



UNITED STATES VIRGIN ISLANDS

**Economic Development  
Authority**

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# ANNUAL OPERATING BUDGET

Forging a Resilient Economic  
Future Through Innovation,  
Partnerships, and Community  
Collaboration

**VIRGIN ISLANDS ECONOMIC DEVELOPMENT AUTHORITY**

**FISCAL YEAR 2025 BUDGET  
OCTOBER 1, 2024 - SEPTEMBER 30, 2025**

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## TABLE OF CONTENTS

### **I. Introductory Section**

CEO's Budget Message to Chairperson of the Legislature's Committee on Finance.....	1
Principal Officials.....	2
Mission Statement.....	3
Scope and Overview.....	4
Organizational Chart.....	5
Accounting System and Financial Reporting Roles and Responsibilities.....	6
USVIEDA Direct and Indirect Cost Allocations.....	7
Goals, Objectives, Performance Measurements, and Performance Evaluations.....	8
Annual Budget Process.....	9
USVIEDA by the Numbers.....	11

### **II. Departments and Divisions**

<b>1.0 USVIEDA Administrative Departments.....</b>	<b>13</b>
1.1 Board of Directors.....	13
1.2 Executive Office.....	15
1.3 Administration and Finance Department.....	17
1.4 Human Resources ("HR") Department.....	19
1.5 Legal Department.....	21
1.6 Marketing / Public Relations Department.....	22



# VIRGIN ISLANDS ECONOMIC DEVELOPMENT AUTHORITY

## FISCAL YEAR 2025 BUDGET October 1, 2024 – September 30, 2025

### TABLE OF CONTENTS

<b>2.0 USVIEDA Operational Divisions.....</b>	<b>25</b>
2.1.1 EDC Applications Department .....	25
2.1.2 EDC Compliance Department.....	28
2.2 Economic Development Bank (“EDB”).....	30
2.2.1 Incubator Program.....	32
2.3 Enterprise Zone Commission (“EZC”).....	34
2.4 Economic Development Park Corporation (“EDPC”).....	36

### **III. Financial Information**

3.1 Revenues.....	39
3.2 Expenditure Comparisons for FY22, FY23 Projected, and FY24 Budgeted.....	40
3.3 Professional Services Breakdown in Detail.....	41
3.4 Personnel Service Cost Breakdown by Department and Classification.....	41
3.5 Budget Summary.....	42

### **IV. Other Supplemental Information**

A. Vehicle Listing for USVIEDA.....	44
B. Listing of Real Property being rented or leased by the USVIEDA.....	44

### **V. Appendix**

Glossary of Selected Terms.....	45
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## MESSAGE FROM THE CEO

• • • • June 18, 2024  
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The Honorable Donna A. Frett-Gregory  
Chair, Committee on Finance  
35th Legislature of the Virgin Islands  
Capitol Building  
P.O. Box 1690  
St. Thomas, VI 00804

### **Re: VI Economic Development Authority FY 2025 Budget Submission**

Dear Madam Chair Frett-Gregory:

The Virgin Islands Economic Development Authority ("USVIEDA" or "Authority") is pleased to present its Fiscal Year ("FY") 2025 budget proposal, which reflects our steadfast commitment to building a resilient economic future through innovative solutions, strategic partnerships, and community collaboration.

USVIEDA's proposed budget of \$6,613,000 aligns with the Vision 2040 overarching goal to propel the U.S. Virgin Islands toward sustained economic growth and prosperity. This allocation builds upon the successes of previous years, ensuring continuity in our efforts to enhance the territory's economic landscape.

Central to USVIEDA's strategy is the promotion of innovative solutions that harness the potential of emerging technologies and industries as identified in USVIEDA's recent Global Investment Strategy. By fostering an environment conducive to innovation, USVIEDA aims to attract new businesses and investments, positioning the U.S. Virgin Islands as a hub of entrepreneurial activity.

Strategic partnerships remain essential as USVIEDA seeks to leverage external expertise and resources to amplify its impact on the economy. Collaborating with local businesses, educational institutions, and governmental agencies, the Authority aims to maximize its collective strengths and address challenges through unified efforts.

Community collaboration is at the heart of the Authority's approach, recognizing the invaluable contributions of residents and businesses. By engaging stakeholders at every level, USVIEDA fosters inclusivity and ensures that its economic strategies reflect the aspirations and priorities of our diverse community.

Moreover, this budget underscores USVIEDA's unwavering support for small businesses, recognizing them as the backbone of the economy. Through targeted initiatives and robust support systems, USVIEDA empowers local entrepreneurs to thrive, thereby stimulating job creation and economic resilience across the U.S. Virgin Islands.

As USVIEDA navigates the fiscal year ahead, we remain committed to prudent resource management and accountability. By optimizing the allocation of our budgetary resources, the Authority strives to deliver tangible outcomes that drive sustainable economic progress and benefit all residents of the U.S. Virgin Islands.

In closing, I extend my sincere gratitude for your continued support and partnership. Together, we can continue to shape a vibrant and prosperous future for the Territory, one that embodies resilience, innovation, and community-driven progress.

Respectfully,

*Wayne L. Biggs, Jr.*  
Wayne L. Biggs, Jr.

# USVIEDA PRINCIPAL OFFICIALS

AS OF MAY 31, 2024

## Governing Board of Directors



**Kevin A. Rodriguez**  
CHAIRMAN  
Cabinet Appointee, STT



**Gary Molloy**  
VICE CHAIRMAN  
Cabinet Appointee, STX



**Jose' A. Penn**  
SECRETARY  
Private Sector Rep., STJ



**Anise I. Hodge**  
MEMBER  
VI Port Authority Rep., STT



**Positive T. A. Nelson**  
MEMBER  
Cabinet Appointee, STX



**Philip E. Payne**  
MEMBER  
Private Sector Rep., STX

## Executive Team



**Wayne L. Biggs, Jr.**  
CHIEF EXECUTIVE OFFICER



**Dwayne A. Benjamin, Sr.**  
ASSISTANT CEO



**Tracy Lynch Bhola, Esq.**  
GENERAL COUNSEL



**Kelly Thompson Webbe**  
CHIEF FINANCIAL OFFICER

## Senior Management Team



**Margarita Benjamin**  
MANAGING DIRECTOR  
Economic Development



**Nadine Marchena Kean**  
MANAGING DIRECTOR  
Enterprise Zone Commission



**Monique T. Samuel**  
MANAGING DIRECTOR  
Economic Development Bank



**Mark Finch**  
DIRECTOR  
Physical Plant



**Celina Morris**  
DIRECTOR  
Marketing



**Kali Richardson**  
DIRECTOR  
Human Resources

# MISSION STATEMENT

The Virgin Islands Economic Development Authority ("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 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.



Select USA Investment Summit  
June 2024



## SCOPE AND OVERVIEW

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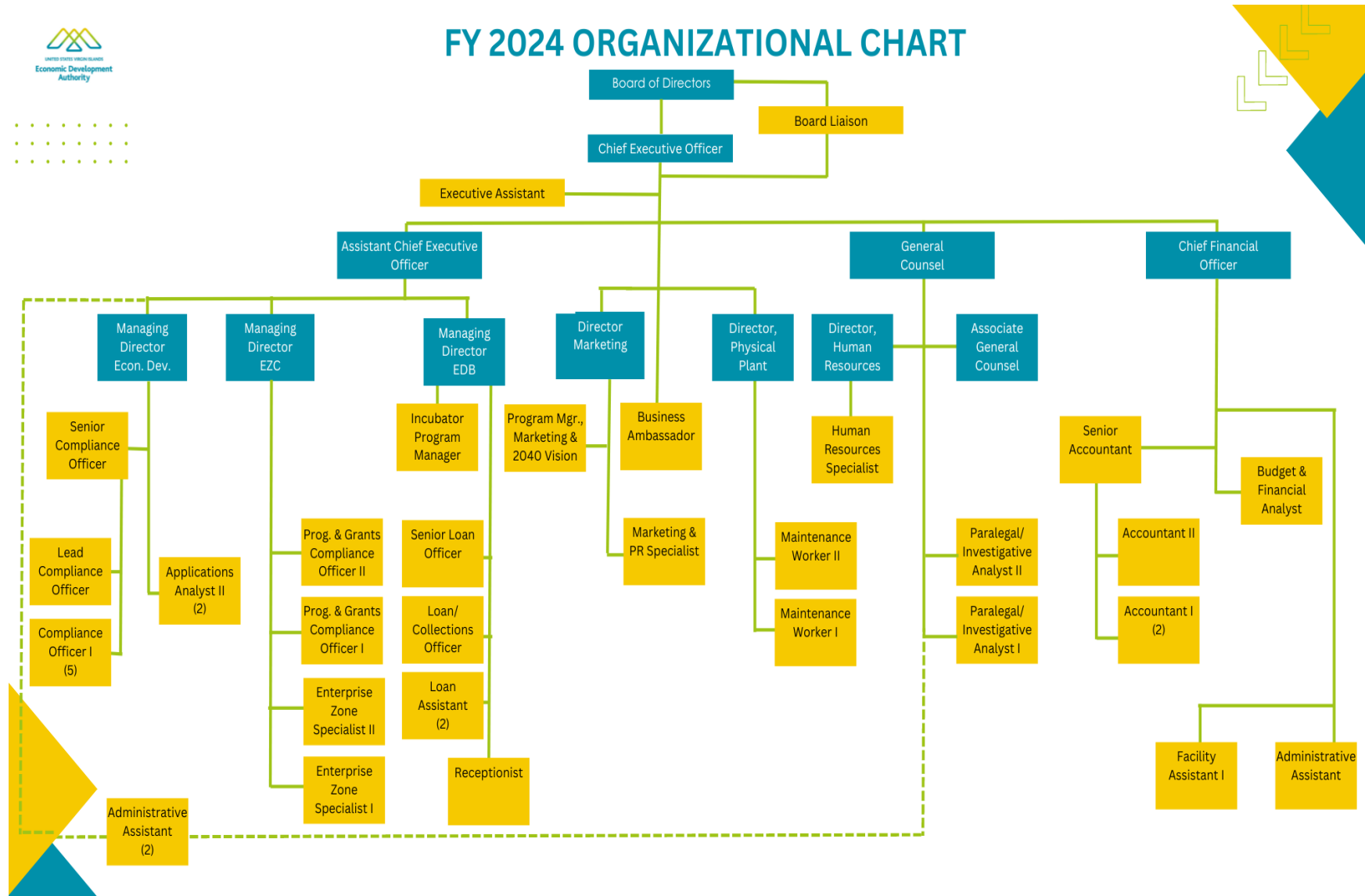
The USVIEDA is the unification of four (4) separate entities: the Economic Development Bank for the United States Virgin Islands ("EDB"), the Economic Development Commission ("EDC"), the Economic Development Park Corporation ("EDPC"), and the Enterprise Zone Commission ("EZC"). The functions of each entity have been unified under one Governing Board ("Board").

