

2016-2021 Comprehensive Economic Development Strategy

Prepared for the:

**US Commonwealth of the Northern Mariana
Islands (CNMI) Department of Commerce**



Paid for Through a Grant From:

**The US Department of Commerce
Economic Development Administration**



Table of Contents

Comprehensive Economic Development Strategy Background	1
The CNMI Economy.....	2
A Historical Perspective	2
A Current Understanding.....	3
Regional Dynamics	4
Economic Synergies	4
Labor Dynamics.....	5
Military Impact.....	7
SWOT Analysis.....	8
Strengths	8
Weaknesses	9
Opportunities.....	11
Threats	11
Strategic Planning Process	13
The CNMI CEDS Commission.....	13
Assessing Historical Efforts	14
Project Evaluation Criteria	15
Evaluation Criteria 1: Public Benefit	15
Evaluation Criteria 2: Industry Growth	16
Evaluation Criteria 3: Support of new or emerging industry	16
Evaluation Criteria 4: SWOT Impact.....	17
Evaluation Criteria 5: Employment Sourcing	17
Evaluation Criteria 6: Economic Circulation.....	18
Evaluation Criteria 7: Environmental Impact.....	18
Evaluation Criteria 8: Infrastructure Impact	19
CNMI Project Listing.....	19
CNMI Public School System	19
The Northern Marianas College.....	19
The Office of the Tinian Mayor	20
The Commonwealth Utilities Corporation.....	20

The Commonwealth Health Care Corporation	21
The Office of the Saipan Mayor	23
.....	23
The Department of Public Works.....	23
The Department of Land & Natural Resources.....	24
.....	24
.....	25
The Bureau of Environmental & Coastal Quality	25
The Commonwealth Ports Authority	26
The Office of the Rota Mayor	26
The Marianas Visitors Authority	27
Non-Government Submissions	28
Project Rankings.....	31
Appendix A- CEDS COMMISSION MEMBERS	
APPENDIX B- SOURCES CITED	



SUMMARY BACKGROUND

[Comprehensive Economic Development Strategy Background](#)

The 2016-2021 Comprehensive Economic Development Strategy (CEDS) is a document prepared for and through the US Commonwealth of the Northern Mariana Islands (CNMI) Department of Commerce. The CEDS is paid for through Technical Assistance grant funding made available through the US Department of Commerce's Economic Development Administration (EDA). The purpose of the CEDS is to develop a comprehensive economic planning document which considers the jurisdictions human, physical and natural assets towards an integrated economic plan for a five (5) year forward looking period. The CEDS document is contemplated through a collaborative effort between the public and private sectors, governed through a CEDS Commission which is intended to consider all aspects of the CNMI's economic planning.

The CEDS document is established pursuant to 13 C.F.R. § 303.6., providing each jurisdiction with specific criterion on the document's development and purpose. The composition of the CEDS "planning organization" is highlighted as a key component towards the development of a successful CEDS study. The "planning organization" requires representation of specific members of the community, to include:

- Public officials,
- Community leaders;
- Representatives of workforce development boards;
- Representatives of institutions of higher education;
- Minority and labor groups; and
- Private Individuals

In 2015, the late CNMI Governor, Eloy S. Inos, identified members of the community to serve on the "planning organization" also known as "2016-2021 CEDS Commission". The role of the Commission in intended to guide the development of the CEDS document, inclusive of the selection of a third-party contractor, agreement and adoption of a project ranking system, ranking of identified projects utilizing the adopted ranking matrix, and approval of the final CEDS document. A list of the 2016 CEDS Commission and their associated credentials is in **Appendix A** of this document.

In addition to the CEDS commission, the document is prepared and developed with maximum public input and comments. The CEDS commission developed a publicly available website (www.cnmiceds.com) which allowed for public inspection of all working documents during the development and completion of the 2016-2021 CEDS report. Additionally, the selected third-party contractor held two-rounds of public hearings on Saipan, Tinian and Rota during the development of the CEDS.

What is the CEDS

The United States Economic Development Strategy (CEDS) is a planning document that will be the US Department of Commerce's Economic Development Administration (EDA) The Department of Commerce, US Economic Development Strategy that contains general and specific information about the economic development of the CNMI. The CEDS Commission is composed of public and private sector leaders appointed by the Governor of the CNMI to lead the development of the CEDS. The CEDS Commission is a public-private partnership.

