



DECEMBER 2022

Green Grotto Caves & Attractions

# CORPORATE STRATEGIC PLAN AND BUDGET FY 2023/2027



 **ST. ANN  
DEVELOPMENT  
COMPANY**

**Table of Contents**

1. Executive Summary.....	4
Introduction .....	4
Overview .....	4
Vision .....	5
Mission .....	5
2. Corporate Objectives .....	6
3. Environmental Scan – SWOT Analysis .....	8
Strengths.....	8
Weaknesses .....	8
Opportunities.....	9
Threats.....	9
4. Environmental Scan – Strategic Industry Analysis .....	10
5. Stakeholder Analysis .....	15
6. Environmental Approach.....	17
7. Risk Analysis.....	18
8. Human Resource Capacity Plan .....	21
9. Budget.....	22
Executive Summary .....	22
Budgeted Statement of Financial Position .....	25
Budgeted Statement of Income and Expenses, FY 2023/24 – 2026/27 .....	26
Budgeted Statement of Income and Expenses, FY 2023/24 – 2026/27 .....	27
Monthly Cash Budget, FY 2023/24 .....	28
Budgeted Statement of Cash Flows, FY 2023/24 .....	29
Notes to the Budget of SADCo Limited for FY 2023/24: .....	30

FY 2023/24 Financial Forecast, Details of Revenue and Expenditure .....	35
Financial Forecast, FY 2023/24 Monthly .....	36
Net Credit Report .....	37
Appendix 1: SADCO Manning Summary .....	38
Appendix 2: List of Abbreviations .....	39

## 1. Executive Summary

### Introduction

St. Ann Development Company Limited (SADCo) is a wholly owned subsidiary of the Urban Development Corporation with the primary responsibility for the management of properties (attractions and undeveloped lands) in the parish of St. Ann. SADCo's parent ministry is the Office of the Prime Minister - Ministry of Economic Growth and Job Creation.

As a statutory agency, the organization adheres to requirements under section 7 of the Public Bodies Management & Accountability Act, including the preparation of this Corporate Strategic Plan and Budget for the Financial Years 2023 – 2027.

The entity's strategic objectives were created in alignment with the UDC's Group Corporate Objectives for the Financial Years 2023 – 2027. The procedures to achieve these objectives were formulated based on the environmental scan and stakeholder analysis conducted. The budget was prepared in compliance with the parameters received from the Ministry of Finance & the Public Service.

### Overview

The registered office for the Saint Ann Development Company Limited (SADCo) is at 12 Ocean Boulevard, Kingston Mall, Kingston, and its administrative office is housed at Offices numbered 4, 6 & 7, Ocean Village Shopping Centre situated at 29 Main Street, Ocho Rios, St. Ann.

SADCo. manages the listed properties below on behalf of the UDC:

- The World-Famous Dunn's River Falls & Park (Tourist Attraction)
- Green Grotto Caves & Attractions (Tourist Attraction)
- Ocho Rios Bay Beach (Tourist Attraction)
- Pearly Beach West (Event Venue)
- Minnie Simpson (Event Venue)
- Laughing Waters (Protocol House/Event Venue)
- Roaring River & Malvern Park (Lands)
- Shaw Park North (Lands)
- Cardiff Hall (Lands)

**Vision**

The St. Ann Development Company is committed to becoming the country's premier property management company. The organization seeks to accomplish this through the sustainable development of the country's most precious assets – its people and its bountiful natural and cultural heritage.

**Mission**

The company is committed to the sustainable development of the properties within its portfolio while offering high levels of customer service. It seeks to accomplish this through continuous engagement with the surrounding communities.

## 2. Corporate Objectives

In keeping with the Corporation's three major Corporate Objectives below, SADCo continues to employ strategies to help in achieving the corporation's revenue targets, simultaneously managing cost containment, enhancing the brand and the various products under the SADCo management.

### **Customer (Product)**

#### *UDC Objective*

1. Strategic utilization of UDC's asset base resulting in:

- Increased lease and license of underutilized properties
- Two (2) development projects put to tender annually with focus on housing & commercial initiatives
- Completed development of new tourism products at four (4) attractions/beaches by end of FY 2023/24

#### *SADCo Objectives*

- i. Launch of new products to enhance guest experience at attractions with focus on Dunn's River Falls & Park Food and Beverage Night Experience and ATV and Bike Experience by March 2024
- ii. Create signature events specific to each entity by March 2024
- iii. To develop a virtual tour of DRF&P and GGC&A by March 2024
- iv. Create and implement a YouTube Channel for attractions by March 2024
- v. Identify one unused space at one of the entities and develop for revenue generation

### **Process**

#### *UDC Objective*

2. Documenting all processes within the UDC with the focus for FY 2023/24 being asset management, lease management and marketing integration.

#### *SADCo's Objective*

- i. Conducting an analysis of the operational assets assigned to SADCo to determine their useful life and document by December 2023
- ii. Completion of a review and refining of the existing Maintenance Plan

- iii. Review, amend and submit for approval Event Management Standard Operation Procedure to facilitate cohesiveness with Group

### **Learning (People)**

#### ***UDC Objective***

3. Encouraging a culture of staff collaboration & empowerment through:
  - Launch of a Training Programme by FY 2023/24 to improve training opportunities
  - Launch of a Staff Engagement Programme by FY 2023/24
  - Completion of realignment and standardization of technology & tools used by staff by FY 2023/24
  - Recruitment to fill strategic positions by FY 2023/24

#### ***SADCo Objectives***

- i. Develop a robust training programme by September 2023 to assist the staff to function more effectively in their present position
- ii. Embark on a recruitment drive to attract people with multi-dimensional skills and experience that suit the present and future organizational strategies
- iii. Create a succession plan to build up a second line of competent staff thus preparing them to occupy more responsible positions in the future

### **Financial (Profit)**

#### ***UDC Objective***

4. Increasing operating revenues annually targeting at least:
  - Operating revenues of \$3.4B for FY 2023/24, an increase of 22% over projected FY 2022/23
  - 6.0% growth each year for FY 2024/25 to 2026/27

#### ***SADCo Objectives***

- i. To achieve combined revenue of **\$2.05 B** from the properties managed on behalf of the UDC for the financial year ending March 31, 2024
- ii. To return a net profit of **\$26.34 M** for SADCO Limited for the financial year ending March 31, 2024
- iii. To reduce receivables for the properties managed on behalf of UDC by **20%**

### **3. Environmental Scan – SWOT Analysis**

#### **Strengths**

- Uniqueness of attractions: - Two attractions have cultural heritage
- Brand recognition locally and internationally
- Safe environment
- Profitable – Consistently profitable to ensure sustainable operations of the company.
- Community Focus – Support activities by offering complimentary access to individuals / entities to attractions and providing locations for events hosted by statutory and service organizations such as: JTB, JCS and 4H Club.
- Excellent customer service offered by trained and certified staff.
- Attainment of the highest level of environmental certification (Earth check) for eighteen consecutive years for GGCA and three-time recipient of the Caribbean’s Leading. Adventure Tourist Attraction award given by the World Travel Awards to DRF&P as well as 2022 Experts' Choice Award for Jamaica’s Best Attraction which was awarded by Tripexperts.
- Location: proximity to cruise ship piers, hotels and the other 13 parishes due to strong infrastructure of roads.

#### **Weaknesses**

- Attractions are marketed to the cruise lines by intermediaries.
- Business model highly susceptible to the impact of external forces, including COVID-19 virus. Ongoing challenging economic environment resulting from the impact of the COVID-19 pandemic
- Lack of competitive edge; Inability to diversify product offerings quickly
- Conventional Marketing Strategies
- Lack of Innovation in technology development
- Weak presence at tourism fairs
- High Accounts Receivable – This amount has increased significantly over the last two years due to the emergence of the COVID-19 Pandemic and the partial closure of the tourism sector.
- Business Operations are susceptible to the effects of natural disasters
- Inability to attract and retain employees, based on the competitive market place (hotels, other tourist attractions)

- High staff attrition rate
- Lack of communication across departments
- Pricing for use of services at attractions
- Lack of an established dedicated reinvestment fund to develop the properties

### **Opportunities**

- New Products: The ability to diversify product offerings to include more amenities
- Online Marketing: Employ online marketing techniques to target customers. More social media presence. (e.g., Instagram, Facebook etc.)

### **Threats**

- Highly Competitive: Development of other attractions within the environs of St. Ann
- Inability to respond quickly to changes in the competitive environment due to strict adherence to government regulatory requirements.
- Evolving complications from the COVID-19 pandemic including the emergence of new variants
- Natural Disasters and exposure to climate change related risks
- Geopolitical war between Ukraine and Russia

#### **4. Environmental Scan – Strategic Industry Analysis**

On an annual basis, a Strategic Industry Analysis (SIA) is conducted by our parent company, the Urban Development Corporation to inform corporate planning for its group of companies. The goal of the analysis is to assess the business environment in which the Group operates and strategically position itself to mitigate threats and take advantage of business opportunities.