The Board is comprised of seven (7) members. Three (3) members are appointed by the Governor from amongst the heads of cabinet-level executive departments or agencies or his executive staff. Three (3) shall not be employees of the Government of the U.S. Virgin Islands; one must be a resident of St. Thomas, another a resident of St. John, and the other a resident of St. Croix. One (1) member must be appointed from the Board or Executive Staff of the Government Employee Retirement System, Virgin Islands Port Authority, or the University of the Virgin Islands.





## USVIEDA ORGANIZATIONAL CHART



## ACCOUNTING SYSTEM AND FINANCIAL REPORTING ROLES AND RESPONSIBILITIES

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USVIEDA is a public corporation and semi-autonomous instrumentality of the Virgin Islands of the United States of America and follows enterprise fund accounting and reporting. The financial statements are presented in a manner similar to that of a private business, using the economic resources measurement focus and the accrual basis of accounting.

Management prepares a number of financial and statistical reports, including the Financial Statements with Supplementary Information to support the annual audit, and is responsible for the integrity and objectivity of management and financial reporting. Financial statements are prepared in accordance with Generally Accepted Accounting Principles (“GAAP”) in the United States of America, applying certain estimates and judgments as required.

USVIEDA employs internal controls designed to provide reasonable assurance of integrity and reliability of financial reporting and to safeguard, verify, and maintain accountability of assets. Such controls are derived from established written policies and procedures that are implemented by trained and skilled personnel. USVIEDA’s employment policy prescribes that all employees maintain the highest ethical standards and conduct business practices in a manner above reproach.

USVIEDA engages the services of outside auditors on an annual basis to perform an independent audit of its financial statements, the objective of which is to express an opinion on the financial statements in accordance with GAAP. USVIEDA has received 13 consecutive unmodified audits.

The Governing Board of USVIEDA formulates the overall vision of the entity and fulfills its responsibilities of oversight and administration of the Authority’s practices and governance through the actions of the full Board.



## USVIEDA DIRECT AND INDIRECT COST ALLOCATIONS

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USVIEDA's activities can be classified into two (2) distinct categories – divisional and departmental activities.

A division is charged with the responsibility of carrying out the organizational mandates and includes the Economic Development Bank ("EDB"), the Economic Development Commission ("EDC"), the Enterprise Zone Commission ("EZC") and the Economic Development Park Corporation ("EDPC").

A department provides support to the divisions in fulfilling the organizational mandates and includes the Governing Board, the Executive Office, Administration and Finance, Human Resources ("HR"), Legal, Marketing/Public Relations, and Economic Development Management ("EDM").

The total cost to operate USVIEDA is classified into two (2) groups, that is, each cost that is incurred is either a direct or indirect cost.

A direct cost is a cost that can be identified specifically with a division or department and can be traced with relative ease and a high degree of accuracy to that division or department. An indirect cost is a cost that is incurred in common with other departments and divisions and cannot be traced to any specific division or department. An example of an indirect cost will be rent expense, which is a cost incurred together by all divisions and departments. The indirect costs are then distributed to each division and department through an internal indirect cost allocation process.

For ease and convenience, total indirect costs are budgeted and expensed in EDM department. At the end of a given period, the indirect costs accumulated in the EDM department are distributed to the divisions and departments based on a pre-determined indirect cost allocation rate.

At the end of a fiscal period, all direct costs would have been posted to each division and department, and all indirect costs would have been allocated from the EDM department to each division and department, and therefore, the total cost to operate each division and department can be determined.

Note that the total cost (direct and indirect) for each department is indirect to the divisions and thus the total departmental costs are then further allocated to the divisions using a pre-determined allocation method.

At the end of a fiscal period, the total cost of operating each division within the USVIEDA can be determined, and so is the total cost to operate the USVIEDA, which will be the sum of all the divisional costs combined.

## **GOAL, OBJECTIVES, PERFORMANCE MEASUREMENTS, AND PERFORMANCE EVALUATIONS**

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The establishment of goals, objectives, performance measurements, and performance evaluations provide the strategic operational framework for USVIEDA.

A goal is the end result to be accomplished and answers this question: “What is the purpose in the big picture?” For USVIEDA, its purpose is to promote economic growth, job creation, and wealth generation.

Objectives are the action steps taken to carry out the big picture and serve as benchmarks to measure performance. Each objective has four (4) fundamental characteristics. Using the S.M.A.R.T approach, an objective must be:

- Specific: State exactly what is to be achieved;
- Measurable: Identify a target or quantifiable outcome;
- Achievable: Ensure that sufficient resources are available;
- Relevant: Provide an expected direction of change; and
- Time-bound: Set a timeframe for completion.

Performance measurement is the ongoing monitoring and reporting on program accomplishments compared to the pre-established goals and objectives as outlined by each unit. The development of performance measurements requires careful thought and planning and must include the following basic ingredients: objectivity, relevance, reliability, validity, and indicators of degrees of success.

Performance Evaluations are critical, especially in periods of scarce resources, and provide a means of assessing how well the objectives are being met. Evaluations answer key goal-related questions, such as:

- Are stakeholders getting what they deserve?
- Are taxpayers getting their money’s worth?
- Are those we serve better off?
- Can the service we provide be improved?

The achievability of USVIEDA’s goals and the fulfillment of objectives rest with supervisors and their direct reports, and the budget provides the financial resources to do so. The execution of performance measurement and evaluation functions ensure that scarce resources are used in the most efficient manner for the benefit of residents.



## **ANNUAL BUDGET CALENDAR AND PROCESSES**

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The budget formulation process is designed to allow USVIEDA to fulfill its mission by aligning goals, priorities, and objectives with financial resources and to evaluate actual achievements relative to anticipated outcomes.

### **JANUARY – FEBRUARY**

The budget formulation process begins with the development of revenue and expenditure projections for the upcoming fiscal year. These projections are combined with comparisons and analyses of past trends (i.e., appropriations, allotments, revenues, and expenditures) in addition to other financial data to justify and support management's budget recommendations. This process forms the basis for the development of the budget and determines the final budget amount to be submitted to the Office of Management and Budget for consideration and inclusion in the Government of the Virgin Islands' annual operating budget submission to the Legislature.

### **MARCH**

USVIEDA's budget staff establishes budget ceilings for each division and department consistent with the priorities, goals, and objectives of the agency. This information is communicated to each division or department head through a budget call that provides instructions and guidance for preparing each division's and department's budget. The budget staff conducts budget orientation sessions with lead members of each division and department in order to provide guidance, present an overview of the budgeting priorities and to address other budgetary concerns.

### **APRIL – JUNE**

The budget staff conducts budget review discussions with division and department heads on a one-on-one basis to discuss areas of concerns, goals, new initiatives, or programs each division or department desires to implement for the upcoming fiscal year. During this meeting, each division or department has the opportunity to justify its needs before the Executive Team. By the end of this process, revisions may be made to individual division or department budgets and budget schedules are updated accordingly.

### **JULY**

The final budget is presented to the USVIEDA Governing Board for consideration and approval before submission to the Legislature's Post-Audit Division. Communication is maintained with the Post-Audit Division as it analyzes the USVIEDA budget while at the same time USVIEDA's budget staff researches, gathers data, and conducts round-table sessions with the internal division and department heads in preparing drafts of the Chief Executive Officer's budget presentation to the Committee on Finance of the Legislature.

The Chief Executive Officer, accompanied by the Assistant Chief Executive Officer, General Counsel, Chief Financial Officer, and other Division and Department Managers, defend the USVIEDA budget recommendation before the Committee on Finance of the Legislature.