The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS. The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS. The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS.

The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS. The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS. The CEDS Commission is a public-private partnership that will be the primary planning organization for the CEDS.

COMMUNITY INPUT	PUBLIC SECTOR PARTICIPATION	OBJECTIVE RANKING	PUBLIC SECTOR PARTICIPATION
The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process.	The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process.	The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process.	The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process. The CEDS Commission is required to hold public hearings and public input sessions as part of the development process.

www.cnmiceds.com website made available for public input.

The CNMI Economy

A Historical Perspective

Established in 1978 through a Covenant agreement with the United States, the Commonwealth of the Northern Mariana Islands (CNMI) is the youngest and smallest member of the United States political family. The Covenant which established the political relationship with the United States provided various elements of control to the CNMI to provide the jurisdiction with the tools required to develop its economic base. Most notable of these concessions were localized control of immigration and wage structure, with the condition that the US Congress could assert control of these elements given the need.

The CNMI effectively leveraged these dynamics to expand its economic base beginning in the early 1980's. Given the jurisdiction's proximity to Asian labor markets, the CNMI was able to develop a thriving textile manufacturing industry through its control of immigration and wage structures. With the World Trade Organization (WTO) quota's in place for non-member countries, the CNMI leveraged its union with the United States, to manufacture globally recognized brands including Ralph Lauren, Tommy Hilfiger and GAP. Low production costs and the ability for manufacturers to avail of the "Made in the USA" label served as the catalyst for industry development which exported an excess of \$2 billion per annum at its height.



CNMI garment factory workers during CNMI's economic peak. (circa 1997)

The development of the CNMI's apparel manufacturing trade provided the synergy necessary for the development of its tourism industry. With the regular service to major Asian markets including Japan, Korea and China, the CNMI provided a tropical US destination to visitors three (3) hours from their home country at a relatively cheap cost. The ability to provide visa-free entry to these source markets allowed for the CNMI to realize an increase in foreign arrival and foreign direct investments beginning in the late 1980's and continuing into 1990's. In 1997, the CNMI realized peak arrivals of 727,000, overwhelmingly sourced from Japan and Korea.ⁱ

The pace of the CNMI's economic expansion was compounded by a significant population explosion. According to the US Census Bureau, the CNMI's population exploded from 16,780 in 1980 to 69,221 in 2001. In 2000, there were approximately 39,000 foreign-born residents in the CNMI, comprising 56.5% of the jurisdiction's population, a tenfold increase from 1980.ⁱⁱ While the CNMI's pace of economic and population expansion was unprecedented, the strain placed on the CNMI's infrastructure was equally extraordinary. The CNMI government was not only unprepared, but inexperienced in proper infrastructure planning to accommodate rapid growth in such a manner that ensured long-term sustainability. The impacts of this inexperience were not readily evident until later years following the jurisdiction's subsequent economic downturn and population outmigration.

The jurisdiction's economic downturn was initially provoked by changes in the WTO's quota restrictions, effectively stripping the CNMI of its duty-free competitive advantage. While this change distressed the CNMI's textile manufacturing industry, passage of US Public Law 110-28 and 110-229 expedited the complete exit of the industry. The passage of US Public Law 110-28, effectively removed localized control of the CNMI wage structure to coincide with federal levels, while US Public Law 110-229 eliminated local control of immigration and reverted control and authority to the United States Department of Homeland Security's Customs & Immigration Service (USCIS). The passage of these two statutes effectively eliminated domestic economic tools provided to the jurisdiction at its inception. This combination of dynamics culminated in the complete exit of the industry by early 2009 prompting a decline in business gross revenues of 32.2% from the previous year.ⁱⁱⁱ

A Current Understanding

As the CNMI addressed a sharp economic decline, policies and practices implemented during its economic peak aggravated its fragile condition. Most notable among these policies was the installation of a liberal government retirement program, which proved too onerous to sustain during the jurisdiction's economic freefall. On September 25, 2013, the US Federal Court system placed the CNMI's Retirement Fund under receivership requiring the CNMI government to remit retirement payments as a priority over other operational expenses. This requirement placed the CNMI government in a perilous dilemma, prompting the CNMI's leadership to explore options to introduce new sources of revenue. In March 2014, CNMI's late Governor Eloy S. Inos signed Public Law 18-38 (repealed and reenacted as PL 18-56), which authorized and established an exclusive gaming license on the capital island of Saipan in a direct effort to address the CNMI's economic condition. The passage of the "Casino Law" was indicative of the state of economic despair, as previous gaming legislative efforts were twice rejected in 1979 and 2007.

