping & Construction Co. Ltd.	William D. Roebuck Industrial Park, Building 1, Frederiksted, St. Croix USVI	10,000	\$ 100,000	5/1/20 - 4/30/24	
Ocwen Mortgage Servicing, Inc.	William D. Roebuck Industrial Park, Building 1, Frederiksted, St. Croix USVI	6,096	\$ 52,183	3/1/23 - 2/28/28	
Leatherback Brewing Company, LLC	William D. Roebuck Industrial Park, Building 2, Frederiksted, St. Croix USVI	20,000	\$ 80,000	1/1/23 - 12/31/33	Rent adjustment pending PPP agreement between Lessor and Lessee, wherein Lessee will repair the entire roof of the building that Lessee occupies, along with installing solar panels at Lessee cost not to exceed \$450k in exchange for rental credit from Lessor.
Farmpod, LLC	William D. Roebuck Industrial Park, Building 3, Frederiksted, St. Croix USVI	10,000	\$ 67,000	6/1/22 - 5/31/27	
Government of USA FEMA	William D. Roebuck Industrial Park, Building 3, Frederiksted, St. Croix USVI	19,800	\$ 178,200	5/16/22 - 5/15/27	
Bureau of Corrections	William D. Roebuck Industrial Park, Building 1, Frederiksted, St. Croix USVI	8,084	\$ 72,432	10/1/22 - 3/31/2024	
GVI - Department of Sports, Park & Recreation	William D. Roebuck Industrial Park, Building 2, Frederiksted, St. Croix USVI	4,032	\$ 24,192	11/1/15 - 10/31/25	
viNGN	William D. Roebuck Industrial Park, Building 1, Frederiksted, St. Croix USVI	9,440	\$ 66,080	11/1/18 - 10/31/24	
Grand Total St. Croix		131,370	\$ 788,551		
Grand Total		148,451	\$ 928,948		

Exhibit XIII

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 26 of 31

GRANTS

Exhibit XIV displays Local and Federal Grants respectively received by the VIEDA for FY 2023 and FY 2024.

Grantor	Type of Grant	Expiration Date	Amount	Balance as of 3/31/2023
Department of Interior, Office of Insular Affairs	Abandoned Property Elimination & Community Business Acceleration Program	9/30/2024	\$ 250,000	\$ 247,270
Department of Interior, Office of Insular Affairs	Technical Assistance Program - Renovation to designate space for art center (Jarvis School)	9/30/2025	\$ 500,000	\$ 500,000
U.S. Small Business Administration	State Trade and Export Promotion (STEP) Grant	9/29/2024	\$ 168,200	\$ 168,200
U.S. Department of Treasury Authority: Public Law: American Rescue Plan Act of 2021 (ARPA)	Small Business Innovation Grant Challenge	12/31/2023	\$ 4,200,000	\$ 174,900
U.S. Department of Treasury Authority: Public Law: American Rescue Plan Act of 2021 (ARPA)	VI Slice Homeownership Program	Until Expended	\$ 21,000,000	\$ 20,976,007
State Small Business Credit Initiative (SSBCI)	Loan participation, loan guarantee, collateral support, and payment, performance, and surety bonding	2033	\$ 57,806,549	\$ 57,806,549
FEMA - PW01043	FEMA Hurricane Repair Project VI Industrial Park	9/30/2025	\$ 7,358,173	\$ 6,548,891
FEMA - PW00555	FEMA Hurricane Repair Project WDRIP: Building 1-4 & Perimeter Fence	9/30/2025	\$ 7,993,480	\$ 7,729,447
FEMA - PW00822	FEMA Hurricane Repair Flemming House	9/30/2025	\$ 362,640	\$ 260,409
FEMA - PW01259	FEMA Hurricane Repair Project Bureau of Corrections	9/30/2025	\$ 232,345	\$ 223,616
HMGP - 4340-0028	FEMA Hurricane Repair Project William D. Roebuck Industrial Park	9/30/2025	\$ 109,648	\$ -
TOTAL			\$ 99,981,035	\$ 94,635,289

Exhibit XIV

PROJECTED REVENUES

The Virgin Islands Economic Development Authority’s revenue budget is made up from two (2) primary sources, namely government allotment received quarterly and those generated internally by the USVIEDA. Activation, application and compliance fees received from EDC beneficiaries are deposited into the EDC Industrial Promotion Fund and a transfer is authorized by the Board of Directors to supplement the general fund appropriation. *Exhibit XV* displays VIEDA’s revenue report for FY 2022 – FY 2024.