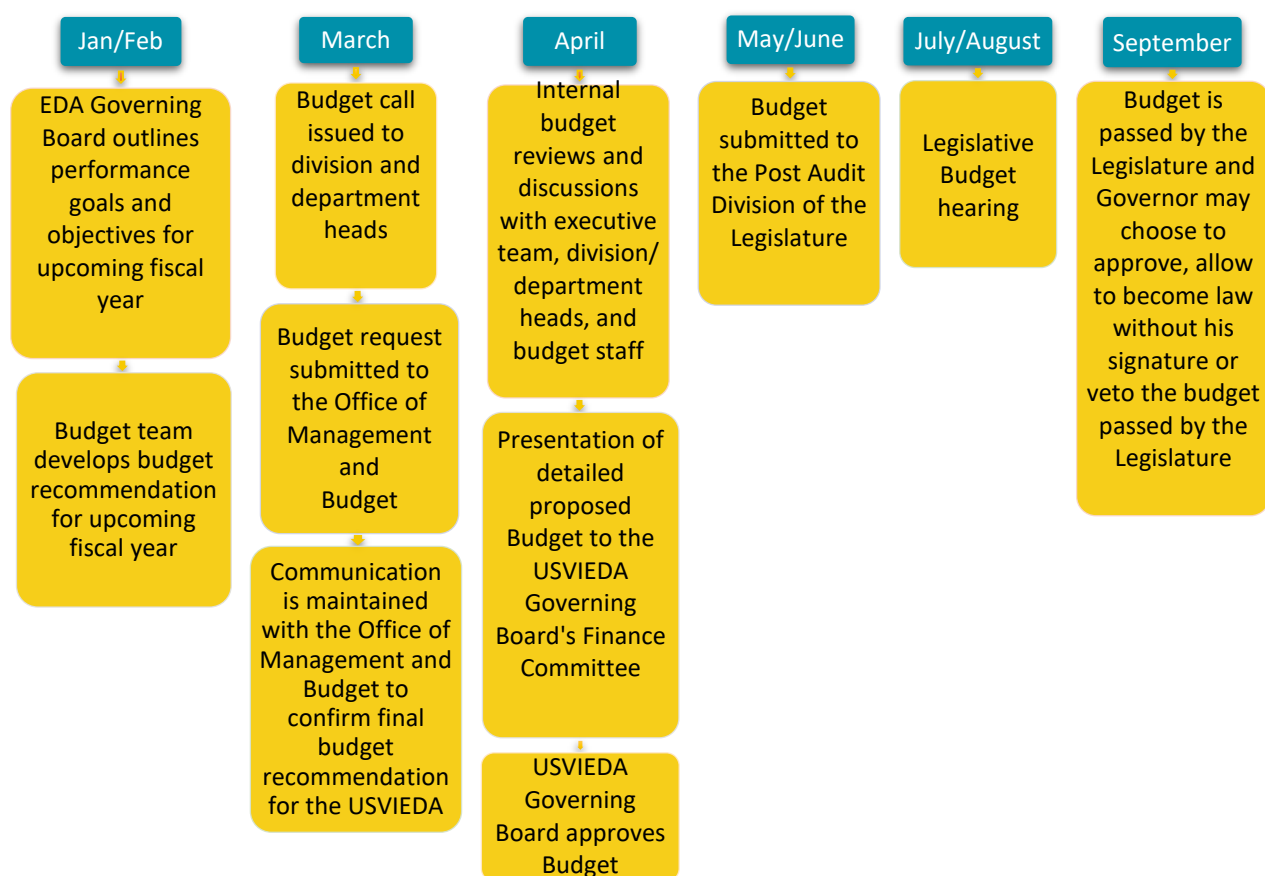
## OCTOBER

Once the budget is passed by the Legislature and approved by the Governor, USVIEDA is legally authorized to request quarterly allotments from the Department of Finance through the Office of Management and Budget.

## TWELVE (12) MONTHS MONITORING (OCTOBER – SEPTEMBER)

Actual revenues and expenditures are monitored throughout the year and are compared and analyzed against the budget to ensure that resources are managed in accordance with the budget plan and are consistent with the goals and objectives of the Authority. Financial analyses are performed, and financial presentations are made to the Governing Board. The budget staff offers recommendations to division and department heads in addition to the Governing Board to improve operational efficiencies.

### Budget Overview





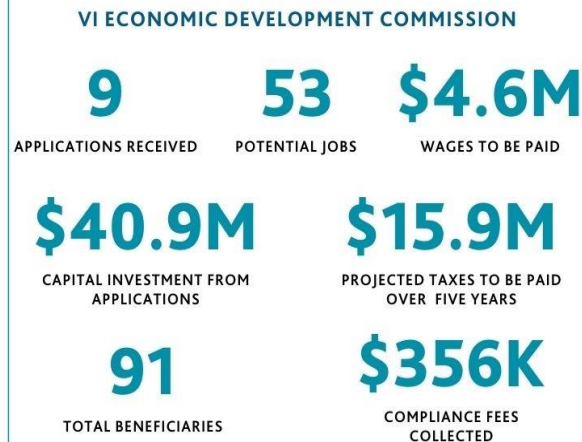
## USVIEDA BY THE NUMBERS

KEY PERFORMANCE METRICS AS OF THE SECOND QUARTER

### Agency Overview



### Investment



### Business Recruitment



### SOUTH SHORE TRADE ZONE PROGRAM

1st  
APPLICATION RECEIVED

### Business Financing

#### ECONOMIC DEVELOPMENT BANK LOANS



#### STATE SMALL BUSINESS CREDIT INITIATIVE



### Lead Generation



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## USVIEDA BY THE NUMBERS

KEY PERFORMANCE METRICS AS OF THE SECOND QUARTER

### Business Support

1

BUSINESS TO BUSINESS  
EVENT

2

MADE IN THE USVI POP-  
UP SHOPS

7

NEW INCUBATOR PROGRAM  
CLIENTS ASSISTED

### Commercial Space

#### PARK OCCUPANCY



#### PARK STATISTICS

William D. Roebuck Industrial Park  
St. Croix

9

TENANTS

150K

SQ. FT. OF COMMERCIAL  
SPACE

Virgin Islands Industrial Park  
St. Thomas

5

TENANTS

20K

SQ. FT. OF COMMERCIAL  
SPACE

### VI Slice

12

TRANSACTIONS CLOSED

\$906.3K

VALUE OF TRANSACTIONS

### Neighborhood Revitalization

#### ENTERPRISE ZONE COMMISSION

4

APPLICATIONS RECEIVED



2

APPLICATIONS APPROVED

- 5 Temporary Jobs
- 2 Permanent Jobs
- \$2205K Investment

4

ANCHOR PROJECTS  
PLANNED

4

GRANTS MANAGED

### Media & PR

19

NEWS STORIES

17

PRESS RELEASES

20

RADIO INTERVIEWS

12

LOCAL PRINT ADS

3

VIDEO  
CAMPAIGNS

4

RADIO AD  
CAMPAIGNS

2

REGIONAL & NATIONAL ADS

### Community Engagement

#### HOSTED BY USVIEDA

1

MULTIMEDIA ESTATE  
PLANNING CONFERENCE

- 200+ In-Person Attendees
- 300+ Virtual Attendees
- 595 Social Media Views

3

VI SLICE  
TOWN HALL MEETINGS

- 600+ In-Person Attendees
- 676 Social Media Views

#### EVENT SPONSORSHIPS & PARTICIPATION

12

EVENTS SPONSORED

4

COMMUNITY EVENTS  
PARTICIPATED IN

- American Express Shop Small Campaign
- 2nd Annual Shop Small Local Grow the Economy Business Expo
- 52nd Annual Agriculture & Food Fair
- VI Wealth Building Gala

VIRGIN ISLANDS ECONOMIC DEVELOPMENT AUTHORITY | FY 2024 | MARCH 31, 2024



## **1.0 USVIEDA DEPARTMENTS**

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The departments within the USVIEDA provide support to the operational divisions to ensure that USVIEDA adheres to and meets its statutory and legal requirements.

### **1.1 BOARD OF DIRECTORS**

#### **FUNCTIONAL STATEMENT**

The powers of USVIEDA rest in the hands of the 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. Most importantly, the Board ensures that the organization complies with all applicable laws.

#### **OPERATIONAL GOAL(S)**

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

#### **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 to ensure leadership effectiveness and alignment with organizational goals.
- Participate in at least five (5) marketing events and activities to enhance business recruitment, retention, and expansion efforts.

#### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Convened ten (10) 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 and creation, as well as infrastructure investments.
- Attended the IEDC Annual Conference, which provided invaluable industry insight from experts on tools for economic reinvention, community innovation, and disaster recovery and resiliency.
- Appointed members to the USVIEDA Finance Committee and evaluated the first-quarter financial performance.
- Conducted a board workshop to strategize and collaborate with the management team to execute targeted marketing initiatives and Vision 2040 objectives and streamlined the rules and regulations governing the VIEDC Program.

## FISCAL YEAR 2025 OBJECTIVES

- Review and approve the annual operating budget and evaluate progress toward current-year objectives.
- Conduct a comprehensive performance evaluation of the CEO.
- Devise strategies to retain, expand, and attract businesses to enhance economic growth and development.
- Review the Vision 2040 action item list and set realistic timelines to accomplish the mid-range objectives.
- Collaborate with the Executive Branch to identify suitable candidates for the vacant board position.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of board meetings held	10	28	10	28
Number of marketing events participated in to enhance business recruitment	1	4	1	4

## 1.2 EXECUTIVE OFFICE

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### FUNCTIONAL STATEMENT

The Chief Executive Officer (“CEO”) and the 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 department ensures that those responsibilities established by statute and other policy directives are executed at the highest level.

### OPERATIONAL GOAL(S)

Direct and monitor the activities of the USVIEDA to ensure that human and capital assets are safeguarded and optimized. Maintain a positive work climate conducive to attracting, retaining, and motivating a diverse group of top-quality performers to achieve the goals of the organization.

### FISCAL YEAR 2024 OBJECTIVES

- Develop and implement a strategic plan to leverage USVIEDA’s resources to ignite new investment, support local business growth, 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.
- Negotiate Collective Bargaining Agreement (CBA) and present it to the board for approval.

### FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024

- Negotiated a collective bargaining agreement between USVIEDA and the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied-Industrial, and Service Workers International Union for Fiscal Years 2023–2026.
- Completed and commenced implementation of USVIEDA’s global and South Shore marketing plans, strategically positioning the Territory and USVIEDA for increased global presence and attracting significant new business investments.
- Showcased the Territory and USVIEDA programs at events such as the Caribbean Hotel & Resort Investment Summit (“CHRIS”), Caribbean Hotel Investment Conference & Operations Summit (“CHICOS”), and Select USA, reinforcing the US Virgin Islands as a premier investment destination.

## FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024 CONT.

- Concluded the Shipyard Feasibility Study for establishing a shipyard in the South Shore Trade Zone (SSTZ) on St. Croix, which confirmed that it is feasible to establish a shipyard in the US Virgin Islands to locally repair commercial and leisure vessels. The findings provide a comprehensive financial viability assessment and lay the groundwork for future development, enhancing the South Shore Trade Zone’s attractiveness for investment in the U.S. Virgin Islands, particularly on St. Croix.
- Continued collaboration with the Office of Disaster Recovery (“ODR”) and local lenders to implement the VI Slice Moderate Income Homeownership Program, accelerating homeownership rates in alignment with the Vision 2040 Plan.
- Finalized the Governor’s Small Business Innovation Grant Award, disbursing \$3.9M to 322 businesses to help Virgin Islands small businesses recover from the economic effects of the Covid-19 pandemic and build a financial foundation to navigate future challenges. The Small Business Innovation Grant awarded up to \$50,000 to eligible locally registered and licensed businesses with fewer than 100 employees operating in the Territory, assisting them in becoming more resilient and innovative.