FREQUENTLY ASKED QUESTIONS:
25% PENSION PAYMENTS FROM PUBLIC LAW 18-56

What is Public Law 18-56?
Public Law 18-56, the "Casino Law," authorized the Government to issue and award an exclusive gambling license and to use of a portion of the annual license fee payment to pay 25% of the pension payments reduced under the Settlement Agreement.

Will the NMI Government continue to pay all or part of the 25% payment each year?
News media reports that the 25% payments have been "restored" have led to a lot of confusion among Settlement Fund members about whether 25% payments will continue to be paid every year. Based on the Settlement Fund Trustee's reading of Public Law 18-56, which is currently the only source of funding for the 25% payments, payments will depend on several factors: (1) the continuous payment of the \$15 million annual exclusive license fee by the licensee; (2) appropriation of funds by the Senatorial Districts; (3) identification of the \$15 million funding for Year 5 of the exclusive casino licensing period; and (4) contribution from the Government for the shortage to pay the full 25% payment. The Government's ability to fund all or part of the 25% payment for each fiscal year is not definite and will depend in large part on continuous funding and payment by the licensee and the Government to make up for any shortage.

**NMI Settlement Fund newsletter
(2016)**

While the CNMI enacted the Casino Law on the island of Saipan to address its public debt, the legislation represented the beginning of the CNMI's economic revival. The award of the license immediately infused cash into government coffers, as well as spurred investments into the CNMI's private sector in anticipation of the economic upswing premised on the casino and resort development. These new developments prompted a demand in labor, goods, services and arrivals to levels not experienced in the previous 5 years. According the CNMI Department of Commerce's Economic Indicator Report, Business Gross Revenues increased by 17% between 2011 and 2015, as well as 28% increase in visitor arrivals over the same period^{iv}

Although the development of the Saipan casino has stimulated positive economic activity, the ramifications of the previously mentioned federal policy shifts have served as a continued impediment to the CNMI's economic stability. The provisions of US Public Law 110-229 which phases out the CNMI's non-resident labor pool, commonly referred to as a "Commonwealth Worker" or "CW", has created an unprecedented labor quandary which has negatively impacted the CNMI's private sector. Coupled with this mandated reduction of foreign sourced labor is a significantly small populous resulting from outmigration prompted by the jurisdiction's previous economic downturn. According to the 2010 CNMI Census, the CNMI's population declined nearly 22% from the previous decade, further shrinking the available labor pool required to support a recovering economy.^v

According to the Government Accountability Office's (GAO) report, the elimination of the CNMI's non-resident labor pool would result in maximum 62% decrease in Gross Domestic Product (GDP).^{vi} Given the current and projected demand for labor, the size the CNMI's domestic workforce and the absence of a legislative provision to authorize the extension of the CW program past 2019, it is critical for the CNMI to properly plan and strategize its economic course.

Regional Dynamics

Economic Synergies

The CNMI's economy has historically and remains rooted in its tourism industry. With the recent introduction of the gaming industry on the capital island of Saipan, the jurisdiction's tourism industry has become more robust. In addition to natural synergies between the industries, the emergence of the gaming industry has spawned significant employment and business opportunities across the CNMI.

The anticipated increase in room demand has prompted existing hotels and resorts to begin renovations to facilities that have remained unchanged for many years. This trend has provided ample opportunities to construction and professional service firms, including Architectural and Engineering (A&E) firms, Design firms, and material suppliers across the CNMI. Retail outlets have begun ramping up for the increase in tourist arrivals, including the introduction of national franchise restaurants such as Bubba Gump's Shrimp and the International House of Pancakes (IHOP).