Operational Activities	FY2022 Actual	FY2023 Projection	FY2024 Budget
Revenues			
Application & Processing Fees	\$ 5,920	\$ 1,500	\$ 5,000
Interest Income	\$ 13,167	\$ 13,000	\$ 13,000
Transfer: EDC Industrial Promotion Fund	\$ -	\$ 500,000	\$ 500,000

Honorable Donna A. Frett-Gregory
Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
Page 27 of 31

Other Revenue	\$ 2,397	\$ 2,257	\$ 2,250
Total Budgeted Revenues from Operating Activities	\$ 21,484	\$ 516,757	\$ 520,250
Government Allotment	\$ 5,613,000	\$ 5,613,000	\$ 5,613,000
Marketing Supplemental	\$ 500,000	\$ 500,000	\$ 500,000
Enterprise Zone Commission Supplemental	\$ 400,000	\$ 400,000	\$ 400,000
Incubator Program Supplemental	\$ 100,000	\$ 100,000	\$ 100,000
8% Restoration Payment	\$ 402,100	\$ -	\$ -
Total GVI Appropriation	\$ 7,015,100	\$ 6,613,000	\$ 6,613,000
Total Budgeted Revenue	\$ 7,036,584	\$ 7,129,757	\$ 7,133,250

Exhibit XV

Exhibit XVI displays VIEDA’s revenue projections for FY 2024.

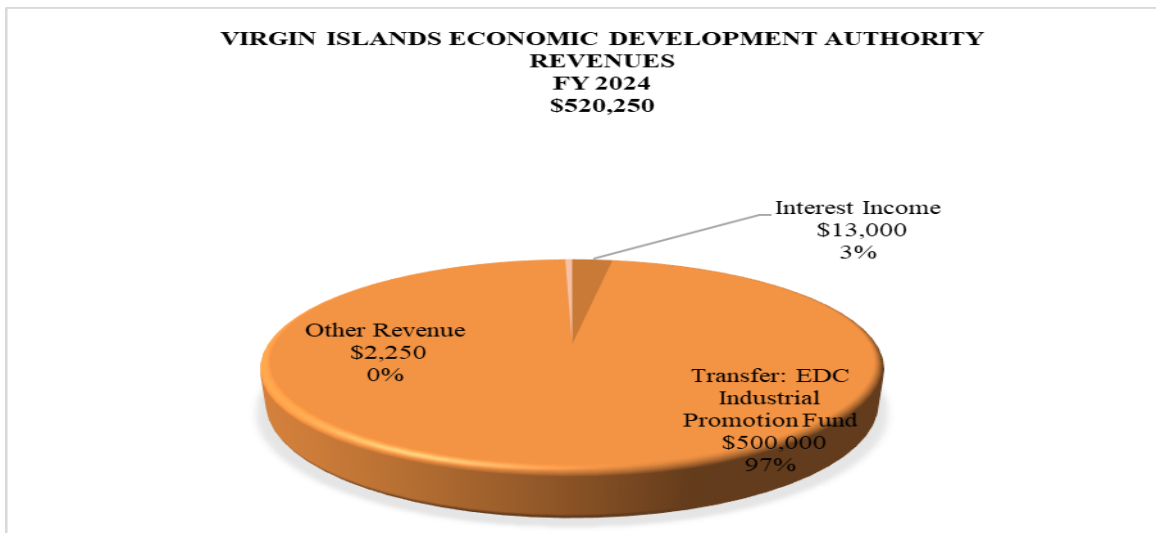


Exhibit XVI

POST AUDIT COMMENTS

FY 2023 REVISED BUDGET	FY 2024 RECOMMENDED	VARIANCE	FUNDING SOURCE
\$ 6,760,293	\$ 7,133,250	\$ 372,957	EDA Budget

VIEDA submitted various operational goals and objectives for the current and upcoming fiscal years. Because of the lateness of their submission, the Post Audit Division found it impossible to have a discussion on the assertions made in their submission. There are several Key Performance Indicator’s with poor or no progress made during this fiscal cycle. One of the more glaring is the number of compliance reviews completed, where the goal for this fiscal year is twenty and to date only one is listed as completed. In addition, VIEDA’s has a delinquency rate goal of 5% however their current rate is 16%.