##### **Methodology**

The SIA was conducted in August to September 2022 using mainly secondary data. Publications used were from institutions including:

- Statistical Institute of Jamaica
- Planning Institute of Jamaica
- Jamaica Tourist Board
- Bank of Jamaica
- International Monetary Fund and World Bank
- United Nations World Tourist Organization

##### **Key Findings**

Based on the research conducted, the following assumptions are relevant:

- Additional products - nature tourism, local cuisine, tourism and community integration being demanded tourists may increase SADCo's tourism income in the long-term.
- The global economy is recovering strongly from the COVID-pandemic but is now being disrupted by geopolitical and economic tensions which present mixed signals for SADCo's core business area: tourism.
  - There is uncertainty surrounding whether there will be a recession in 2022 and this uncertainty will affect the appetite for the investment projects considered for SADCo - SADCo may face difficulty in garnering project investment support.
  - Uncertainty surrounds the tourism industry which is currently on the rebound. SADCo's tourism income may be reduced.
  - Significantly higher rates of inflation and reduced spending power are impacting Jamaica's / SADCo's main tourism markets - USA, Canada and United Kingdom

and may translate into less tourists or less spending by tourists when they visit Jamaica.

- The current Russia-Ukraine War is exacerbating supply chain challenges which started under the COVID pandemic. Construction materials for the approved projects at SADCo. may be delayed and will be more expensive to acquire.
- The war which is resulting in increased cost of consumer goods and services across the globe will impact SADCo's profits as more monies will be spent to acquire goods and services used.

### **Global Economy**

The state of the global economy will have implications for SADCo's businesses which are sustained by revenues earned from local and international clientele and investments funded by local and international organizations. Compared to 2020, when the world economy contracted at 3.6%, there was a tentative recovery and global growth was at 6% in 2021<sup>1</sup>, however global recovery is currently undergoing significant disruptions including the following:

- Russia -Ukraine War is resulting in increased prices for commodities (consumer goods, metals, food, chemicals, gas and other commodities (consumer, oil, gas, wheat, corn etc.)
- Exacerbation of global supply issues which started under COVID pandemic-
  - On average, global container shipping rates have more than quadrupled since 2019, and schedule delays have risen. In some key trading routes, such as Asia–Europe and Asia–North America, the rate spikes are even higher and the delays more frequent.<sup>1</sup>
- Inflationary pressures affecting major economies of the world including the US, UK, Germany and France.
- Continued slowdown and lockdowns in China due to the country's zero- COVID approach.
- Continued threats from emerging COVID variants.

---

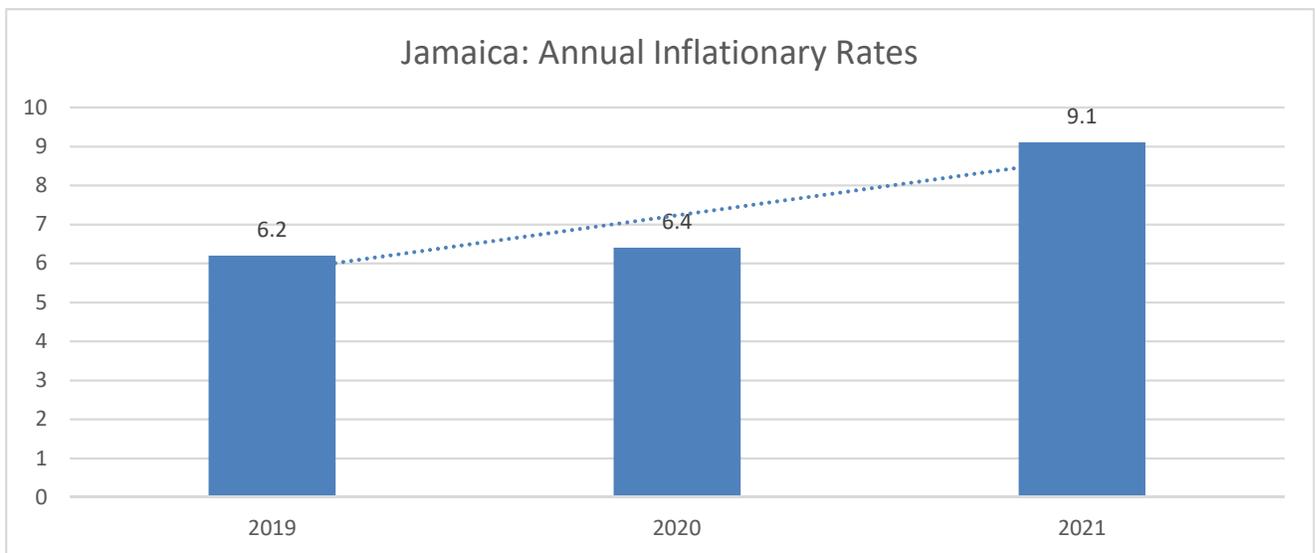
<sup>1</sup> <https://www.imf.org/en/Publications/WEO/Issues/2021/03/23/world-economic-outlook-april-2022>;  
<https://data.worldbank.org/indicator/FP.CPI.TOTL.ZG>

- Based on the global problems mentioned above, the IMF baseline forecast is for growth to slow in 2022 to about 3 per cent.
- Pending recession – the World Bank has stated that world may be edging toward a global recession in 2023 and a string of financial crises in emerging markets and developing economies (World Bank 2022).

### Jamaica’s Economy

Like the global economy, Jamaica’s economy rebounded in 2021 from the effects of the COVID-pandemic and grew by 4.6% by the end of 2021.<sup>2</sup> The effects, however, of global economic problems are spilling over into the country affecting Jamaica’s economic indicators including inflation.

Jamaica’s inflation rate is on the increase, replicating global inflationary rates. The rate was 6.2 in 2019 and moved up to 9.1 in 2021 as seen in the below Figure. The Statistical Institute of Jamaica has reported that point to point inflation (August 2021-August 2022) for Jamaica was high at 10 percent.



*Inflation in Jamaica 2019-2021 (Statistical Institute of Jamaica)*

<sup>2</sup> <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG>

### **Implications for SADCo.**

Prevailing global conditions will continue to spill over into Jamaica's economy with risks to the Jamaica at large and specifically to SADCo due to the following:

- The United States is the main source of customers for SADCo's managed attractions. Due to high levels of inflation, US consumer spending power is being reduced and current rebound in visitors to SADCo's attractions may be impacted negatively.
- If there is a recession in 2022/23, this may affect attractions managed by SADCo and its projects by reducing the tourism income and delaying project investments.
- The significant increase in the costs of building materials and global supply issues could impact approved construction projects slated for SADCo by the parent company UDC.

The focus of the entity in this planning period is to maximize its earnings from its tourism assets. The tourism industry was investigated, and the analysis revealed a number of risks and opportunities for the SADCo. Jamaica's tourism industry continues to rebound with:

- Approximately 1 million visitors arrived in Jamaica in 2020. This number was increased to 1.5 million as the industry rebounded.
- The projection is for 3.2 million visitors by end of 2022.
- In 2021, Jamaica's tourism revenues were US\$2 B. Projection for 2022 is US\$ 4B.
- Projection is full rebound of the industry to pre-pandemic levels by 2023.

Based on the strategic industry analysis, the major tourism trends are:

- Increased use of booking sites with chatbots. Travelers can chat with providers during every stage of their journey.
- Travelers are looking for tourist attractions that provide:
  - Eco focused experiences
  - Sustainable tourism with less carbon footprint
  - Healthy and organic meals

## **Conclusion**

The global economy is on the rebound and had allowed for formidable improvement in SADCo's income compared to its income in the height of the global pandemic. SADCo's focus in this planning period is to maximize returns from its real estate and tourism assets, but significant geopolitical tensions are threatening economic gloom. The SADCo can maximize its income in the short term from its real estate and tourism assets as it continues on the rebound trajectory while it plans to ensure further adaptability to changing local and global economic conditions. It is this adaptability that will ensure that the UDC thrives as a business despite during adverse business climates.

## 5. Stakeholder Analysis

The stakeholders of SADCo comprise the Customers, Lessees, Concessionaires (external customers) the team members (internal customers) and the parent company – the UDC.

Stakeholder's Perspective						SADCo's Perspective		
Stakeholder	Interests	Influence	Needs	Wants	Expectations	Needs	Wants	Expectations
Customers	High	High	Reasonably priced entrance fees and polite and friendly staff members.	Easy access- little wait time	Secured and clean environment and WOW experience	Payment for service offerings	Loyal and polite customers	Customers who will appreciate our products
Tenant	High	High	Competitive rental fees; Location; Amenities; Space.	Create public awareness of service and product offerings	Transparent and timely communication	Pay fees on time and in full	Maintain tenancy	Adhere to terms and conditions of lease agreement
Employees	High	High	Job Security	Recognition	Adequate compensation	Performance via competencies	Loyalty	Efficiency in carrying out assigned tasks
Parent Company	High	High	Financial sustainability	Return on Investment	Remain profitable	Timely disbursement of treasury funds to operate plant	Circulate communication on issues affecting entity	Provide technical support in all areas: ICT, HR, Facilities Management

Stakeholder's Perspective				SADCo's Perspective				
Regulatory Agencies (NEPA, TPDCo and JTB)	High	High	Compliance to regulatory standards. Payments of fees	Timely reporting of required information	Compliance with all regulations	Proper monitoring	Assistance to maintain quality	Timely and fair assessment

## 6. Environmental Approach

Safeguarding the environment is a high priority for UDC and as such its subsidiaries are mandated to conform. The group's implementation of its environmental management initiative seeks to:

- Build and maintain the Group's reputation
- Reduce the Business Risk for the Group
- Ensure the Group's compliance with national and international environmental regulations and legislation

The entity will achieve these objectives through environmental education & outreach. This plan will include activities to educate the entity's stakeholders on the importance of environmental management, and its benefits.