## FISCAL YEAR 2025 OBJECTIVES

- Update the rules and regulations for the Economic Development Bank, Economic Development Commission, and Enterprise Zone Commission.
- Engage an entity to conduct an economic impact study on the EDB, EDC, EZC, and EDPC Programs to assess their effectiveness and potential benefits on the Territory’s economy, including key indicators such as employment, business activity, tax revenue, and total economic output.
- Participate in a minimum of three (3) trade shows and events to strengthen USVI’s global presence and network with potential investors for investment promotion and recruitment in the priority sectors identified in the recently completed global marketing and Vision 2040 plans.
- Work with the executive and legislative branches to mobilize committees recommended by Vision 2040 to improve the business climate with the aim of attracting new investment and facilitating the growth of local small business community.

Key Performance Indicators	Actual FY2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned 2025
Number of partnership collaborations formed	6	5	6	5
Number of economic development initiatives undertaken	5	5	5	5



## **1.3 ADMINISTRATION AND FINANCE DEPARTMENT**

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### **FUNCTIONAL STATEMENT**

The Administration and Finance Department performs financial planning, accounting, and reporting functions for 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. The department takes a leading role in developing proposals and policies on strategic issues that affect the long-term financial integrity and competitiveness of USVIEDA. Financial policies, procedures, and the establishment of financial and management controls are formulated and executed within this department.

### **OPERATIONAL GOAL(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 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 a reference guide for employees, auditors, and other stakeholders that need to understand how the USVIEDA conducts its accounting operations.
- Provide training on GAAP, procurement, and financial reporting best practices.
- Streamline the month-end closing process to ensure the timely closure of the ledgers by the 20<sup>th</sup> of the following month.

### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Presented first-quarter financial updates to the USVIEDA Finance Committee of the Governing Board.
- Secured Board approval to establish money market saving accounts, which are projected to increase interest income for USVIEDA.
- Processed Collective Bargaining Agreement (“CBA”) and Board approved salary increases and retroactive payments by the pay period following approval.
- Received the new Indirect Cost Rate from the U.S. Department of Treasury.
- Commenced the upgrade of the IT platform to the Microsoft Office 365 suite, which has enhanced productivity, team collaboration, and security with advance cloud-based tools and services.
- Documenting Standard Operating Procedures (SOPs) to ensure that all accounting and financial activities are performed consistently and accurately, following best practices and regulatory requirements.

## FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024 CONT.

- Closed out the Governor’s Small Business Innovation Grant Award disbursing \$3.9M to 322 businesses.
- Completed the gap analysis as required by the Office of Management and Budget for the VI Transparency website.
- Implemented a centralized month-end checklist to streamline and enhance the month-end closing process.
- Updated BizNet Financial Reports to meet federal grantor requirements more effectively.
- Provided staff training on MAS 500 accounting software, procurement best practices, and federal reporting.

## FISCAL YEAR 2025 OBJECTIVES

- Complete the Fiscal Year 2024 financial audit by June 2025.
- Ensure timely submission of 100% of financial reports to relevant local and federal entities, with no reports submitted past their respective due dates.
- Finalize the accounting manual outlining the accounting policies, procedures, and protocols of the administration and finance department within the first six months of the fiscal year, ensuring it is ready for distribution and reference by employees, auditors, and stakeholders.
- Provide training on GAAP, procurement, and financial reporting best practices.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Received Unmodified Audit	Yes	Yes	n/a	Yes
Financial Updates to Board	4	2	2	2

## 1.4 HUMAN RESOURCES

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### FUNCTIONAL STATEMENT

The Human Resources (“HR”) Department is responsible for talent management and workforce development including staff 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 objectives of the USVIEDA.

### 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 USVIEDA’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.
- 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.

### FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024

- Revived the USVIEDA Employee Relations Committee, including the Wellness, Social, and Team Building Committees, to spearhead ongoing initiatives to enhance employee engagement and morale.
- Hosted a successful in-person Employee Appreciation/Team Building Event that garnered positive feedback from over 97% of attendees.
- Negotiated a new collective bargaining agreement between USVIEDA and the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied-Industrial and Service Workers International Union for Fiscal Year 2023 – 2026.
- Updated all union job descriptions to accurately reflect current duties and key responsibilities, ensuring alignment with organization objectives and industry standards.
- Implemented the Metrix Learning Platform through the VI Department of Labor to enhance employee skill development and performance.

## FISCAL YEAR 2025 OBJECTIVES

- Conduct quarterly targeted and engaging professional development training sessions to enhance employees' skills and knowledge in areas such as leadership, team building, communication, and problem-solving.
- Establish a Leadership/Mentorship Program as part of USVIEDA's ongoing succession plan to ensure operational continuity and foster professional growth among employees.
- Complete a comprehensive 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.
- Update the policies and procedures manual to reflect current practices, regulatory requirements, and organizational needs.
- Develop and implement a comprehensive employee recognition program aimed at acknowledging and rewarding exceptional performance and contributions, fostering a culture of appreciation, motivation, and engagement within the organization.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of employee relation activities conducted	27	12	20	24
Number of employee training courses conducted	17	12	6	4



## 1.5 LEGAL DEPARTMENT

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### 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 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.
- Explore partnerships with law enforcement agencies to improve background investigative and due diligence reports.

### FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024

- Drafted and fully executed a wide range of professional service contracts and lease agreements.
- Drafted and amended USVIEDA Governing Board resolutions, motions, and show cause orders.
- Prepared and reviewed statutory agreements necessary to accomplish the mandates of the USVIEDA.
- Drafted and amended USVIEDA internal policies and procedures.

### FISCAL YEAR 2025 OBJECTIVES

- Assist with amendments to legislation, rules and regulations, and policies.
- Provide professional training to the legal team to improve the quality of investigative reports.
- Explore improvements to background investigative and due diligence reports and due diligence reports.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of background investigative reports and due diligence reports produced	5	2	37	32
Number of professional contracts, requests for proposal, and leases reviewed, drafted and/or executed	22	10	10	10

## **1.6 MARKETING / PUBLIC RELATIONS DEPARTMENT**

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### **FUNCTIONAL STATEMENT**

The key responsibilities of this department are to promote the U.S. Virgin Islands as the best place for businesses to relocate as well as the many services offered to local businesses and residents that foster 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 that currently exist in the Territory.

### **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.
- 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.

### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Developed comprehensive FDI and global marketing strategies, utilizing competitor benchmark analysis, global trends, and literature review to prioritize Vision 2040 target industries and markets. Additionally, industry-specific trade shows were identified for enhanced networking and exposure.
- Executed a full agency rebrand of messaging, taglines, logo, website, social media, and various marketing collateral. This effort culminated in the creation of the Territory's first place brand, intended for use by various agencies and stakeholders in promoting and positioning the U.S. Virgin Islands as a prime investment destination.
- Launched social media channels dedicated at attracting investment to the Territory. These platforms feature content highlighting established businesses operating within the targeted industries outlined in Vision 2040, as well as USVIEDA program and initiatives that support their growth and sustainability.

## FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024 CONT.

- Organizing a South Shore Trade Zone Roundtable Event scheduled for the first quarter of FY 2025. This initiative aims to draw eligible investors to the Territory's special economic zone on St. Croix to promote investment in the region.
- Initiated the planning and coordination of a podcast showcasing how USVIEDA's programs and services have supported the success of its clients. Anticipated to launch before the end of fiscal year 2024, this podcast will serve as a valuable tool for promoting USVIEDA's initiatives and achievements.
- Launched community education initiatives to deepen public understanding of USVIEDA's programs and services. Efforts include executing VI Slice Town Hall Meetings, planning targeted advertising campaigns, facilitating interviews, and actively participating in community events to engage stakeholders and foster transparency.

## FISCAL YEAR 2025 OBJECTIVES

- Collaborate with relevant stakeholders to activate the Business Climate Commission and advance initiatives aimed at improving the business environment and encouraging increased investment, in accordance with the recommendations outlined in Vision 2040.
- Design and integrate a commercial real estate database on USVIEDA's website, featuring sites and buildings suitable for manufacturing, warehouse/distribution, or office operations, with a focus on the Vision 2040 target industries.
- Implement annual and monthly business surveys to inform the decision-making process of the Business Climate Commission, assess the Territory's progress in garnering support from the business community, and pinpoint areas of improvement.
- Create and disseminate Territory-wide Annual Economic Development Scorecards to assess progress, incorporating metrics and benchmarks for services offered to small businesses and entrepreneurs.
- Continue educating the community about USVIEDA's programs and services through the podcast, client video testimonials, town hall meetings, ad campaigns, and social media.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of Pre-Application Meetings with VIEDC	5	7	5	7
Number of external site visits made by potential EDC beneficiaries and/or advisors	10	20	4	15

## REGIONAL & NATIONAL ADVERTISEMENTS

### Upward Curve Magazine



#### Print and Digital Publication

- Reach to over 500K business leaders
- Distributed in VIP lounges of 21 U.S. airports
- Placed on 43 private jets
- Direct mail to private jet users in over 30 states



### Caribbean Business & Travel

#### Print and Digital Publication

- Target distribution in Florida, New York, and Toronto
- Featured in special edition for the U.S. Virgin Islands to promote the CHICOS conference.