Vincent Samuel
Post Auditor

APPENDIX I

LEGISLATURE OF THE VIRGIN ISLANDS
 POST AUDIT DIVISION

COMMITTEE ON FINANCE
 BUDGET HEARINGS FISCAL YEAR 2024
 ECONOMIC DEVELOPMENT AUTHORITY
 PERSONNEL LISTING

POSITION TITLE	2024 SALARY		STATUS
ECONOMIC DEVELOPMENT AUTHORITY			
ADMINISTRATION & FINANCE			
<u>UNCLASSIFIED</u>			
CHIEF FINANCIAL OFFICER	\$ 120,819		FILLED
SUB-TOTAL	\$ 120,819	1	
<u>CLASSIFIED</u>			
FACILITY ASSISTANT I	\$ 39,471		VACANT
ACCOUNTANT II	\$ 56,467		FILLED
ACCOUNTANT I	\$ 44,261		FILLED
SENIOR ACCOUNTANT	\$ 88,464		FILLED
BUDGET & FINANCIAL ANALYST	\$ 62,907		FILLED
ADMINISTRATIVE ASSISTANT	\$ 37,938		FILLED
ACCOUNTANT I	\$ 44,261		FILLED
SUB-TOTAL	\$ 373,767	7	
FUND 100 TOTAL	\$ 494,586	8	
ACTIVITY	\$ 494,586	8	
ECONOMIC DEVELOPMENT AUTHORITY			
APPLICATION			
<u>UNCLASSIFIED</u>			
MANAGING DIRECTOR, ECONOMIC DEVELOPMENT	\$ 116,806		FILLED
SUB-TOTAL	\$ 116,806	1	
<u>CLASSIFIED</u>			
DOCUMENT SPECIALIST	\$ 64,863		FILLED
APPLICATIONS ANALYST	\$ 57,531		FILLED
APPLICATIONS ANALYST I	\$ 49,158		VACANT
SUB-TOTAL	\$ 171,551	3	
FUND 100 TOTAL	\$ 288,357	4	
ACTIVITY	\$ 288,357	4	
ECONOMIC DEVELOPMENT AUTHORITY			
BOARD			
<u>UNCLASSIFIED</u>			
LIASON TO THE BOARD OF DIRECTORS	\$ 55,764		VACANT
SUB-TOTAL	\$ 55,764	1	
FUND 100 TOTAL	\$ 55,764	1	

Honorable Donna A. Frett-Gregory
 Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
 Page 29 of 31

ACTIVITY	\$ 55,764	1	
ECONOMIC DEVELOPMENT AUTHORITY			
COMPLIANCE			
CLASSIFIED			
LEAD COMPLIANCE OFFICER	\$ 72,261		FILLED
COMPLIANCE OFFICER I	\$ 55,297		FILLED
SENIOR COMPLIANCE OFFICER	\$ 88,464		FILLED
COMPLIANCE OFFICER I	\$ 55,297		FILLED
COMPLIANCE OFFICER I	\$ 51,086		VACANT
COMPLIANCE OFFICER I	\$ 51,086		VACANT
COMPLIANCE OFFICER I	\$ 51,086		VACANT
SUB-TOTAL	\$ 424,575	7	
FUND 100 TOTAL	\$ 424,575	7	
ACTIVITY	\$ 424,575	7	
ECONOMIC DEVELOPMENT AUTHORITY			
ECONOMIC DEVELOPMENT BANK			
UNCLASSIFIED			
SENIOR LOAN OFFICER	\$ 85,000		FILLED
MANAGING DIRECTOR, EDB	\$ 109,262		FILLED
SUB-TOTAL	\$ 194,262	2	
CLASSIFIED			
LOAN ASSISTANT	\$ 44,261		VACANT
RECEPTIONIST	\$ 31,623		FILLED
LOAN ASSISTANT	\$ 44,261		VACANT
LOAN/COLLECTION OFFICER	\$ 55,764		FILLED
SUB-TOTAL	\$ 175,907	4	
FUND 100 TOTAL	\$ 370,170	6	
ACTIVITY	\$ 370,170	6	
ECONOMIC DEVELOPMENT AUTHORITY			
ENTERPRISE ZONE			
UNCLASSIFIED			
MANAGING DIRECTOR, EZC	\$ 116,806		FILLED
SUB-TOTAL	\$ 116,806	1	
CLASSIFIED			
ENTERPRISE ZONE SPECIALIST II	\$ 61,568		FILLED
PROGRAMS & GRANTS COMPLIANCE OFFICER I	\$ 53,210		FILLED
ENTERPRISE ZONE SPECIALIST I	\$ 51,086		FILLED
SUB-TOTAL	\$ 165,863	3	
FUND 100 TOTAL	\$ 282,669	4	
ACTIVITY	\$ 282,669	4	
ECONOMIC DEVELOPMENT AUTHORITY			
EXECUTIVE OFFICE			