Employees are trained in chemical safety and handling procedures by way of:

- How to read the Material Safety Data Sheet (MDSS)
- Proper labelling
- Proper storage
- Have systems in place to manage any potential spill
- Do's and don'ts in mixing chemicals for usage/distribution
- Waste Management

Concessionaires are exposed to sensitization sessions in order to ensure that their operations do not have a negative impact on the environment or on the safety of users of the facility.

## 7. Risk Analysis

### Corporate Risk Profile

The organization continues to focus on risk that could cause a *Strategic Drift* (organization failure to reach strategic objectives or objectives no longer relevant to the current environment) these are denoted as Key Risks that threaten objectives thus forming the Risk Profile.

Overtime some risks might no longer pose a significant threat to the Corporation, as a result these risks are replaced by other risks that might be of a greater threat to the achievement of Corporate Objectives. These are managed from a board enterprise-wide perspective. In general, these risks are prioritized from 5 major risk categories (outlined below) under which risks are classified.

### External Environment Risks

These are conditions that are potential threats or opportunities that results from the local or global environment. This impact can be economic, political, environmental, social, legal or regulatory.

### Development and Leadership

Risk of ineffective leadership or limited capacity to implement change, impacting areas of leadership, authority limits, performance incentives and change readiness.

### Corporate/Strategic Risk

Risks that affect the effectiveness of the corporation's ability to achieve its long-term strategies. These include impacts on governance, business model, reputation, planning and resource allocation, etc.

### Financial Risk

Risk of exposure to financial losses, inadequate capitalisation to business or low returns on investments.

### Operational Risk

The risk that the Corporation's operations are inefficient and not effectively executing its business model, satisfying customer, nor achieving its objectives. These are directly related to inadequacies or failure in internal processes, systems and people.

## 8. Current Performance

### ST ANN DEVELOPMENT COMPANY LIMITED INCOME AND EXPENSES - OCTOBER 2022

	Year to Date Oct 2022	Year to Date Oct 2021	Year over Year Change	%		Date Budget Oct 2022	Budget Variance	%
	('000)	('000)	('000)			('000)	('000)	
Net Water Income	281	-	281	100%		-	281	100%
Management Fees	100,120	42,645	57,475	135%		52,783	47,338	90%
Other Income	54	27	27	101%		-	54	100%
<b>Total Income</b>	<b>100,455</b>	<b>42,671</b>	<b>57,783</b>	<b>135%</b>		<b>52,783</b>	<b>47,672</b>	<b>90%</b>
Total Expenses	(70,972)	(65,541)	(5,430)	-8%		(82,854)	11,882	14%
<b>NET PROFIT/(LOSS)</b>	<b>29,483</b>	<b>(22,870)</b>	<b>52,353</b>	<b>229%</b>		<b>(30,072)</b>	<b>59,555</b>	<b>198%</b>

#### Net Profits

The unaudited financial results for SADCo Limited for the period ended October 2022 reflected a net year to date profit of **\$29.48M**, which was **229%** (or **\$52.35M**) better than the **\$22.87M** loss incurred for the same period in the previous year. The reported net profit was also **198%** (or **\$59.565M**) higher than the budgeted loss of **\$30.07M**.

#### Income

Income for the period under review was **\$100.46M**, bettering both the performance in the previous year when total income was **\$42.67M**, and the **\$52.78M** anticipated by the budget. Income was earned almost exclusively from Management Fees (**\$100.12M**) as there was only one instance of water being sold to cruise ships for the period under review. The positive performance for Management Fee stemmed from higher than expected patronage at the managed attractions (in particular Dunns River Falls & Park) as the negative impact of the COVID-19 pandemic on the travel and leisure industry waned.

Total income is expected to be **\$166.74M** for the full financial year ending in **March 2023**, representing **96%** improvement on the previous year.

#### Expenses

Expenses, at **\$70.97M**, was **8%** (or **\$5.43M**) higher than for the same period in the previous year but was below budget by **14%** (or **\$11.88M**), as cost containment continued to be a deliberate

focus. The budget variance was primarily the result of administrative expenses being **14%** lower than expected.

Expenses (net of costs recoverable from the parent company) are expected to total **\$128.16** for the full financial year ending in **March 2023** and represents an **11%** increase above the previous year.

## 9. Medium Term Financial Projections

In the medium term the organization is projecting profitable performance (pre-tax) in each of the next five (5) years as follows:

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Management Fees (\$M)	167.16	194.07	214.80	233.18	252.99	1,062.19
Net Income from resale of Water (\$M)	0.28	26.62	28.21	29.91	31.70	116.72
Other Income (\$M)	0.05	-	-	-	-	0.05
<b>Total Income (\$M)</b>	<b>167.49</b>	<b>220.68</b>	<b>243.01</b>	<b>263.09</b>	<b>284.70</b>	<b>1,178.97</b>
<b>Total Expenses (\$M)</b>	<b>(128.91)</b>	<b>(185.56)</b>	<b>(195.33)</b>	<b>(204.62)</b>	<b>(214.36)</b>	<b>(928.79)</b>
<b>Pretax Operating Profit (\$M)</b>	<b>38.58</b>	<b>35.12</b>	<b>47.68</b>	<b>58.47</b>	<b>70.33</b>	<b>250.18</b>
		<b>-9%</b>	<b>36%</b>	<b>23%</b>	<b>20%</b>	

Over the next five (5) years SADCo Limited is expected to generate just over a quarter billion dollars in cumulative profits earned from income of \$1,178.97B at a cost of \$928.79M. Some 90% (or \$1.062.19B) of the projected cumulative earnings is to be generated from fees earned from the management of the UDC owned properties and attractions in St Ann. The income and profit expectations for SADCO Limited are therefore largely predicated on the Managed Entities achieving or exceeding their annual revenue and expense targets (as fees are earned on gross revenues from the entities provided that an entity is profitable). The Dunns River Falls and Park attraction is expected to generate the majority of the fees to be earned by SADCo over the period. The attraction will have to grow its patronage by a minimum of the rate of inflation in each of the five years from FY 2022/23 through to FY 2026/27 in order to meet its revenue target, and thereby generate the budgeted fees to be earned by SADCo Limited.

Income from the resale of water to the cruise ships is expected to generate gross earnings **\$116.72M** over the next five years. The attainment of this objective is dependent on the successful re-engagement of the cruise lines as there has been only two instances of water sales since August 2021.

### **10. Human Resource Capacity Plan**

The St. Ann Development Company, a wholly owned subsidiary of the Urban Development Corporation, has an approved staff complement of 384 posts as outlined in the Table appended at the end of this report (staff complement as at October 2022: 298 persons).

## 11. Budget

### ST ANN DEVELOPMENT COMPANY LIMITED BUDGET FOR FINANCIAL YEAR 2023-24

#### Executive Summary

St Ann Development Company Limited (SADCo Limited) is a wholly owned subsidiary of the Urban Development Corporation (UDC). SADCo’s primary economic activities are the provision of management and administrative services for UDC properties and attractions in St. Ann and the purchase and resale of water to cruise ships at the Ocho Rios Pier.

The company realised an unaudited loss of **\$30.33M** for the year ended **March 31, 2022** but is expected to return a net profit of **\$36.516M** for the current financial year ending on **March 31, 2023**. SADCo Limited is projected to continue its profitable performance in the ensuing four financial years ending **March 31, 2024**, through to **March 31, 2027**, of **\$26.34M**, **\$35.76M**, **\$43.853M** and **\$52.748M** respectively as detailed in **Table 1** below.

**Table 1**

ST ANN DEVELOPMENT COMPANY LIMITED  
BUDGETED STATEMENT OF INCOME AND EXPENSES  
FOR FINANCIAL YEARS 2023/24-2026/27

	Unaudited March 31 2022 (\$'000)	Projected March 31 2023 (\$'000)	Budgeted March 31 2024 (\$'000)	Change (\$'000)	% Change	PROJECTIONS		
						March 31 2025 (\$'000)	March 31 2026 (\$'000)	March 31 2027 (\$'000)
<b>Total Income</b>	85,195	166,735	200,208	33,473	20%	221,512	240,511	260,993
<b>Total Expenses</b>	(441,625)	(459,722)	(534,062)	(74,341)		(564,150)	(591,876)	(620,989)
Managed entities staff costs recoverable from parent company	326,101	331,564	368,974	37,410		390,319	409,835	430,327
<b>Net total expenses</b>	<b>(115,524)</b>	<b>(128,158)</b>	<b>(165,088)</b>	<b>(36,930)</b>	<b>-29%</b>	<b>(173,831)</b>	<b>(182,041)</b>	<b>(190,662)</b>
<b>Profit before taxation</b>	<b>(30,330)</b>	<b>38,578</b>	<b>35,121</b>	<b>(3,457)</b>	<b>-9%</b>	<b>47,681</b>	<b>58,470</b>	<b>70,330</b>
Tax Payable	-	(2,062)	(8,780)	(6,718)	-326%	(11,920)	(14,618)	(17,583)
<b>Net Profit/(Loss)</b>	<b>(30,330)</b>	<b>36,516</b>	<b>26,340</b>	<b>(10,175)</b>	<b>-28%</b>	<b>35,760</b>	<b>43,853</b>	<b>52,748</b>

Profit for the budget year (FY 2023/24 ending **March 31, 2024**) is expected to decrease by **28%** (or **\$10.175M**) below the previous year to **\$26.34M**. The budgeted reduction in profit emanates from the expected **29%** (or **\$36.93M**) increase in net expenses, which neutralized the **20%** or (**\$33.473M**) expected increase in income.