## Community Engagement



VI Wealth Building Gala



VI Slice Town Hall Meetings



2024 Agriculture and Food Fair

## Marketing Missions



Florida International Trade & Cultural Expo



Caribbean Hotel Resort & Investment Summit



Caribbean Hotel Investment Conference & Operations Summit

### Lead Generation

**23** Hot Projects

**\$170.3M** Investment Potential of Hot Projects

**165** Investor Meetings

**4** Site Visits

## **2.0 USVIEDA OPERATIONAL DIVISIONS**

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### **2.1. VI ECONOMIC DEVELOPMENT COMMISSION**

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 main 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 comply with the terms and conditions of their agreements and other requirements of law.

#### **2.1.1 EDC APPLICATIONS DEPARTMENT**

##### **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 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 implement process improvements to facilitate the application intake and timely processing of completed applications.
- Participate in community outreach programs, informational sessions, and other marketing initiatives.

##### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Received nine (9) new applications for economic development benefits.
- Presented five (5) applications and five (5) petitions to the VIEDC Governing Board for consideration.
- Issued seven (7) EDC Certificates for tax-incentive benefits, estimated to result in new and continued employment at a minimum of 48 full-time employees, approximately \$2.3M in salaries and wages, \$25.4M in capital investment, \$238K in charitable contribution annually, and \$9.1M in direct taxes over a 5-year period.

##### **FISCAL YEAR 2025 OBJECTIVES**

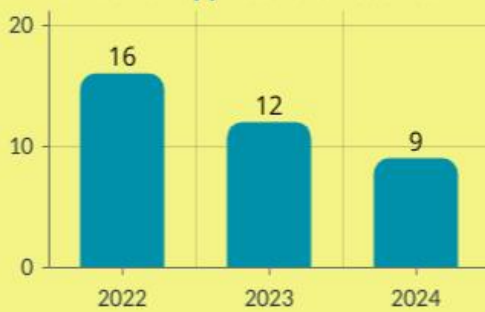
- Update the Cost-Benefit Analysis Model for the VIEDC Tax-Incentive Program.
- Continue implementing process improvements to efficiently handle the application intake and timely processing of completed applications.
- Engage in community outreach programs, informational sessions, and other marketing initiatives.



Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY2025
Average number of days to complete analysis of an EDC application for Public Hearing	19	30	12	30
Number of community outreach programs participated in	3	4	2	4

# HISTORICAL NEW APPLICATIONS STATISTICS

Number of Applications Received



Number of New Job Opportunities



Approx. Wages by New Applicants  
In Millions



Minimum Potential Investment  
In Millions



Anticipated Total Taxes Over 5 Years  
In Millions



## **2.1.2 EDC COMPLIANCE DEPARTMENT**

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### **FUNCTIONAL STATEMENT**

The Compliance Department provides customer care services to EDC beneficiaries to maintain the integrity of the EDC Program. Beneficiaries not in compliance with their Certificates are brought before the EDC Governing Board, which has the legal authority to assess fines or penalties and 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 2024 OBJECTIVES**

- Continue bringing all Beneficiaries to one (1) year review cycles.
- Organize annual beneficiary summits and practitioner forums in both districts.;
- Increase the number of beneficiary client-care initiatives to foster retention and expansion while maintaining the integrity of the EDC Program.
- Complete EDC Compliance Handbook for Beneficiaries.

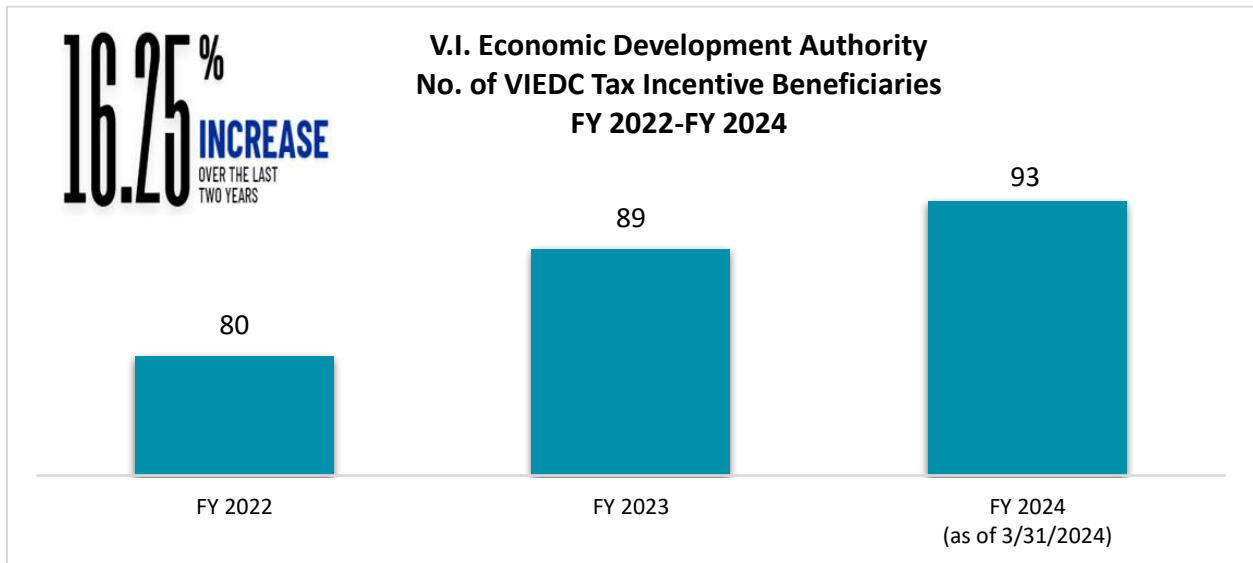
### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Issued seven (7) new EDC beneficiary certificates increasing the total number of beneficiaries in the VIEDC tax-incentive program to 93.
- Advanced the online compliance case management system to 75% completion, which will generate the real-time economic impact of the VIEDC Program and reduce the timeline for producing compliance reports.
- Conducted eight (8) beneficiary compliance orientations to ensure that the beneficiaries understand the compliance requirements of the Program.
- Presented three (3) beneficiary petitions to the CEO and six (6) petitions to the VIEDC Governing for review and decision.

### **FISCAL YEAR 2025 OBJECTIVES**

- Continue bringing all Beneficiaries to one (1) year review cycles.
- Organize annual beneficiary summits and practitioner forums in both districts.
- Increase the number of beneficiary client-care initiatives to ensure retention and expansion while maintaining the integrity of the EDC Program.
- Complete EDC Compliance Handbook for Beneficiaries.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of Compliance Reviews Completed	3	20	1	40
Number of Site Visits	21	40	8	60



## **2.2 ECONOMIC DEVELOPMENT BANK (EDB)**

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### **FUNCTIONAL STATEMENT**

The Economic Development Bank for the U.S. Virgin Islands (“EDB”) provides equity infusion to help new minority, small and medium-sized, and other existing businesses grow into mainstream commercial banking customers. The EDB also works with local commercial banks by providing loan guarantees to reduce the risk 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 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 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 in starting and/or expanding their businesses, as well as to provide training and technical assistance.
- Offer technical services to farmers and 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.

### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Awarded the State Small Business Credit Initiative (“SSBCI”) Technical Assistance Grant in the amount of \$521K from the US Department of the Treasury. This grant will be used to provide technical assistance to small businesses in the areas of legal, accounting, business management, and financial advisory services.
- Received five (5) new loan requests for EDB Direct Financing, totaling \$1.5M. If approved, these small businesses could potentially create 21 jobs and retain 14 positions.
- Commenced implementation of the Memorandum of Agreement between the VI Energy Office and VIEDA for Phase II of the Solar + Financing Pilot Program (“SPF”), which will provide one (1) percent interest loans up to \$30K to approximately 80 homeowners to install solar power and battery storage systems.



## FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024 CONT.

- Ramped up the marketing and outreach efforts for the VI Slice Moderate-Income Homeownership Program (“VI Slice). EDB held town hall meetings in each district with a combined attendance of over 600 persons, hosted several webinars with the participating banks, and exhibited at local housing and realtors’ events to educate the public about the Program. To date, EDB has disbursed \$906K in gap financing to 12 homeowners with bank financing of \$3.1M.
- Provided training to participating banks on the SSBCI 2.0 Program, resulting in increased bank participation and awareness of the Program. To date, EDB has leveraged its relationships with local lenders to successfully close four (4) SSBCI 2.0 loans, totaling \$2.8M, with the SSBCI 2.0 program providing \$1.4M in loan guarantees. These guarantees are anticipated to fortify four (4) businesses – two (2) on St. Croix and two (2) on St. Thomas – potentially retaining 14 jobs and creating 34 new employment opportunities in the Territory.
- Assisted the Bank of Puerto Rico by providing training to its staff on the SSBCI program and was instrumental in helping them formulate their SSBCI 2.0 program guidelines.

## FISCAL YEAR 2025 OBJECTIVES

- Increase the loan portfolio by \$5M in credit-quality loans and guarantees.
- Identify an external source to assist in consolidating and drafting legislative amendments for all the revolving loan funds.
- Develop a new marketing campaign to raise awareness of EDB’s products and services, attract new clients, and strengthen relationships with existing lenders, the business community, and customers.
- Create an all-in-one loan application packet and develop/implement an online application portal.
- Continue to provide ongoing staff enrichment training on lending software and industry best practices.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Loan Delinquency Rate	1%	5%	23%	5%
Dollar value of loans and guarantees approved	\$1.6M	\$2M	\$0M	\$5M

## **2.2.1 INCUBATOR PROGRAM**

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### **FUNCTIONAL STATEMENT**

The Incubator Program is designed to help new companies and start-ups develop into full-fledged businesses by providing comprehensive management training, mentorship, and other assistance. This support enables these businesses to grow, thrive, and contribute to the economic development of the Territory. The program stands out by fostering innovation, nurturing entrepreneurial talent, and creating an ecosystem where businesses can collaborate, learn, and expand.

### **OPERATIONAL GOAL(S)**

Engage, support, and assist entrepreneurs in developing sustainable businesses within the Territory.

### **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.
- Continue working with the farmers to connect them to critical services to further their farms and business operations.

### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Provided technical assistance to seven (7) new clients. One of these clients has developed into a full-fledged business.
- Continued partnership with the Minority Business Development Agency to deliver businesses support services to local entrepreneurs.
- Supported one (1) business through the purchase of a brick-and-mortar location.
- Referred three (3) clients for funding (two (2) to the Economic Development Bank and one (1) to First Bank).
- Participated in the 2023 Governor’s Workforce Summit as a panelist and moderator.

## FISCAL YEAR 2025 OBJECTIVES

- Procure a pool of consultants to offer business-related assistance, including marketing, financing, and general business support, to help aspiring entrepreneurs start, run, and grow their businesses. This business training will be provided at a low cost to ensure accessibility.
- Continue collaborations with the Department of Agriculture through its Agriculture Business Center to develop a strategic plan to assist farmers in streamlining and expanding their business operations.
- Assist five (5) entrepreneurs in securing funding from the Economic Development Bank, local lenders, and other community funding initiatives to expand their businesses.
- Develop a mentorship program for the Incubator Program graduates that includes roundtable discussions, networking opportunities, and personalized guidance to ensure the success of startup businesses and entrepreneurs.
- Offer financial literacy and business preparation courses designed for high school juniors and seniors who are aspiring entrepreneurs or at the initial stages of launching their own businesses.

Key Performance Indicators	Actual FY 2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of entrepreneurs assisted	17	20	7	20
Number of businesses developed into full-fledged businesses	0	4	1	4

## 2.3 ENTERPRISE ZONE COMMISSION (EZC)

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### FUNCTIONAL STATEMENT

The Enterprise Zone Commission (“EZC”) is responsible for the revitalization of designated severely distressed areas in the U.S. Virgin Islands that were once social and economically vibrant communities. The EZC provides tax incentives and helps reduce fiscal and regulatory constraints that hinder economic growth. In addition, the EZC 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 2024 OBJECTIVES

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

### FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024

- Hosted the 2024 Estate Planning Conference, an in-person and multimedia event, that educated approximately 2,000 attendees on the benefits of wills, trusts, probate issues, and powers of attorney. This event was simulcasted on Zoom, Facebook, radio, and television.
- Conducted a Business-to-Business (“B2B”) event where local vendors from both districts showcased their products and services to buyers from public and private sectors. Within a month of the event, all vendors received wholesale purchase inquiries.
- Finalized the USVI Shipyard Feasibility Study, which explored the opportunity for a ship repair facility on the island of St. Croix in the South Shore Trade Zone. The study indicated a viable opportunity with a positive internal rate of return (“IRR”) and net present value (“NPV”), suggesting significant direct and indirect income and multiplier effects that support local jobs and the economy.
- Began executing strategies from USVIEDA’s comprehensive marketing plan to promote the South Shore Trade Zone Program, USVIEDA’s new economic development tool. A South Shore Trade Zone Roundtable Event is scheduled for the first quarter of FY 2025 to identify, pursue, and attract anchor activities that will transform St. Croix into a logistical hub for trade, industry and commerce in the region.
- Completed the first phase of the EZC Abandoned Property Probate Project. Funded by a \$250K federal grant from the US Department of the Interior, this project assists families in resolving estate planning issues to facilitate the transfer and productive use of abandoned properties.
- Secured a \$500K grant to rehabilitate Building A & B of the Jarvis Complex in the preparation for the opening of the Virgin Islands Museum, Cultural & Civic Center.
- Completed one (1) rejuvenation and is preparing for 13 more rejuvenations by the end of the fiscal year.

## FISCAL YEAR 2025 OBJECTIVES

- Revive the EntrepreNow Program, an initiative created to inspire an entrepreneurship mindset among young men in the U.S. Virgin Islands. This Program also assists young men in learning about their personal and professional interests, visualizing their education future, and setting personal and professional goals.
- Develop and launch the EZC Benefit Portal, an online platform that will streamline access to EZC benefits and resources, enhance user experience, and improve administrative efficiency by enabling real-time tracking and reporting.
- Complete and close out three (3) of the five (5) active grants, ensuring all objectives are met maintaining compliance with grant requirements.
- Secure additional grant funding for the EZC anchor projects to ensure their successful implementation.

Key Performance Indicators	Actual FY2023	Target FY 2024	Actual FY 2024 (as of 3/31/2024)	Planned FY 2025
Number of Revitalization/Rejuvenation	1	8	1	3
Number of individuals / businesses assisted with EZC related services	100	450	100	100

## **2.4 ECONOMIC DEVELOPMENT PARK CORPORATION (EDPC)**

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### **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 (“WDRIP”) 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 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.
- Provide staff training on the Occupational Safety and Health Administration (“OSHA”) regulations, industry best practices, and preventative maintenance safety protocols.

### **FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024**

- Executed a lease agreement with a small, minority-owned business for 9,900 square feet, achieving full occupancy at the William D. Roebuck Industrial Park on St. Croix.
- Completed 90% of Phase I of the hurricane repair project at the Virgin Islands Industrial Park (“VIIP”), which involved substantial structural and aesthetic enhancements. This included replacing the metal roofing and single-ply roofing systems over 15,000 square feet of Building Bays 1, 2, and 3. Additionally, the project encompassed repainting the exterior, installing impact-resistant windows and storefronts, overhead coiling doors, and hollow metal doors, and enhancing security with new fencing, entry gates, guardrails, and stone/concrete columns.
- Completed 90% of Phase Architecture and Engineering (A&E) for the St. Thomas office, which will house USVIEDA’s new 10,000 square foot office space. This phase includes detailed architectural and engineering planning, infrastructure upgrades, and interior layout designs to create a modern, efficient workspace for the Authority.



## FISCAL YEAR 2024 ACCOMPLISHMENTS AS OF MARCH 31, 2024 CONT.

- Initiated negotiations with a power purchasing company to establish a micro-grid at the William D. Roebuck Industrial Park, aimed at enhancing energy independence and resilience. This initiative is expected to reduce energy costs and provide a reliable power supply to support the park's operations and tenants.
- Commenced the drafting of an invitation for bid “IFB” for the Flemming Office. It is anticipated that the IFB will be issued in the fourth quarter of FY 2024 pending final approval from FEMA.

## FISCAL YEAR 2025 OBJECTIVES

- Begin Phase II construction for USVIEDA's new 10,000 square foot office space at the Virgin Islands Industrial Park on St. Thomas.
- Complete the hurricane repairs at the Fleming Building (St. Croix USVIEDA Office).
- Complete Phase I of the installation of the micro-grid at the William D. Roebuck Industrial Park on St. Croix.
- Continue modernizing the Park’s facilities to enhance tenant satisfaction and attract new businesses.
- Begin hurricane repairs at the William D. Roebuck Industrial Park on St. Croix.

Key Performance Indicators	Actual FY 2022	Target FY 2023	Actual FY 2023 (as of 3/31/2023)	Planned FY 2024
Number of capital projects completed	3	4	2	4
Percentage of rentable space occupied	94%	100%	94%	100%

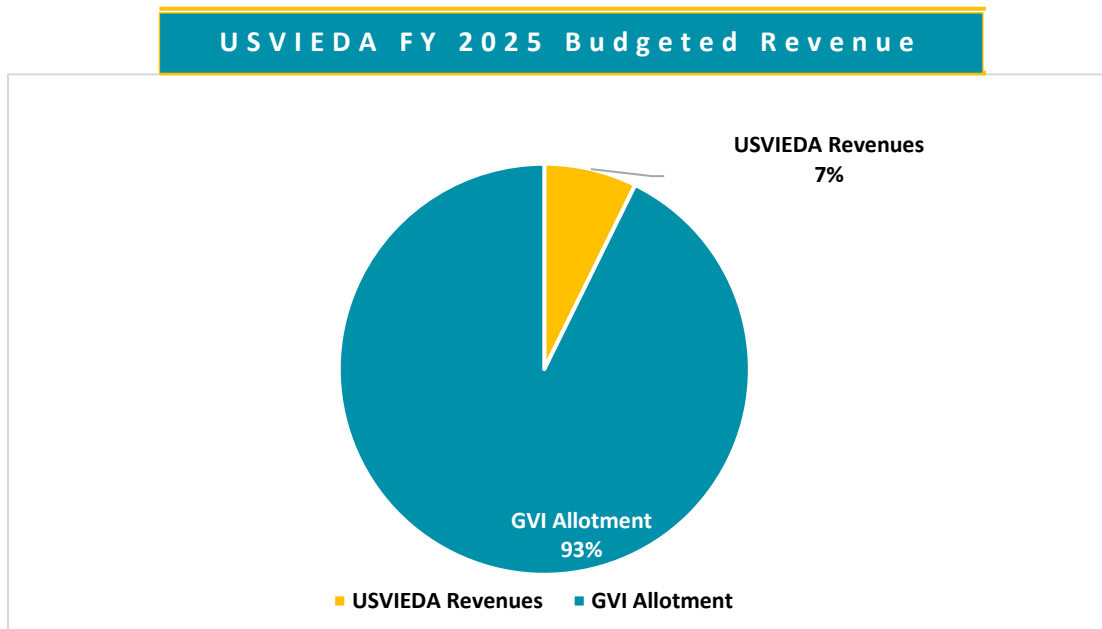
# FINANCIAL SECTION



### 3.1 REVENUES

The USVIEDA's operating revenue is derived from two (2) primary sources: government allotments and internally generated funds.

Internally generated revenues include EDC activation, application, and compliance fees received from beneficiaries. The amounts collected are deposited into the EDC Industrial Promotion Fund, and annually, an amount is transferred from this fund to help support the EDC budget. Other internally generated revenues consist of non-restricted interests from interest bearing accounts and amounts collected in loan originating and loan application fees.