Honorable Donna A. Frett-Gregory
 Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
 Page 30 of 31

UNCLASSIFIED			
CHIEF EXECUTIVE OFFICER	\$ 135,000		FILLED
BUSINESS AMBASSADOR	\$ 81,978		FILLED
EXECUTIVE ASSISTANT TO THE CEO	\$ 67,976		VACANT
ASSISTANT CHIEF EXECUTIVE OFFICER	\$ 115,000		VACANT
SUB-TOTAL	\$ 399,954	4	
CLASSIFIED			
ADMINISTRATIVE ASSISTANT	\$ 46,246		FILLED
ADMINISTRATIVE ASSISTANT	\$ 39,471		VACANT
SUB-TOTAL	\$ 85,717	2	
FUND 100 TOTAL	\$ 485,670	6	
ACTIVITY	\$ 485,670	6	
ECONOMIC DEVELOPMENT AUTHORITY			
HUMAN RESOURCES			
UNCLASSIFIED			
HUMAN RESOURCES, DIRECTOR	\$ 93,840		FILLED
SUB-TOTAL	\$ 93,840	1	
CLASSIFIED			
HUMAN RESOURCES SPECIALIST	\$ 67,006		FILLED
SUB-TOTAL	\$ 67,006	1	
FUND 100 TOTAL	\$ 160,846	2	
ACTIVITY	\$ 160,846	2	
ECONOMIC DEVELOPMENT AUTHORITY			
INCUBATOR			
UNCLASSIFIED			
INCUBATOR PROGRAM MANAGER	\$ 81,680		FILLED
SUB-TOTAL	\$ 81,680	1	
FUND 100 TOTAL	\$ 81,680	1	
ACTIVITY	\$ 81,680	1	
ECONOMIC DEVELOPMENT AUTHORITY			
LEGAL			
UNCLASSIFIED			
GENERAL COUNSEL	\$ 128,772		FILLED
ASSOCIATE GENERAL COUNSEL	\$ 99,000		VACANT
SUB-TOTAL	\$ 227,772	2	
CLASSIFIED			
PARALEGAL/INVESTIGATIVE ANALYST II	\$ 65,449		FILLED
PARALEGAL/INVESTIGATIVE ANALYST I	\$ 55,764		FILLED
SUB-TOTAL	\$ 121,212	2	
FUND 100 TOTAL	\$ 348,984	4	
ACTIVITY	\$ 348,984	4	

Honorable Donna A. Frett-Gregory
 Budget Hearings FY 2024 – Virgin Islands Economic Development Authority
 Page 31 of 31

ECONOMIC DEVELOPMENT AUTHORITY			
MARKETING			
UNCLASSIFIED			
PROGRAM MANAGER, MARKETING & 2040 VISION	\$ 69,713		FILLED
MANAGING DIRECTOR, MARKETING & 2040 VISION	\$ 89,000		FILLED
SUB-TOTAL	\$ 158,713	2	
CLASSIFIED			
MARKETING & PUBLIC RELATIONS SPECIALIST	\$ 58,681		FILLED
SUB-TOTAL	\$ 58,681	1	
FUND 100 TOTAL	\$ 217,395	3	
ACTIVITY	\$ 217,395	3	
FUND 100 TOTAL	\$ 3,210,696	46	
DEPARTMENT TOTAL	\$ 3,210,696	46	
GENERAL FUND - 100			
UNCLASSIFIED FILLED	\$ 1,228,677	12	
UNCLASSIFIED VACANT	\$ 337,739	4	
CLASSIFIED FILLED	\$ 1,274,404	22	
CLASSIFIED VACANT	\$ 369,876	8	
ADJUSTMENTS	\$ -		
SUB-TOTAL FUND 100	\$ 3,210,696	46	
GRAND TOTAL	\$ 3,210,696	46	