Income for **FY 2023/24** is expected to increase by **20%** over the previous year to **\$200.208M** and is also projected to grow in the ensuing three (3) years (**FY2024/25-FY 2026/27**) primarily as a

result of increased earnings from management fees. Income in the budget year also includes earnings (\$6.143M) from water sales to cruise ships that had been absent since **March 2020** at the onset of the COVID-19 pandemic.

Expenses (after deducting amounts recoverable from UDC) are programmed to increase by **29%** to **\$165.088M** for **FY 2023/24**. In the ensuing three (3) years, expenses are forecasted to be in line with inflationary expectations, save and except for salary and related costs which are expected to increase by **5.83%** for the year ended **March 31, 2025** and thereafter by **5%** in each of the following two years.

### **General Assumptions**

Major budgetary assumptions and inclusions are as follows:

1. The following macroeconomic variables and rates utilised are:

<b>Description</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>	<b>FY 2026/27</b>
Inflation (%)**	5.2%	5.0%	5.0%	5.0%
Nominal Growth (%)**	8.6%	6.0%	6.0%	6.0%
Average Exchange Rate (J\$: US\$1)	157.5	162.5	167.5	172.5
Projected Salary Increase (%)	5.83%	5.83%	5.00%	5.00%
Projected Salary Allowance Increase (%)	5.83%	5.83%	5.00%	5.00%

**\*\*-Represents targets established by the Ministry of Finance and the Public Service**

2. Where applicable and practical, a zero-based budget approach was utilized.
3. Income Assumptions:
  - (i) The economic recovery from the COVID-19 pandemic is complete.
  - (ii) Management Fee will remain at 10% of the gross income of profitable managed entities
  - (iii) Water is budgeted to be sold at **US\$23.94** per thousand (UK) gallons, representing a **30%** increase above the previous price.

Income, Expense and Net Profit/(Loss) details are provided in the Income and Expense Statement on **Pages 23-24** and the accompanying Notes on **Pages 28**.

***Cash Surplus***

SADCo. Limited is expected to generate net cash surplus of approximately **\$69.055M** from its operations in the budget year **FY 2023/24**. This net cash inflow is projected to be generated from inflows of **\$219.833M**, net of outflows of **\$150.778M**. Details of the cash transactions are provided in the **Cash Budget on Page 25**.

***Capital Expenditure***

No capital expenditure in Property, Plant and Equipment is projected for the budget year **FY 2023/24**.

**Budgeted Statement of Financial Position**

**ST ANN DEVELOPMENT COMPANY LIMITED  
BUDGETED STATEMENT OF FINANCIAL POSITION**

Notes	Unaudited	Estimated								
	31-Mar-22	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	
<b>ASSETS</b>										
<b>Non-Current Assets</b>										
Property, Plant and Equipment	1	55,435	48,534	46,330	44,125	41,921	39,717	30,899	22,082	13,264
Retirement Benefit Asset	2	44,837	44,837	44,837	44,837	44,837	44,837	44,837	44,837	44,837
<b>Total Non Current Assets</b>		<b>100,272</b>	<b>93,371</b>	<b>91,167</b>	<b>88,962</b>	<b>86,758</b>	<b>84,554</b>	<b>75,736</b>	<b>66,919</b>	<b>58,101</b>
<b>Current Assets</b>										
Cash and Cash Equivalents		52,753	29,019	1,758	1,081	2,308	1,069	1,282	1,539	1,846
Accounts Receivable		1,881	468	932	1,339	2,072	3,130	2,817	2,535	2,282
Inventory		19,807	18,112	17,659	17,206	16,753	16,301	14,671	13,204	11,883
Due from UDC		218,950	278,442	316,345	331,760	331,721	336,061	382,903	441,212	507,966
<b>Total Current Assets</b>		<b>293,392</b>	<b>326,041</b>	<b>336,694</b>	<b>351,386</b>	<b>352,854</b>	<b>356,560</b>	<b>401,673</b>	<b>458,489</b>	<b>523,977</b>
<b>Total Assets</b>		<b>393,663</b>	<b>419,412</b>	<b>427,861</b>	<b>440,349</b>	<b>439,612</b>	<b>441,114</b>	<b>477,409</b>	<b>525,408</b>	<b>582,079</b>
<b>EQUITY AND LIABILITIES</b>										
<b>Equity</b>										
Share Capital	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Capital Reserve		10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566
Retained Earnings		351,223	320,894	357,409	357,409	357,409	357,409	383,750	419,510	463,363
Profit or Loss		(30,330)	36,516	8,055	19,138	20,303	26,340	35,760	43,853	52,748
<b>Total Equity</b>		<b>331,460</b>	<b>367,975</b>	<b>376,030</b>	<b>387,113</b>	<b>388,279</b>	<b>394,316</b>	<b>430,076</b>	<b>473,929</b>	<b>526,677</b>
<b>Non-current Liabilities</b>										
Deferred tax liability		17,677	17,677	17,677	17,677	17,677	17,677	17,677	17,677	17,677
<b>Total Non-current Liabilities</b>		<b>17,677</b>								
<b>Current Liabilities</b>										
Bank overdrafts, unsecured										
Income Tax Payable		(953)	591	3,276	6,970	7,359	5,114	4,542	6,565	8,789
Accounts payable		45,480	33,169	30,879	28,588	26,298	24,007	25,114	27,237	28,936
<b>Total Current Liabilities</b>		<b>44,527</b>	<b>33,760</b>	<b>34,154</b>	<b>35,558</b>	<b>33,656</b>	<b>29,121</b>	<b>29,656</b>	<b>33,803</b>	<b>37,725</b>
<b>Total Liabilities</b>		<b>62,204</b>	<b>51,437</b>	<b>51,831</b>	<b>53,235</b>	<b>51,333</b>	<b>46,798</b>	<b>47,333</b>	<b>51,479</b>	<b>55,402</b>
<b>Total Equities and liabilities</b>		<b>393,663</b>	<b>419,412</b>	<b>427,861</b>	<b>440,349</b>	<b>439,612</b>	<b>441,114</b>	<b>477,409</b>	<b>525,408</b>	<b>582,079</b>

**Budgeted Statement of Income and Expenses, FY 2023/24 – 2026/27**

ST ANN DEVELOPMENT COMPANY LIMITED  
**BUDGETED STATEMENT OF INCOME AND EXPENSES**  
 FOR FINANCIAL YEARS 2023/24-2026/27

Notes	Unaudited March 31 2022	Projected March 31 2023	Quarterly Budgets 2023-24				Budgeted March 31 2024	PROJECTIONS			
			Q1	Q2	Q3	Q4		March 31 2025	March 31 2026	March 31 2027	
			(\$'000)	(\$'000)	(\$'000)	(\$'000)		(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>INCOME</b>											
Water Income	-	281	4,642	4,071	7,326	10,578	26,618	28,215	29,908	31,702	
Cost of Sales	(500)	(756)	(3,571)	(3,131)	(5,636)	(8,137)	(20,475)	(21,499)	(22,574)	(23,703)	
<b>Gross Profit</b>	<b>3</b>	<b>(500)</b>	<b>(475)</b>	<b>1,071</b>	<b>939</b>	<b>1,691</b>	<b>2,441</b>	<b>6,143</b>	<b>6,716</b>	<b>7,334</b>	<b>8,000</b>
Management Fees	4	85,663	167,157	49,007	53,308	46,670	45,081	194,066	214,796	233,178	252,993
Interest Received		13	-	-	-	-	-	-	-	-	-
Miscellaneous Income		19	54	-	-	-	-	-	-	-	-
<b>Total Income</b>		<b>85,195</b>	<b>166,735</b>	<b>50,078</b>	<b>54,248</b>	<b>48,360</b>	<b>47,522</b>	<b>200,208</b>	<b>221,512</b>	<b>240,511</b>	<b>260,993</b>
<b>EXPENSES</b>											
Salaries and Related Expenses	5	322,126	341,718	95,875	107,724	91,228	98,990	393,817	416,790	437,631	459,514
Salary Related Allowances	5	18,573	7,731	4,862	4,731	4,731	4,731	19,056	20,167	21,176	22,234
Travelling Meals and Subsistence	7	1,626	1,661	470	305	305	305	1,387	1,464	1,537	1,614
Education Tax-Company Contribution		10,483	10,692	3,043	3,310	3,014	3,267	12,634	13,371	14,040	14,742
NHT-Company Contribution		9,619	9,749	2,700	2,935	2,672	2,898	11,205	11,858	12,451	13,074
NIS Company Contribution		9,359	9,568	2,569	2,717	2,478	2,683	10,447	11,056	11,609	12,190
HEART Contribution		9,691	9,798	2,700	2,935	2,672	2,898	11,205	11,858	12,451	13,074
Pension -Company Contribution		5,277	5,158	1,137	1,234	1,137	1,234	4,741	5,018	5,269	5,532
Medical Scheme Insurance		16,780	16,322	4,256	4,256	4,270	4,299	17,082	17,936	18,832	19,774
Group Life Insurance		5,572	5,424	1,518	1,518	1,518	1,518	6,072	6,376	6,694	7,029
Staff Welfare	8	472	1,035	429	429	429	429	1,715	1,801	1,891	1,985
Staff Training		328	5	59	59	59	59	238	250	262	275
Office and General Expenses	9	1,119	1,880	460	460	460	460	1,839	1,931	2,028	2,129
Repairs Cleaning and Maintenance	10	1,933	1,893	518	518	518	518	2,073	2,176	2,285	2,399
Maintenance Fees		379	374	103	103	103	103	412	432	454	476