Revenues	FY 2023 Actual	FY 2024 Projection	FY 2025 Budget
<b>USVIEDA Operating Revenue</b>			
Application & Processing Fees	4,400	5,000	5,000
Interest Income	11,343	10,000	10,000
Transfer – EDC Industrial Promotion Fund	0	500,000	500,000
Other Income	16,680	10,000	10,000
<b>Total USVIEDA Operating Revenue</b>	<b>32,423</b>	<b>525,000</b>	<b>525,000</b>
<b>Plus: GVI Allotment</b>			
General Appropriation <sup>1</sup>	5,613,000	6,613,000	6,613,000
Marketing Supplemental	500,000		
Enterprise Zone Commission Supplemental	400,000		
Incubator Program Supplemental	100,000		
<b>Total GVI Appropriation</b>	<b>6,613,000</b>	<b>6,613,000</b>	<b>6,613,000</b>
<b>Total Operating Revenue</b>	<b>6,645,423</b>	<b>7,138,000</b>	<b>7,138,000</b>

<sup>1</sup> General appropriation includes supplemental amounts for marketing, Enterprise Zone Commission, and Incubator Program.

### 3.2 EXPENDITURE COMPARISONS – FY 2023 ACTUAL, FY 2024 PROJECTED, AND FY 2025 BUDGET

VI Economic Development Authority					
General Fund Comparative Expenditure Analysis					
Financial Summary (FY 2023-FY 2025)					
	Actual	Actual	Projected	Projected	Budget
Accounts	FY 2023	10/1/22-3/31/24	4/1-9/30/24	FY 2024	FY 2025
<b>Personnel Services</b>					
Classified Employee Salaries	1,410,665	692,501	989,268	1,681,769	1,941,809
Unclassified Employee Salaries	1,314,689	663,167	888,327	1,551,494	1,718,324
<b>Total Personnel Services</b>	<b>2,725,354</b>	<b>1,355,668</b>	<b>1,877,595</b>	<b>3,233,263</b>	<b>3,660,133</b>
<b>Fringe Benefit Cost</b>					
FICA	168,972	84,051	116,411	200,462	226,928
Medicare	39,517	19,657	27,225	46,882	53,072
Health Insurance Premium	428,514	211,884	312,097	523,981	567,054
Retirement	510,585	248,022	316,585	564,607	668,428
Total Fringe Benefit Cost	1,147,589	563,615	772,318	1,335,933	1,515,482
Total Personnel Cost	3,872,942	1,919,283	2,649,913	4,569,196	5,175,615
Office Supplies	15,045	16,512	20,000	36,512	18,000
Capital Outlay	30,230	85,613	91,444	177,057	30,000
<b>Other Operating Expenses</b>					
<b>Professional Services</b>	749,195	372,062	512,772	884,834	563,974
Travel	66,866	46,954	20,000	66,954	41,900
Advertising & Promotion	350,693	131,344	218,392	349,736	322,814
Printing & Publication	5,067	15,919	25,000	40,919	13,500
Insurance	74,634	17,854	60,146	78,000	78,000
Repairs and Maintenance	65,455	42,661	30,000	72,661	65,000
Rental - Land/Building	277,626	142,257	140,289	282,546	286,900
Professional Development	47,427	18,245	31,755	50,000	56,000
Auto Expense	16,338	5,514	9,500	15,014	15,000
Bank Service Charges	23,972	13,859	9,500	23,359	23,000
Board Attendance Fee	3,450	1,800	1,700	3,500	6,120
Business Relations	4,604	3,304	3,000	6,304	5,500
Catering	27,548	11,710	7,000	18,710	17,500
Contributions	37,959	36,459	3,541	40,000	16,000
Courier Service	5,018	2,050	2,870	4,920	4,920
Credit Reports	2,605	1,003	1,597	2,600	2,600
Custodial Services	58,067	20,522	36,838	57,360	57,360
Drinking Water	901	761	439	1,200	1,200
Dues & Subscriptions	87,855	69,379	18,438	87,817	87,817
Employee Relations	41,719	27,954	17,046	45,000	40,000
Labor	44,616	840	2,000	2,840	2,500
Meeting Space Rental	13,621	5,570	430	6,000	6,000
Miscellaneous	4,399	-	-	-	-
Parking	1,062	130	220	350	50
Postage & Delivery	7,621	3,110	4,390	7,500	7,500
Software Agreement	27,162	36,622	-	36,622	25,880
Total Other Operating Expenses	2,045,479	1,027,884	1,156,863	2,184,747	1,747,035
<b>Utility Services</b>					
<b>Electricity</b>	103,929	42,252	57,748	100,000	100,000
Water	1,386	613	737	1,350	1,350
Communication	66,036	30,055	35,945	66,000	66,000
Total Utility Services	171,352	72,920	94,430	167,350	167,350
<b>Total Expense</b>	<b>6,135,047</b>	<b>3,122,212</b>	<b>4,012,650</b>	<b>7,134,861</b>	<b>7,138,000</b>

### 3.3 PROFESSIONAL SERVICES BREAKDOWN IN DETAIL

Professional Services			
Category	FY 2023 Actual	FY 2024 Projection	FY 2025 Budget
<b>Personnel Services</b>			
Audit Fees	84,500	53,128	55,784
Collection Agencies	20,412	20,500	20,500
Consulting Services	33,239	9,950	9,950
Grant Writers	130,000	20,000	20,000
IT Services	74,548	65,000	65,000
Website Maintenance	49,647	93,200	50,400
Stenographer	23,745	24,000	24,000
Marketing/Lead Generation	93,251	371,047	175,000
Legal Services	94,944	76,954	65,000
Compliance Consultant	64,625	140,265	72,600
Other	25,862	10,790	5,740
<b>Total Personnel Services</b>	<b>694,773</b>	<b>884,834</b>	<b>563,974</b>

### 3.4 PERSONNEL SERVICE COST BREAKDOWN BY DEPARTMENT AND CLASSIFICATION

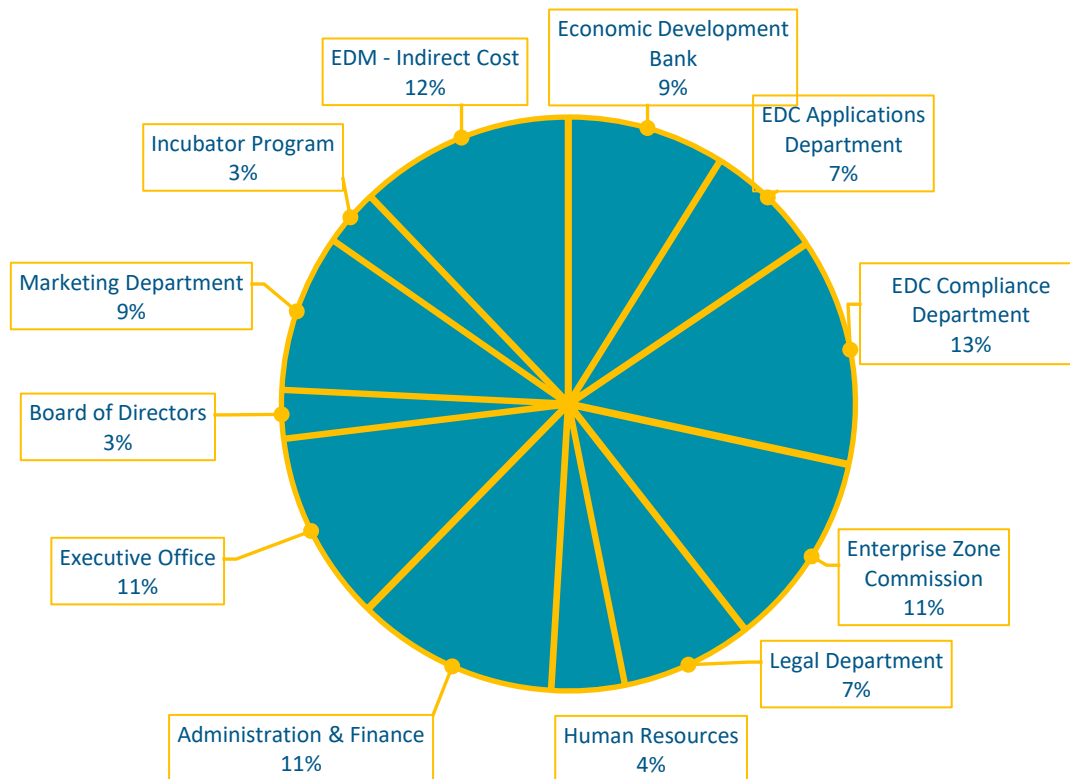
Personnel cost is the single largest component of the Authority's operating budget, representing approximately 73% of the total operating expense.

FY 2025 Personnel Service Cost by Department						
Department	Unclassified Positions (#)	Unclassified Positions (\$)	Classified Positions (#)	Classified Positions (\$)	Total Positions (#)	Total Salary (\$)
Admin. & Finance	1	129,421	7	406,637	8	536,058
Application	1	125,122	3	188,616	4	313,739
Board	1	68,722	0	0	1	68,722
Compliance	1	89,000	7	461,647	8	550,647
Economic Dev. Bank	1	117,042	5	285,656	6	402,698
Enterprise Zone	1	125,122	4	237,528	5	362,650
Executive	4	465,617	2	91,964	6	557,581
Human Resources	1	100,521	1	73,241	2	173,762
Incubator	1	89,280	0	0	1	89,280
Legal	2	236,940	2	132,415	4	369,355
Marketing	2	171,537	1	64,105	3	235,641
<b>Total</b>	<b>16</b>	<b>1,718,325</b>	<b>32</b>	<b>1,941,809</b>	<b>48</b>	<b>3,660,133</b>

### 3.5 BUDGET SUMMARY

- ◆ FY 2025 budgeted revenue is \$7,138,000.
  - Internally generated revenue is \$525,000.
  - Recommended appropriation is \$6,613,000.
- ◆ FY 2025 budgeted expenses total \$7,138,000.