While the CNMI's economic rebound is prompted by significant private sector development, the US Territory of Guam's economic stability is premised on its tourism industry, as well as public sector investments by the US Department of Defense. While both jurisdictions rely heavily on the Asian tourist marketplace, the public-sector investments into the US Territory of Guam is anticipated to provide additional business opportunities in the CNMI. While direct DoD impact will occur in the CNMI, the relocation of DoD personnel to the island of Guam presents an expanded tourist market that the CNMI can avail of in the coming years.

With the anticipated relocation of approximately 5,000 active DoD personnel and 1,300 dependents^{vii}, the CNMI will have an expanded market basket within proximity. With private sector partners, including the casino operator, able to offer supplemental marketing efforts to that of the Marianas Visitors Authority, it is anticipated that this market sector will realize an increase in arrivals in the coming years. Historically, the CNMI has focused its Guam promotional dollars on the military market, participating in DoD sponsored trade shows. While past marketing efforts has yielded less than 7% of annual arrivals from this market, the limited recreational options on Guam present an opportunity for the CNMI to attract increased arrivals through its gaming industry. Despite the availability of an expanded military marketplace, the CNMI must contend with regular and affordable air service between the islands of Guam and the CNMI.

Due to the CNMI's geographical setting, air service is a centerpiece of its economic health. Much of the current economic uptick is premised on the accessibility to low-cost carriers and charter flights from various source countries. According to the Marianas Visitor Authority's feasibility and sustainability study, more than half of current air service is derived from low cost carriers and regular charter flights. Although the CNMI has been able to strategically position this air service model to improve its economic health, federal policies have prohibited the jurisdiction from maximizing its current position. Most specific among these federal policies is the US Cabotage prohibitions. In January 2016, Saipan Senator, Sixto Igisomar



IHOP pictured above located in Garapan, Saipan (above). Bubba Gump Shrimp located in Garapan, Saipan (below).



requested the inclusion of the CNMI and Guam to be exempted from the cabotage rules as part of US Senate Bill S.2360. While an exemption from cabotage restrictions is estimated to benefit regional economies, the referenced bill was never introduced for a vote in the US House of Representative.

"The cabotage law applies to the CNMI and Guam. Foreign airlines may only travel to the CNMI and Guam but cannot travel from Guam to the CNMI or vice versa. I believe the proposed American Samoa cabotage exception in S. 2360 should be amended to include the CNMI and Guam. Since 2004 with the departure of Japan Airlines and other airlines, the CNMI has endured diminished air transportation traffic. I believe that with a cabotage exception, the CNMI can boost its air transportation traffic and revenue and create more competition thereby driving down airfare prices"

-Senator Sixto K. Igisomar to Congressman Gregorio "Kilili" Sablan-

Any efforts to reduce the cost of air service not only benefits regional tourism industries, but also impacts the cost of goods and services within the jurisdictions. According to the US Bureau of Economic Analysis, despite the CNMI's increase in Gross Domestic Product (GDP) in 2015, the increases were partly offset by an increase in imports of goods and services.^{viii} Given the anticipated need to import materials, supply and labor to support developments within the region, efforts to impact logistical costs including air service can have a significant impact on regional economic conditions.

Labor Dynamics

While the CNMI is currently amid an economic rebound, the most significant impediment to the CNMI's economic condition is its access to a trained and available domestic labor pool. Triggered by US Public Law 110-229, the CNMI's reliance on an historically non-resident labor force is being phased out to align with national standards. On the surface, the mandate to phase-out the CNMI's alien labor pool appears logical, however the availability of the required resident labor force is simply absent, not only within the jurisdiction, but across the region.

At the height of its economic activity in the late 1990's the CNMI populous was comprised of nearly 56% of foreign nationals present for purposes of work. While this rate steadily declined because of an economic freefall, the most recent decennial Census indicated that foreign nationals comprised 43% of the CNMI populous. Since the implementation of US Public Law 110-229, the CNMI's access to foreign labor sources has declined 42% from 22,417 in 2010 to its current level of 12,998. The sharp decline in access to labor is compounded by an increase in economic activity, not only in the CNMI, but within the region.

These regional labor challenges have been recognized both at the local and federal levels of government. Language in the National Defense Authorization Act for Fiscal Year 2018 includes provisions for H-2B workers to be admitted to Guam to perform certain military-related work under modified admission requirements. Both the US Congress and White House recognize that nearly 2,300 H-2B workers would be required to supplement the Guam or CNMI workforce on military projects alone.^{ix} This is despite the on-going efforts that Guam has made to train-up an adequate labor force, most notably through its Center for Micronesian Empowerment.