Budgeted Statement of Income and Expenses, FY 2023/24 – 2026/27

ST ANN DEVELOPMENT COMPANY LIMITED  
BUDGETED STATEMENT OF INCOME AND EXPENSES  
FOR FINANCIAL YEARS 2023/24-2026/27

Notes	Unaudited March 31 2022 (\$'000)	Projected March 31 2023 (\$'000)	Quarterly Budgets 2023-24				Budgeted March 31 2024 (\$'000)	PROJECTIONS			
			Q1	Q2	Q3	Q4		March 31 2025	March 31 2026	March 31 2027	
			(\$'000)	(\$'000)	(\$'000)	(\$'000)		(\$'000)	(\$'000)	(\$'000)	(\$'000)
Professional Fees	1,127	-	-	-	-	-	-	-	-	-	
External Audit Fees	212	390	97	97	97	97	390	409	430	451	
PR Advertising and Marketing	11	48	6,024	-	-	7,700	-	7,700	8,085	8,489	8,914
Educational and Social Expenses	116	127	35	35	35	35	140	147	154	162	
Printing Stationery and Office Supplies	957	1,513	416	416	416	416	1,665	1,748	1,835	1,927	
Office Rent	6,526	6,524	1,794	1,794	1,794	1,794	7,177	7,536	7,913	8,308	
Security Services	1,840	2,834	815	791	783	765	3,155	3,313	3,478	3,652	
Motor Vehicle Expenses	347	857	204	204	204	234	847	890	934	981	
Transport and Haulage	66	148	-	-	-	-	-	-	-	-	
Miscellaneous Expenses	4	12	15	15	15	15	60	63	66	69	
Finance Charges	137	208	27	28	25	66	147	154	162	170	
Asset User Fees	838	833	208	208	208	208	833	833	833	833	
Depreciation	9,973	8,817	2,204	2,204	2,204	2,204	8,817	8,817	8,817	8,817	
Insurance	107	259	68	68	68	68	272	286	300	315	
Company Registration Fees	3	36	5	-	-	-	5	5	5	5	
Telephone	1,952	2,242	617	617	617	617	2,467	2,590	2,720	2,856	
Cable Services	241	275	76	76	76	76	303	318	334	351	
Internet Services	617	1,431	394	394	394	394	1,574	1,653	1,735	1,822	
Electricity	2,812	4,172	1,147	1,147	1,147	1,147	4,590	4,819	5,060	5,313	
<b>Total Expenses</b>	<b>441,625</b>	<b>459,722</b>	<b>128,822</b>	<b>141,330</b>	<b>131,381</b>	<b>132,529</b>	<b>534,062</b>	<b>564,150</b>	<b>591,876</b>	<b>620,989</b>	
Staff Costs Recoverable-Managed Entities	6	(326,101)	(331,564)	(89,483)	(101,860)	(84,574)	(93,057)	(368,974)	(390,319)	(409,835)	(430,327)
<b>Net total expenses</b>	<b>115,524</b>	<b>128,158</b>	<b>39,339</b>	<b>39,470</b>	<b>46,807</b>	<b>39,472</b>	<b>165,088</b>	<b>173,831</b>	<b>182,041</b>	<b>190,662</b>	
Operating Profit	(30,330)	38,578	10,740	14,778	1,554	8,049	35,121	47,681	58,470	70,330	
Tax Payable	-	(2,062)	(2,685)	(3,694)	(388)	(2,012)	(8,780)	(11,920)	(14,618)	(17,583)	
<b>Profit/(Loss)</b>	<b>(30,330)</b>	<b>36,516</b>	<b>8,055</b>	<b>11,083</b>	<b>1,165</b>	<b>6,037</b>	<b>26,340</b>	<b>35,760</b>	<b>43,853</b>	<b>52,748</b>	

Monthly Cash Budget, FY 2023/24

ST ANN DEVELOPMENT COMPANY LIMITED

MONTHLY CASH BUDGET FY 2023-24

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>INFLOWS</b>													
Water Income	1,551	1,544	1,083	1,083	1,322	1,258	1,258	2,649	2,687	3,642	3,308	2,571	23,956
Management Fees Income	18,349	14,314	16,344	21,664	22,246	9,398	12,185	14,245	20,240	19,606	17,511	7,963	194,066
Net Inventory	151	151	151	151	151	151	151	151	151	151	151	151	1,811
<b>Total Inflows</b>	<b>20,052</b>	<b>16,009</b>	<b>17,578</b>	<b>22,898</b>	<b>23,720</b>	<b>10,807</b>	<b>13,594</b>	<b>17,045</b>	<b>23,077</b>	<b>23,398</b>	<b>20,970</b>	<b>10,685</b>	<b>219,833</b>
<b>OUTFLOWS</b>													
Salary and Related Expenses	27,411	27,254	31,642	31,889	39,369	26,897	27,286	27,477	26,896	26,896	26,896	35,628	355,541
SalaryRelated Allowances	1,708	1,577	1,577	1,577	1,577	1,577	1,577	1,577	1,577	1,577	1,577	1,577	19,056
Accommodation Meals and Travelling	127	127	216	72	72	161	72	72	161	72	72	161	1,387
Education Tax-Contribution	1,009	1,006	1,028	1,036	1,279	994	1,007	1,014	994	994	994	1,279	12,634
NHT-Company Contribution	897	892	911	919	1,135	881	893	899	881	881	881	1,135	11,205
NIS- Company Contribution	897	827	845	851	1,048	817	827	834	817	817	817	1,048	10,447
H.E.A.R.T Contribution	897	892	911	919	1,135	881	893	899	881	881	881	1,135	11,205
Pension-Company Contribution	379	379	379	379	476	379	379	379	379	379	379	476	4,741
Group Life/Medical Insurance	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,925	1,939	1,939	1,939	1,939	23,154
Staff Welfare - General	-	-	429	-	-	429	-	-	429	-	-	429	1,715
Canteen Expenses	45	45	45	45	45	45	45	45	45	45	45	45	537
Office and General Expenses	99	99	127	99	99	127	99	99	127	99	99	127	1,302
Repairs Cleaning & Maintenance	70	70	378	70	70	378	70	70	378	70	70	378	2,073
Maintenance Fees	34	34	34	34	34	34	34	34	34	34	34	34	412
Professional Fees	-	-	97	-	-	97	-	-	97	-	-	97	390
Educational and Social Expenses	12	12	12	12	12	12	12	12	12	12	12	12	140
Printing, Stationery and Office Supplies	100	100	215	100	100	215	100	100	215	100	100	215	1,665
Rental-Office	598	598	598	598	598	598	598	598	598	598	598	598	7,177
Security Expenses	268	258	289	314	256	221	249	251	282	280	253	233	3,155
Motor Vehicle Expenses	68	68	68	68	68	68	68	68	68	68	68	68	847
Miscellaneous Expenses	5	5	5	5	5	5	5	5	5	5	5	5	60
Interest and Bank Charges	7	10	11	8	12	8	9	8	8	21	15	30	147
Telephone, fax ,E-mail	206	206	206	206	206	206	206	206	206	206	206	206	2,467
Cable Services	25	25	25	25	25	25	25	25	25	25	25	25	303
Internet \ Website Services	131	131	131	131	131	131	131	131	131	131	131	131	1,574
Electricity	382	382	382	382	382	382	382	382	382	382	382	382	4,590
Water Costs -Cruise Ships Line	1,326	1,319	926	926	1,130	1,075	1,075	2,264	2,296	3,112	2,827	2,198	20,475
Net Payments on AP Balances	763	763	763	763	763	763	763	763	763	763	763	763	9,162
<b>Total Cash Outflow</b>	<b>10,915</b>	<b>10,902</b>	<b>11,329</b>	<b>10,549</b>	<b>10,982</b>	<b>11,311</b>	<b>10,592</b>	<b>15,083</b>	<b>17,008</b>	<b>12,687</b>	<b>12,369</b>	<b>17,052</b>	<b>150,778</b>
<b>Net Cash Flows</b>	<b>9,137</b>	<b>5,107</b>	<b>6,249</b>	<b>12,349</b>	<b>12,738</b>	<b>(504)</b>	<b>3,001</b>	<b>1,962</b>	<b>6,070</b>	<b>10,712</b>	<b>8,601</b>	<b>(6,367)</b>	<b>69,055</b>
Transfers (to)/ from UDC	(36,151)	(5,511)	(6,092)	(11,817)	(12,655)	(787)	(2,723)	(1,617)	(5,466)	(10,680)	(8,844)	5,338	(97,005)
Balance from previous period	29,019	2,005	1,601	1,758	2,290	2,372	1,081	1,359	1,705	2,308	2,340	2,097	29,019
<b>Cash and Cash Equivalents</b>	<b>2,005</b>	<b>1,601</b>	<b>1,758</b>	<b>2,290</b>	<b>2,372</b>	<b>1,081</b>	<b>1,359</b>	<b>1,705</b>	<b>2,308</b>	<b>2,340</b>	<b>2,097</b>	<b>1,069</b>	<b>1,069</b>