#### USVIEDA FY 2025 Budgeted Expenses by Department (%)



Department	Personnel Costs	Operating Expense	FY 2025 Budget
Economic Development Bank	578,961	54,968	633,930
EDC Applications Department	442,376	34,100	476,476
EDC Compliance Department	788,168	128,250	916,418
Enterprise Zone Commission	523,958	263,900	787,858
Legal Department	512,108	17,000	529,108
Human Resources	248,079	44,550	292,629
Administration & Finance	781,713	30,831	812,544
Executive Office	737,329	29,785	767,114
Board of Directors	104,491	87,867	192,358
Marketing Department	331,810	304,564	636,374
Incubator Program	126,622	99,350	225,973
EDM - Indirect Cost	0	867,219	867,219
<b>TOTAL</b>	<b>\$ 5,175,615</b>	<b>\$ 1,962,385</b>	<b>\$ 7,138,000</b>



Virgin Islands Economic Development Authority FY 2025 Budget by Department														
GL Account #	Department Code:	104	050	060	003	035	040	030	020	002	070	000	110	
		EDB	Application	Compliance	E2C	Legal	HR	Admin & Finance	Executive	Board	Marketing	EDM	Incubator	TOTAL
	<b>Personnel Services</b>													
60000	Salaries - Classified	285,656	188,616	461,647	237,528	132,415	73,241	406,637	91,964		64,105			1,941,809
60001	Salaries - Unclassified	117,042	125,122	89,000	125,122	236,940	100,521	129,421	465,617	68,721	171,537		89,280	1,718,324
	<b>Total Personnel Cost</b>	<b>402,698</b>	<b>313,739</b>	<b>550,647</b>	<b>362,650</b>	<b>369,355</b>	<b>173,762</b>	<b>536,058</b>	<b>557,581</b>	<b>68,721</b>	<b>235,641</b>		<b>89,280</b>	<b>3,660,133</b>
	<b>Fringe Benefit Cost</b>													
60005	Medicare	5,839	4,549	7,984	5,258	5,356	2,520	7,773	8,085	996	3,417		1,295	53,072
60006	FICA	24,967	19,452	34,140	22,484	22,900	10,773	33,236	34,570	4,261	14,610		5,535	226,928
60020	Insurance	69,606	47,765	82,346	63,002	54,357	30,474	102,121	54,381	15,237	32,528		15,237	567,054
60010	Retirement	75,851	56,871	113,051	70,563	60,141	30,550	102,525	82,712	15,275	45,615		15,275	668,428
	<b>Total Fringe Benefit Cost</b>	<b>176,263</b>	<b>128,637</b>	<b>237,521</b>	<b>161,308</b>	<b>142,753</b>	<b>74,317</b>	<b>245,655</b>	<b>179,748</b>	<b>35,769</b>	<b>96,169</b>		<b>37,342</b>	<b>1,515,482</b>
	<b>Total Personnel Cost</b>	<b>578,961</b>	<b>442,376</b>	<b>788,168</b>	<b>523,958</b>	<b>512,108</b>	<b>248,079</b>	<b>781,713</b>	<b>737,329</b>	<b>104,491</b>	<b>331,810</b>		<b>126,622</b>	<b>5,175,615</b>
64550	<b>Office Supplies</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>1,000</b>	<b>250</b>	<b>1,000</b>	<b>1,000</b>	<b>855</b>	<b>1,200</b>	<b>600</b>	<b>8,095</b>	<b>2,500</b>	<b>18,000</b>
15000	<b>Capital Outlay</b>											<b>30,000</b>		<b>30,000</b>
	<b>Other Services &amp; Charges</b>													
61000	Advertising & Promotion	3,500	4,500	50,000	66,000		3,000				178,814	15,000	2,000	322,814
61020	Auto Expense											15,000		15,000
61050	Bank Service Charges											23,000		23,000
65020	Board Attendance Fee									6,120				6,120
68510	Business Relations				1,000				2,000			2,500		5,500
61080	Catering				6,000		2,000			5,000		2,500	2,000	17,500
61110	Contributions / Donation											16,000		16,000
64735	Courier Service	4,920												4,920
65070	Credit Reports	2,600												2,600
61130	Custodial Services											57,360		57,360
68820	Drinking Water											1,200		1,200
61180	Dues & Subscriptions	2,000	13,400	1,650	2,400	10,500	2,500	500	3,970	4,547	500	45,000	850	87,817
61200	Employee Relations	500	200	500	500	250	30,000	400	400	500	150	6,600		40,000
63020	Insurance											78,000		78,000
61120	Labor				2,500									2,500
64545	Meeting Space Rental				5,000								1,000	6,000
64600	Parking						50							50
64720	Postage & Delivery										2,500	5,000		7,500
64740	Printing & Publication										13,500			13,500
64800	Prof. Development	3,500	5,000	5,000	6,000	3,000	3,000	5,000	8,500	10,000	4,500		2,500	56,000
65000	Professional Fees	30,000	8,000	68,000	170,000			2,500		50,000	100,000	50,474	85,000	563,974
66020	Rent											286,900		286,900
66530	Repairs											65,000		65,000
66530	Software Agreement	5,948						18,931			1,000			25,880
68521	Travel	500	2,000	2,000	3,000	2,000	2,000	1,500	10,000	5,000	2,500	8,900	2,500	41,900
	Unemployment													0
	<b>Total Other Services &amp; Charges</b>	<b>53,468</b>	<b>33,100</b>	<b>127,150</b>	<b>262,400</b>	<b>15,750</b>	<b>42,550</b>	<b>28,831</b>	<b>24,870</b>	<b>81,167</b>	<b>303,464</b>	<b>678,434</b>	<b>95,850</b>	<b>1,747,035</b>
68800	<b>Utility Services</b>													
	Electricity											100,000		100,000
	Water											1,350		1,350
	Communication	1,000	500	600	500	1,000	1,000	1,000	4,060	5,500	500	49,340	1,000	66,000
	<b>Total Utility Services</b>	<b>1,000</b>	<b>500</b>	<b>600</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>4,060</b>	<b>5,500</b>	<b>500</b>	<b>150,690</b>	<b>1,000</b>	<b>167,350</b>
	<b>Total FY 2024 Operating Budget</b>	<b>633,930</b>	<b>476,476</b>	<b>916,418</b>	<b>787,858</b>	<b>529,108</b>	<b>292,629</b>	<b>812,544</b>	<b>767,114</b>	<b>192,358</b>	<b>636,374</b>	<b>867,219</b>	<b>225,973</b>	<b>7,138,000</b>

## VEHICLE LISTING FOR USVIEDA

Year	Make	Model	Assigned Use	Fund Source	Island
2013	Chevrolet	Traverse	Executive - USVIEDA	USVIEDA Funds	STT
2024	Chevrolet	Equinox	Executive - ACEO- EDA 2	USVIEDA Funds	STT
2024	Chevrolet	Equinox	Executive - CFO -EDA 4	USVIEDA Funds	STT
2015	Chevrolet	Colorado	General -EDA 14	USVIEDA Funds	STT
2018	Chevrolet	Equinox	General- EDA 6	USVIEDA Funds	STT
2018	Chevrolet	Trax	General- EDA 12	USVIEDA Funds	STT
2018	Chevrolet	Trax	General- EDA 13	USVIEDA Funds	STX
2024	Chevrolet	Equinox	Executive - CEO- EDA 1	USVIEDA Funds	STX
2015	Chevrolet	Colorado	General - EDA 11	USVIEDA Funds	STX
2016	Chevrolet	Traverse	Executive - USVIEDA	USVIEDA Funds	STX
2015	Chevrolet	Equinox	General- EDA 5	USVIEDA Funds	STX
2016	Chevrolet	Colorado	General-EDA10	USVIEDA Funds	STX
2024	Chevrolet	Equinox	Park Superintendent- EDA 7	USVIEDA Funds	STX
2018	Chevrolet	Equinox	General- EDA 3	USVIEDA Funds	STX
2013	Dodge	RAM	Industrial Park (EDA 9)	Industrial Park	STX

## REAL PROPERTY LEASED BY USVIEDA

Lessor	Address	Sq. Ft.	Annual Rent	Lease Terms	Use
St. Thomas Properties LLC	Nisky Shopping Center Second Floor, Suite 620 St. Thomas	7,928	\$216,954	January 1, 2023- December 31, 2027	Office Space
VI Economic Development Park Corp.	116 King Street Frederiksted, St. Croix	12,400	\$49,465	Month-to- Month	Office Space
Crown Holdings	18B-2 Lindberg Bay St. Thomas	2,000	\$20,481	Month-to- Month	Storage Space

## GLOSSARY OF SELECTED TERMS

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**Budget:** An estimate of income and expenditure in the planning, monitoring, and evaluation of financial activities.

**Capital Outlay:** Expenditures made for the acquisition of assets that exceed \$500 in cost and have a service life of more than a year.

**Direct Cost:** A cost that can be identified or traced with relative ease and a high degree of accuracy to a particular Unit.

**Fringe Benefits:** The various types of non-wage compensations such as retirement contributions, F.I.C.A., health insurance, and uniform allowance provided to employees.

**Insurance:** Cost to cover the risk of a contingency or uncertain loss and include personal injury, directors' and officers' liability and auto.

**Indirect Costs:** A cost incurred in common with other Units that cannot be traced to any one particular Unit.

**Key Performance Indicator (KPI):** A quantitative or qualitative factor that measures program results against planned outcomes.

**Personnel Service:** The gross salary amounts paid to full-time, part-time, and temporary employees.

**Professional Development:** Employer sponsored training to improve or enhance employees' job-related skills. Costs include airfare, hotel accommodation, and registration fees.

**Rent:** Compensation paid for the use of office or storage space.

**Repairs and Maintenance:** Costs incurred to maintain or upkeep buildings and equipment in good working condition.

**Office Supplies:** All materials required by employees to perform their daily tasks. Examples include pens, paper, and other stationery items.

**Travel:** Costs of airfare, ferry service, per diem, ground transportation, and hotel accommodations for employee travel between islands.

**Utilities:** This expense includes electricity, water, telephone, cell phones, and internet service costs.

## NOTES