According to the Center for Micronesian Empowerment (CME), the US Department of Interior (DOI) has provided over \$1,000,000.00 for residents from the Federated States of Micronesia (FSM) to participate in its training and employment programs. The same data indicates that CME has graduated and found employment for 270 Pacific Islanders not from Guam. Based on the conservative expenditures by DOI as reported by CME, DOI spending has yielded a per person cost of \$3,704.00. Despite these long-standing efforts by CME in partnership with federal and local partners, the labor demand for the military build-up alone is not sufficient. ^x

The CNMI has explored sourcing its labor needs from regional jurisdictions to include the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and Palau, however the available labor pool within these jurisdictions is not adequate to offset its foreign labor loss. The increase in economic activity both in the CNMI and Guam has precipitated a labor shortage that is not forecasted to ease within the next five (5) years. With the CW program ending in 2019, the local government has ramped up efforts to train and employ much of its available labor pool. Programs including, the Latte Training Academy, Inc., the Northern Marianas College’s Community Development Institute, and the Northern Marianas Trades Institute have all implemented training programs to supply a local labor pool. While employment training programs are abundant within the CNMI, funding for program accessibility is a chokepoint for the quick supply of the CNMI’s labor needs.

Fiscal Year	CW-1 Numerical Limit	Total Funding Available
2011	22,417	\$ 3,362,550.00
2012	22,416	\$ 3,362,400.00
2013	15,000	\$ 2,250,000.00
2014	14,000	\$ 2,100,000.00
2015	13,999	\$ 2,099,850.00
2016	12,999	\$ 1,949,850.00
2017	12,998	\$ 1,949,700.00

CW-1 Funding availability for local training efforts to NMTI, NMC and PSS.

Since the inception of US Public Law 110-229, the United States Customs & Immigration Services (USCIS) has remitted \$150.00 for each CW-1 application to the CNMI government for the express purpose of training its workforce to replace the loss of foreign labor. Despite ample resources to conduct adequate, market driven employment training, there has been no accountability to training outcomes. With the Northern Marianas Trades Institute, the Northern Marianas College and the CNMI Public School System receiving CW allocations, none of the three entities has yet to provide labor source outcomes to

date. As a result, Governor Ralph Torres has implemented an accountability driven CW funding allocation plan beginning in the fiscal year 2018.

While current CNMI leadership understands the dilemma facing its workforce, US Congressional policy makers have taken a stricter position on the expansion of the program. During a Senate hearing on CNMI Congressional Delegate Gregorio “Kilili” Sablan’s H.R. 339, U.S. Senator Lisa Murkowski stated, “On one hand, it is encouraging to see this level of economic growth and investment interest in the CNMI. On the other, it is hard not to wonder if the CNMI would be in the situation had the business community taken the transition program seriously when Congress enacted the Consolidated Natural Resources Act in 2008. Instead, very little progress was made in moving away from foreign labor during the first five years, which led Congress to enact the hard 2019 sunset date for the transition program”. ^xAbsent any congressional amendments to expand the CNMI’s CW transition period, the CNMI’s labor crisis is anticipated to continue to serve as a key roadblock in its continued economic upswing.

Military Impact

As previously noted, the CNMI's current economic uptick has been a direct result of private sector investments, however the jurisdiction's proximity to the US Territory of Guam has presented dynamics which have a direct economic impact to the Commonwealth. With the highly anticipated Department of Defense (DoD) base realignment from Okinawa to Guam, an increased DoD regional presence has significant ramifications for the CNMI. Most notable among the DoD impacts are plans for the establishment of live-fire Range Training Areas (RTA) on the islands of Tinian and Pagan, in addition to the establishment of a Divert Activities and Exercises facility (referred to as "Divert") on the island of Tinian. While the RTA is still in the Environmental Impact Statement (EIS) phase, the Divert activity reached a Record of Decision (ROD) in December of 2016.

Although DoD activity has been a long-standing fixture on the island of Tinian, the impact of airport improvements presents economic opportunity for the island. Given current private sector developments in Tinian, an increase in airfield capacity provides a synergistic dynamic with anticipated demands of development projects. While the airfield improvements are welcomed, an increase in live-fire activity on the island serves to the detriment of development plans. In addition to hospitality development projects, DoD proposals have impacts on operations within the fishing industry. With significant impacts to environmental conditions, firms within these sectors have expressed concerns with DoD plans.