**Budgeted Statement of Cash Flows, FY 2023/24**

**ST ANN DEVELOPMENT COMPANY LIMITED  
BUDGETED STATEMENT OF CASH FLOWS  
FOR FY 2023-24**

	<b>Unaudited 31-Mar-22 (\$'000)</b>	<b>Estimated 31-Mar-23 (\$'000)</b>	<b>30-Jun-23 (\$'000)</b>	<b>30-Sep-23 (\$'000)</b>	<b>31-Dec-23 (\$'000)</b>	<b>Budgeted 31-Mar-24 (\$'000)</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
Profit/(loss) for the period	(30,330)	36,516	8,055	19,138	20,303	26,340
Adjustments for:	-	-	-	-	-	-
Taxation	-	2,062	2,685	6,379	6,768	8,780
Finance Charges Expense	137	133	27	28	25	147
Depreciation	9,973	8,817	2,204	4,409	6,613	8,817
Other	(6)	(3)	-	-	-	-
<b>Operating cash flows before movement in working capital</b>	<b>(20,225)</b>	<b>47,526</b>	<b>12,971</b>	<b>29,954</b>	<b>33,709</b>	<b>44,085</b>
Changes in:						
(Increase)/Decrease in receivables	1,912	1,413	(464)	(871)	(1,604)	(2,662)
(Increase)/Decrease in Inventory	(3,936)	1,695	453	906	1,358	1,811
Increase/(Decrease) in payables	7,424	(12,311)	(2,290)	(4,581)	(6,871)	(9,162)
	<b>5,401</b>	<b>(9,202)</b>	<b>(2,302)</b>	<b>(4,547)</b>	<b>(7,117)</b>	<b>(10,012)</b>
Finance Charges paid	(137)	(133)	(27)	(28)	(25)	(147)
Income tax paid	-	(516)	-	-	-	(4,257)
<b>Net cash provided/(used) by operating activities</b>	<b>(14,961)</b>	<b>37,674</b>	<b>10,642</b>	<b>25,380</b>	<b>26,567</b>	<b>29,669</b>
<b>CASH FLOWS USED IN INVESTING ACTIVITIES</b>						
(Additions)/Disposals of plant, property and equipment	(1,702)	(1,917)	-	-	-	(0)
	<b>(1,702)</b>	<b>(1,917)</b>	-	-	-	<b>(0)</b>
<b>CASH FLOWS USED IN FINANCING ACTIVITIES</b>						
Increase/(Decrease) parent company funding	54,591	(59,492)	(37,903)	(53,318)	(53,279)	(57,619)
<b>Net cash provided/(used) by financing activities</b>	<b>54,591</b>	<b>(59,492)</b>	<b>(37,903)</b>	<b>(53,318)</b>	<b>(53,279)</b>	<b>(57,619)</b>
Net increase/(decrease) in cash and cash equivalents	37,928	(23,734)	(27,261)	(27,938)	(26,711)	(27,951)
Cash and cash equivalents at the beginning of the period	14,825	52,753	29,019	29,019	29,019	29,019
<b>CASH AND CASH EQUIVALENTS AT THE END OF MARCH 2024</b>	<b>52,754</b>	<b>29,020</b>	<b>1,758</b>	<b>1,081</b>	<b>2,308</b>	<b>1,069</b>

**Notes to the Budget of SADCo Limited for FY 2023/24:****1. Property Plant and Equipment**

This is stated net of depreciation. No capital acquisitions to property, plant and equipment are programmed for the budget year **FY 2023/24**.

**2. Retirement Benefit Asset**

This represents the residual value of the company's contributory pension plan.

**3. Gross Profit on Water Sales**

The gross profit is expected to be earned from 130 vessels during the year. Sales volumes were computed using available historical data, and subsequently discounted by **75%** to account for the uncertainty surrounding the likelihood of sales based on observations since the resumption of cruise shipping.

**4. Management Fees**

These fees are earned for the management and administration of several properties located in St. Ann and owned by the parent company, the Urban Development Corporation (UDC). Management fees is computed at **10%** of the gross income from the properties managed, provided that the properties are profitable after such fees are charged.

Based on the preceding, the qualifying entities on which management fees will be charged are Dunn's River Falls and Park (DRFP), Green Grotto Caves and Minnie Simpson Beach.

**5. Salaries and Related Expenses**

An increase of **5.83%** on basic salary and allowances is budgeted for **FY 2023/24**. The components of the **\$412.872M** cost are:

**SALARIES AND ALLOWANCES FY 2023-24**

	<b>Main Office</b>	<b>Managed Entities</b>	<b>Total</b>
	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>
Gratuity	1,439	4,095	5,534
Merit award	875	2,513	3,389
Payroll Fortnightly Basic	6,527	202,462	208,989
Payroll Monthly Staff Overtime	-	1,554	1,554
Payroll Fortnightly Staff Overtime	-	9,569	9,569
Payroll Monthly Basic	80,995	63,736	144,731
Vacation and Actig Pay	-	682	682
Staff Welfare Uniform	125	10,841	10,966
Uniform Related Expense	12	261	273
Other Salary Allowances	-	7,530	7,530
Payroll Casual	-	600	600
	<b>89,973</b>	<b>303,844</b>	<b>393,817</b>
<b>Motor Vehicle Allowance/Upkeep</b>	<b>13,642</b>	<b>5,414</b>	<b>19,056</b>
	<b>103,615</b>	<b>309,258</b>	<b>412,872</b>

**Notes to the Budget of SADCo Limited for FY 2023/24 (continued):**

New personnel costs (\$57.965M) included in the budget are as outlined below:

<b>Managed Entities Proposed Recruitment 2023 - 2024</b>				
<b>Count</b>	<b>Property</b>	<b>Post Title</b>	<b>Basic Salary &amp; Vehicle Allowance</b>	
			<b>(\$'000)</b>	<b>(\$'000)</b>
6	Dunns River Falls and Park	Gardeners	3,873	
2	Dunns River Falls and Park	Lifeguards	1,600	
2	Dunns River Falls and Park	Beach Attendant	1,275	
6	Dunns River Falls and Park	Customer Service Clerk	4,801	
				<b>11,549</b>
2	Green Grotto Caves	Tour Guide	1,763	
1	Green Grotto Caves	Supervisor	91	
1	Green Grotto Caves	Sanitation Officer	800	
				<b>2,654</b>
1	Ocho Rios Bay Beach	Sanitation Officer		800
1	Laughing Waters	Housekeeper		629
1	Sandcastles	Housekeeper		629
3	Turtle River Park	Gardeners	1,936	
1	Turtle River Park	Sanitation Officer	800	
				<b>2,737</b>
1	Pineapple Craft Market	Sanitation Officer		800
28		<b>Managed Entities Total</b>		<b>19,799</b>
1	Main Office	Director of Subsidiary	8,850	
1	Main Office	Property Manager	5,525	
1	Main Office	HR Manager	5,640	
1	Main Office	Accounting Manager	4,926	
1	Main Office	Marketing Manager	5,492	
1	Main Office	Welfare and Training Officer	2,562	
1	Main Office	Health & Safety Officer	2,562	
1	Main Office	Clerical Officer	1,519	
1	Main Office	General Cashier	1,091	
9		<b>Main Office Total</b>		<b>38,166</b>
37		<b>Grand Total</b>		<b>57,965</b>

**6. Staff costs recoverable from UDC**

The **\$368.974M** recoverable from the parent company relate to costs incurred on behalf of the entities managed by SADCo per:

	<b>MANAGED ENTITIES COSTS RECOVERABLE FROM UDC BY SADCO</b>						
	<b>Unaudited</b>	<b>Estimated</b>	<b>Quarterly 2023/24</b>				<b>Budgeted</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>2023/24</b>
	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>	<b>(\$'000)</b>
Salaries and Allowances	270,720	276,199	74,948	86,374	70,212	77,723	<b>309,258</b>
Payroll Taxes	31,327	31,805	8,254	9,109	8,081	8,957	<b>34,402</b>
Company Contribution Pension	4,237	4,092	913	1,009	913	1,009	<b>3,844</b>
Group Life/Medical	19,451	18,828	4,990	4,990	4,990	4,990	<b>19,962</b>
Staff Welfare	366	641	378	378	378	378	<b>1,510</b>
	<b>326,101</b>	<b>331,564</b>	<b>89,483</b>	<b>101,860</b>	<b>84,574</b>	<b>93,057</b>	<b>368,974</b>

**Notes to the Budget of SADCo Limited for FY 2023/24 (continued):**
**7. Travelling Meals and Subsistence**

Expenses mainly relate to meals and travelling costs incurred in respect of overtime worked by staff, and in respect of internal and external audit field work as detailed below:

	<b>Budget FY 2023/24 (\$'000)</b>
Mileage - Allowance	123
Mileage - Upkeep	14
Toll Charge	207
Meals - Non Travelling	248
Mileage - Non Traveling	501
Travel ,accommodation	-
Travel - Taxi Fare	28
	<b>1,387</b>

**8. Staff Welfare**

Staff welfare is budgeted at the GOJ/MOFPS approved **\$5,000** per employee. The **\$1.715M** in the budget for **FY 2023/24** is for the forty-one (41) employees at the SADCo administrative (main) office and the three hundred and two (302) for the managed entities.

**9. Office and General Expenses**

Office and General Expenses are made up as follows:

	<b>Budget FY 2023/24 (\$'000)</b>
Canteen Expenses	536
Office General	1,190
Postage, Cables, Courier	52
Catering-Meetings	60
Other	1
	<b>1,839</b>

**10. Repairs, Cleaning and Maintenance**

The components of this item of expense are as detailed:

	<b>Budget FY 2023/24 (\$'000)</b>
Repairs & Maintenance - Electrical	2
Repairs & Maintenance - Equipment	78
Repairs & Maintenance - Office Equipment	229
Repairs & Maintenance - Air Conditioning	346
Repairs & Maintenance - Motor	574
Chemical Supplies	51
Bathroom and Toilet Expenses	44
Bathroom and Toilet Expenses	660
	<b>2,073</b>

**11. Public Relations and Advertising**

The budget represents the cost for the annual tree lighting ceremony and SADCo's contribution to New Year's Eve fireworks celebrations.

**FY 2023/24 Financial Forecast**
**FINANCIAL FORECAST**
**2023/24**
**St. Ann Development Company Limited**
**APPENDIX B**
**APPENDIX B**

Statement 'A' Flow of Funds	UNAUDITED	ESTIMATED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$M	\$M	\$M	\$M	\$M	\$M
1 Current Revenue	85.69	167.49	220.68	243.01	263.09	284.70
2 Current Expenses	(116.02)	(128.91)	(185.56)	(195.33)	(204.62)	(214.36)
3 Current Balance	<b>(30.33)</b>	<b>38.58</b>	<b>35.12</b>	<b>47.68</b>	<b>58.47</b>	<b>70.33</b>
4 Adjustments	<b>19.31</b>	<b>(2.08)</b>	<b>(3.01)</b>	<b>10.24</b>	<b>11.22</b>	<b>10.77</b>
Change in Accounts:						
Receivable/Payable	9.34	(10.90)	(11.82)	1.42	2.40	1.95
Items not requiring outlay of cash:						
Depreciation	9.97	8.82	8.82	8.82	8.82	8.82
Other Non-Cash Items	0.00	(0.00)		0.00	0.00	0.00
Prior Year Adjustment	0.00	0.00				
5 Operating Balance	<b>(11.02)</b>	<b>36.50</b>	<b>32.11</b>	<b>57.92</b>	<b>69.69</b>	<b>81.10</b>
6 Capital Account	<b>(5.64)</b>	<b>(0.22)</b>	<b>1.81</b>	<b>1.63</b>	<b>1.47</b>	<b>1.32</b>
Revenue						
Expenditure	(1.70)	(1.92)	(0.00)	(0.00)	(0.00)	0.00
Investment		0.00	0.00	0.00	0.00	0.00
Change in Inventory	(3.94)	1.69	1.81	1.63	1.47	1.32
8 Transfers to Government	<b>0.00</b>	<b>(0.52)</b>	<b>(4.26)</b>	<b>(12.49)</b>	<b>(12.59)</b>	<b>(15.36)</b>
Dividend						
Loan Repayments						
Corporate Taxes	0.00	(0.52)	(4.26)	(12.49)	(12.59)	(15.36)
Other						
<b>9 OVERALL BALANCE (5+6+7+8)</b>	<b>(16.66)</b>	<b>35.76</b>	<b>29.67</b>	<b>47.06</b>	<b>58.56</b>	<b>67.06</b>
<b>10 FINANCING (11+15)</b>	<b>16.66</b>	<b>(35.76)</b>	<b>(29.67)</b>	<b>(47.06)</b>	<b>(58.56)</b>	<b>(67.06)</b>
15 Total Domestic (16+17+18)	<b>16.66</b>	<b>(35.76)</b>	<b>(29.67)</b>	<b>(47.06)</b>	<b>(58.56)</b>	<b>(67.06)</b>
16 Banking System	<b>(37.93)</b>	<b>23.73</b>	<b>27.95</b>	<b>(0.21)</b>	<b>(0.26)</b>	<b>(0.31)</b>
Loans (Change)						
Overdraft (Change)	-	0.00				
Deposits (Change)	- 37.93	23.73	27.95	(0.21)	(0.26)	(0.31)
17 Non-Banks (Change)						
18 Other (Change)	54.59	- 59.49	(57.62)	(46.84)	(58.31)	(66.75)

**FY 2023/24 Financial Forecast, Details of Revenue and Expenditure**

<b>2023/24 FINANCIAL FORECAST DETAILS OF REVENUE AND EXPENDITURE</b>						
<b>St. Ann Development Company Limited</b>	<b>APPENDIX B1</b>			<b>APPENDIX B1</b>		
<b>Details of Revenue and Expenditure</b>	<b>AUDITED</b>	<b>ESTIMATED</b>	<b>PROJEC TED</b>	<b>PROJEC TED</b>	<b>PROJEC TED</b>	<b>PROJEC TED</b>
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>\$M</b>	<b>\$M</b>	<b>\$M</b>	<b>\$M</b>	<b>\$M</b>	<b>\$M</b>
<b>CURRENT REVENUE</b>						
Revenue			0.00	0.00	0.00	0.00
Investment Income						
Management Fees	85.66	167.16	194.07	214.80	233.18	252.99
Water Income	-	0.28	26.62	28.21	29.91	31.70
Deferred Taxes			0.00			
Sale of Real Estate (Land)						
Operating Property Income						
Other Income	0.03	0.05	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>85.69</b>	<b>167.49</b>	<b>220.68</b>	<b>243.01</b>	<b>263.09</b>	<b>284.70</b>
<b>CURRENT EXPENSES</b>						
Compensation						
A. Directors, Executive & Senior Managers	<b>19.09</b>	<b>12.22</b>	<b>46.17</b>	<b>48.86</b>	<b>51.30</b>	<b>53.87</b>
- Salaries	13.47	10.99	33.53	35.49	37.26	39.13
- Pension Fund Contributions	0.22	0.13	0.15	0.16	0.17	0.17
- All Others	5.40	1.10	12.48	13.21	13.87	14.57
B. Supervisory, Clerical & Production	<b>322.96</b>	<b>349.11</b>	<b>371.45</b>	<b>393.12</b>	<b>412.77</b>	<b>433.41</b>
- Wages	308.66	330.72	341.51	361.44	379.51	398.48
- Pension Fund Contributions	5.06	5.02	4.59	4.86	5.10	5.36
- Housing Allowance					0.00	0.00
- Utility Allowance					0.00	0.00
- All Others	9.25	13.36	25.34	26.82	28.16	29.57
Utilities (Electricity, Water & Telephones)	4.82	6.41	7.06	7.41	7.78	8.17
Repairs & Maintenance	1.93	1.89	2.07	2.18	2.29	2.40
Rental - Buildings	6.53	6.52	7.18	7.54	7.91	8.31
Rental - Equipment	0.00	0.01	0.00	0.00	0.00	0.00
Fuel	0.00	0.00	0.00	0.00	0.00	0.00
Interest and Bank Charges	0.14	0.21	0.15	0.15	0.16	0.17
Depreciation	9.97	8.82	8.82	8.82	8.82	8.82
Operating Property Expenses	0.00	0.00	0.00	0.00	0.00	0.00
Cost of Sales	0.50	0.76	20.48	21.50	22.57	23.70
Management fees expenses	0.00	0.00	0.00	0.00	0.00	0.00
Taxes (Other than Income Tax)	0.00	0.00	0.00	0.00	0.00	0.00
Other Expense	(249.91)	(257.05)	(277.80)	(294.24)	(308.99)	(324.48)
<b>TOTAL</b>	<b>116.02</b>	<b>128.91</b>	<b>185.56</b>	<b>195.33</b>	<b>204.62</b>	<b>214.36</b>
<b>CAPITAL REVENUE</b>						
Proceeds from disposal of Investment Property						
Inflows from Joint Venture						
Other						
<b>TOTAL</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>CAPITAL EXPENDITURE</b>						
GOJ Capital Projects						
Agency Projects						
UDC's Infrastructure Works Projects						
UDC's Specially Funded Projects						
UDC's Planning Projects						
UDC's Maintenance Projects						
Fixed Assets	1.70	1.92	0.00	0.00	0.00	0.00
Other Projects	0.00	0.00	0.00			
<b>TOTAL</b>	<b>1.70</b>	<b>1.92</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Financial Forecast, FY 2023/24 Monthly