With federal appropriations committed to hardening base infrastructure on Guam, the island presents an abundance of economic and employment opportunities serving as a pull on the CNMI's labor force, compounding an already sensitive labor dynamic. Based on the most recent data from the US Census, approximately 22% of the population born outside of Guam moved to the island for employment, with those moving from the CNMI among the highest within the region.^{xii}

An increase in regional DoD assets and personnel presents a concern for the CNMI's access to its key Chinese tourist market. With a heightened need to protect regional defense assets, national security concerns can give rise to changes in policies which may impact the CNMI's economy. The CNMI's visa-free access to the Chinese tourist base has served as a key component for its rebound in tourist arrivals. Currently, the US Department of Homeland Security (DHS) exercises parole authority to allow Chinese nationals to enter the CNMI on a case-by-case basis. According to a GAO analysis, approximately 50% of travelers are permitted to enter under the DHS parole authority.^{xiii} Despite the fact that only 50% of Chinese travelers are permitted entrance, in addition to a continual decline in the Japanese tourist market, the CNMI has experienced a 48% increase in arrivals over the past five years.

DIVERT PLANS

Construction of:

- A parking apron with ballfield-type lighting to accommodate up to 12 KC-135s;
- A cargo pad;
- A maintenance facility;
- An access road to provide an entrance to the proposed infrastructure and specifically the fuel tanks, parking apron and cargo pad;
- A fire suppression system that would consist of fire water pumps, tanks, and wells;
- 220,000 bbls of fuel storage;
- Fuel storage systems to include fuel pumps, valves, filtration systems, an emergency generator, and concrete work;
- Taxiways to provide access between the runway parking apron, and cargo pad;
- Realignment of 8th Avenue to accommodate the taxiway.

Source: Record of Decision, Divert Activities and Exercises, Commonwealth of the Northern Mariana Islands

SWOT Analysis

To ensure that the CEDS provides a framework for economic development within the next five (5) years, the CEDS Commission assessed the CNMI's economic condition within the context of a SWOT analysis. To perform this task, the commission assessed the CNMI's strengths, weakness, opportunities and threats using currently available data.

Within this framework, the group assessed the CNMI's strengths through an evaluation of its current and anticipated assets, resources, benefits and opportunities comparative to other similarly situated jurisdictions. Weaknesses were evaluated as understanding the CNMI's relative disadvantages in comparison to similarly situated jurisdictions. These were items such as an identified lack of resources, policy constraints, obligatory conditions which inhibit economic growth and/or sustainability. Opportunities were assessed through an evaluation of occasions or events unique to the jurisdiction which allow the CNMI to benefit economically. This included opportunities for the development of new enterprises established because of these occasions or events. Finally, the group assessed threats through an evaluation of occasions, events or circumstances which pose a negative impact on the CNMI's ability to develop, promote or sustain economic health. While the Identified elements of the SWOT are not exhaustive, they represent the most prominent dynamics agreed upon by the commission.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• New Industry Development• Access to an expansive Asian marketplace• Supportive governance and regulatory structure• Stable US financial & legal system• Installation of new telecommunication infrastructure	<ul style="list-style-type: none">• Lack of exportable natural resources• Domesitic labor pool availability & experience• Outdated and inadequate infrastructure• Supply chain infrastructure required for economic development• Land ownership restrictions	<ul style="list-style-type: none">• Development of new industry in the CNMI• Access to federal programs (EBS, LIHTC, & NMTC)• Department of Defense realignment to the Marianas• Visa-free access to Chinese & Russian source markets	<ul style="list-style-type: none">• Access to a skilled domestic labor pool• Denial of extension of US PL 110-229• Potential of national policy restricting access to Asian source markets• Department of Defense realignment to Marianas

Strengths

New Industry Development: Although the gaming industry has been in existence on the islands of Tinian and Rota, its introduction on the capital island of Saipan has presented significant economic opportunities in a variety of business sectors. As part of its development, the casino industry has prompted significant activity in in the retail, finance, security, construction, information technology, and professional services sectors. The magnitude of the development has accelerated the CNMI's economic rebound due to its impact across a wide spectrum of business sectors.