FINANCIAL FORECAST  
2023/2024 Monthly

ST ANN DEVELOPMENT COMPANY LIMITED

APPENDIX B2

	Apr-23	May-23	Jun-23	Q1	Jul-23	Aug-23	Sep-23	Q2	Oct-23	Nov-23	Dec-23	Q3	Jan-24	Feb-24	Mar-24	Q4	Total
Statement 'A' Flow of Funds	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
1 Current Revenue	20.07	16.03	17.55	53.65	22.87	23.72	10.80	57.38	13.58	17.19	23.23	54.00	23.65	21.19	10.82	55.66	220.68
2 Current Expenses	(14.20)	(14.19)	(14.52)	(42.91)	(13.83)	(14.27)	(14.50)	(42.60)	(13.88)	(18.37)	(20.20)	(52.44)	(15.97)	(15.65)	(15.98)	(47.61)	(185.56)
3 Current Balance	5.87	1.84	3.02	10.74	9.03	9.45	(3.70)	14.78	(0.30)	(1.18)	3.03	1.55	7.68	5.53	(5.16)	8.05	35.12
4 Adjustments	(0.17)	(0.17)	(0.21)	(0.55)	(0.12)	(0.14)	(0.23)	(0.49)	(0.14)	(0.29)	(0.39)	(0.82)	(0.40)	(0.36)	(0.38)	(1.14)	(3.01)
Change in Accounts:																	
Receivable/Payable	(0.90)	(0.90)	(0.95)	(2.76)	(0.85)	(0.88)	(0.97)	(2.70)	(0.87)	(1.03)	(1.13)	(3.02)	(1.14)	(1.10)	(1.11)	(3.35)	(11.82)
Items not requiring outlay of cash:																	
Depreciation	0.73	0.73	0.73	2.20	0.73	0.73	0.73	2.20	0.73	0.73	0.73	2.20	0.73	0.73	0.73	2.20	8.82
Other Non-Cash Items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Prior Year Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	5.70	1.67	2.81	10.19	8.92	9.30	(3.94)	14.29	(0.43)	(1.47)	2.64	0.74	7.28	5.17	(5.54)	6.91	32.11
6 Capital Account	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	1.81
Revenue																	
Expenditure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Investment																	
Change in Inventory	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	0.15	0.15	0.15	0.45	1.81
7 Transfers from Government		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Loans																	
Equity																	
On-Lending																	
Other																	
8 Transfers to Government	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(4.26)	(4.26)	(4.26)
Dividend																	
Loan Repayments																	
Corporate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(4.26)	(4.26)	(4.26)
Other																	
<b>9 OVERALL BALANCE (5+6+7+8)</b>	<b>5.86</b>	<b>1.82</b>	<b>2.96</b>	<b>10.64</b>	<b>9.07</b>	<b>9.46</b>	<b>(3.79)</b>	<b>14.74</b>	<b>(0.28)</b>	<b>(1.32)</b>	<b>2.79</b>	<b>1.19</b>	<b>7.43</b>	<b>5.32</b>	<b>(9.65)</b>	<b>3.10</b>	<b>29.67</b>
<b>10 FINANCING (11+15)</b>	<b>(5.86)</b>	<b>(1.82)</b>	<b>(2.96)</b>	<b>(10.64)</b>	<b>(9.07)</b>	<b>(9.46)</b>	<b>3.79</b>	<b>(14.74)</b>	<b>0.28</b>	<b>1.32</b>	<b>(2.79)</b>	<b>(1.19)</b>	<b>(7.43)</b>	<b>(5.32)</b>	<b>9.65</b>	<b>(3.10)</b>	<b>(29.67)</b>
11 Total Foreign (12+13+14)		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
12 Government Guaranteed Loans		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Disbursement																	
Amortization																	
13 Direct Loans		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Long Term:		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Disbursement																	
Amortisation																	
Short Term:		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Change in Trade Credits																	
14 Change in Deposits Abroad																	
15 Total Domestic (16+17+18)	(5.86)	(1.82)	(2.96)	(10.64)	(9.07)	(9.46)	3.79	(14.74)	0.28	1.32	(2.79)	(1.19)	(7.43)	(5.32)	9.65	(3.10)	(29.67)
16 Banking System	27.01	0.40	(0.16)	27.26	(0.53)	(0.08)	1.29	0.68	(0.28)	(0.35)	(0.60)	(1.23)	(0.03)	0.24	1.03	1.24	27.95
Loans (Change)																	
Overdraft (Change)	-	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Deposits (Change)	27.01	0.40	(0.16)	27.26	(0.53)	(0.08)	1.29	0.68	(0.28)	(0.35)	(0.60)	(1.23)	(0.03)	0.24	1.03	1.24	27.95
17 Non-Banks (Change)																	
<b>18 Other (Change)</b>	<b>(32.87)</b>	<b>(2.23)</b>	<b>(2.80)</b>	<b>(37.90)</b>	<b>(8.54)</b>	<b>(9.37)</b>	<b>2.49</b>	<b>(15.41)</b>	<b>0.56</b>	<b>1.66</b>	<b>(2.18)</b>	<b>0.04</b>	<b>(7.40)</b>	<b>(5.56)</b>	<b>8.62</b>	<b>(4.34)</b>	<b>(57.62)</b>

**Net Credit Report**
**NET CREDIT REPORT**
**St Ann Development Company Limited**
**APPENDIX D**

	\$JM		
	Balance as at 31/03/2023	Balance as at 31/03/2024	Change
<b>Total Financing</b>	(29,019)	56,551	85,570
<b>A. Foreign Financing</b>	0.00	0.00	0.00
Long -term loans & Advances	0.00	0.00	0.00
Medium term loans & Advances	0.00	0.00	0.00
Short-term financing	0.00	0.00	0.00
Trade credit			
Banks			
Less: Deposits at Bank	0.00	0.00	0.00
<b>B. Domestic Financing</b>	(29,019)	56,551	85,570
<b>1. Banks</b>	(29,019)	(1,069)	27,951
Loans & advances	0.00	0.00	0.00
Less: Deposits	(29,019)	(1,069)	27,951
Less: CDs	0.00	0.00	0.00
1.1 Bank of Jamaica	0.00	0.00	0.00
Loans & advances			
Less: Deposits			
Less: CDs			
1.2 Commercial banks*	(29,019)	(1,069)	27,951
Loans & advances	0.00	0.00	0.00
Less: Deposits	(29,019)	(1,069)	27,951
<b>2. Nonbank fin. Intermediaries</b>	-	-	-
Loans & advances	0	0	-
Less: Deposits	-	-	-
<b>3. Other public sector</b>	-	57,619	57,619
Loans & (advances)	-	57,619	57,619
Less: LRS	-	-	-
Less: Treasury bills			
Less: BOJ CD 's & Other Deposits			
<b>4. Private sector</b>	-	-	-
Loans & advances			-
Less: Debentures			-
Less: Stocks & Shares	-	-	-
less: Other (Broker Investment)*	-	-	-

**ST ANN DEVELOPMENT COMPANY LIMITED**  
**CURRENT ACCOUNT BALANCES**  
As at: Balance as at 31/03/2024

**NCB CURRENT ACCOUNTS**

1,068,544

**Appendix 1: SADCO Manning Summary**

AS AT OCTOBER 2022

Entity	Permanent	Probationary	Contract	Temporary	Trainee	Total Staff
Dunn's River Falls & Park	91	0	15	29	0	135
DRFP - Ticketing	3	0	13	0	0	16
Green Grotto Caves	17	0	1	2	0	20
Landscape Department	5	0	0	4	0	9
Laughing Waters	1	0	0	0	0	1
Main Office	23	0	6	3	2	34
Maintenance	11	0	0	6	0	17
Ocho Rios Bay Beach	18	0	2	7	0	27
Ocho Rios Craft Market	1	0	2	0	0	3
Pineapple Craft Market	2	0	0	0	0	2
Roaring River	3	0	0	10	0	13
Sandcastles/Turtle Towers	0	0	1	0	0	1
Turtle River Park	13	0	0	1	0	14
Minnie Simpson	0	0	0	0	0	0
Pearly Beach	3	0	0	3	0	6
<b>Total Staff</b>	<b>191</b>	<b>0</b>	<b>40</b>	<b>65</b>	<b>2</b>	<b>298</b>

**Appendix 2: List of Abbreviations**

COVID-19	Coronavirus Disease 2019
DRF&P	The World Famous Dunn’s River Falls & Park
GGC&A	Green Grotto Caves & Attractions
FCCA	Florida Caribbean Cruise Shipping Association
JCS	Jamaica Cancer Society
JFB	Jamaica Fire Brigade
JTB	Jamaica Tourist Board
NEPA	National Environmental & Planning Agency
ORBB	Ocho Rios Bay Beach
TPDCo	Tourism Product Development Company Limited
UDC	Urban Development Corporation

**All enquiries or requests for further information to  
Director, Strategic Planning and Evaluation  
Urban Development Corporation  
Office Centre Building  
12 Ocean Boulevard  
Kingston Mall  
Kingston  
Jamaica  
Tel Number: 876-656-8031  
Email: [strategicplanning@udcja.com](mailto:strategicplanning@udcja.com)**