Access to an Expansive Asian Marketplace: The CNMI's access to the Asian tourist marketplace is not unlike its regional neighbors, apart from its visa-free access to an expansive Chinese tourism market. The visa-free access for Chinese visitors serves as the lynchpin for the casino investment. Providing a safe, nearby location for investment, the CNMI presents an ideal setting for foreign investors seeking to generate revenue outside of their home country.

Supportive Governance Structure: With a supportive local government structure, coupled with the protection and stability of the US financial and legal systems, the CNMI provides an ideal investment hub for Asian investors. The community's small size provides access to community leaders, promoting a level of trust for foreign investors. It is important to note that while the CNMI government leaders are accessible, this should not be construed as the government's propensity for corruption. The accessibility of community leaders facilitates healthy dialogue with respect key legislative and executive branch policies. While those outside of the CNMI may view this as a weakness, those within the CNMI view this a key strength in facilitating economic development.

Strengths

- New Industry Development
- Access to expansive Asian marketplace
- Supportive governance and regulatory structure
- Stable US financial & legal system
- Installation of new telecommunication infrastructure

Installation of New Telecommunications Infrastructure: The installation of a second fiber-optic undersea cable in the CNMI by Docomo Pacific presents a significant economic strength for the CNMI. Historically, the CNMI's telecommunication industry was monopolized through the sole provider of its lone telecommunication infrastructure, including its undersea fiber-optic cable and microwave infrastructure. It should be noted that as the Incumbent Local Exchange Carrier (ILEC), rates charged to competing organizations within the CNMI's telecommunications industry were reviewed and approved by the Federal Communications Commission (FCC). The historical monopolistic nature of the CNMI's telecommunications industry was simply a matter of competing firms not making an investment into the required infrastructure.

In 2015, a break in ILEC's undersea cable precipitated a crisis that private and public-sector organizations were not prepared for. The event crippled communication within and outside of the CNMI, impacting emergency response, financial systems, and travel. Although the event was resolved in a matter of days, the impact that the break had on the community prompted private sector investments to begin the installation of a second fiber optic cable to service the CNMI. The competition between the ILEC and competing firms is anticipated to impact consumer pricing, but also provides redundancy for the community in the event of another break in the cable.

Weaknesses

Lack of Exportable Natural Resources: Unlike many US states or island nations, the CNMI does not have ample land mass with rich in-demand resources which can be exported. While the CNMI does have ample oceanic resources, most notably in the Northern Islands, the current policy and physical infrastructure is not available to an extent that would support the exportation of these resources to provide a meaningful economic contribution. Unlike the Philippines, where human resources outweigh natural resources, the CNMI's populous is not significant enough to provide labor export as a means for economic contribution.

Domestic Labor Pool Experience & Availability: As previously noted, the CNMI's domestic population itself presents a significant obstacle amid the current economic rebound. Its small populous has historically been a chokepoint in the CNMI's economic development, resulting in its reliance on an alien labor force. This dynamic has ultimately resulted in its current unavailability of an experienced and trained domestic labor pool. While it can be argued that the CNMI government and its citizens have not taken initiative to supply the domestic labor pool, the same can be said of private sector firms who have historically opted to avail of lower-cost foreign labor as opposed to training a higher-cost domestic

employee. With labor dynamics prompted by US Public Law 110-229, the CNMI must now contend with a minimally available and inexperienced domestic labor force.

Outdated & Inadequate Infrastructure: The CNMI's physical infrastructure is widely considered to be a source of weakness. With seaports, airports, power generation and water distribution systems operating with aging facilities, government revenues have long been diverted from infrastructure upgrades and improvements to address other community needs. Operating with aging facilities and equipment, critical infrastructure components have recognized issues of capacity when contending with an increased demand premised on the CNMI's economic upswing. While federal revenues are often seen as a source of relief for agencies tasked with infrastructure upkeep, there has been no effort to overhaul and modernize critical infrastructure systems to meet current and forecasted demands through other revenue sources.

Supply Chain Infrastructure: A consequence of an aging infrastructure is the obstacle of expanding the CNMI's logistical supply line. As a remote island jurisdiction with limited natural resources, the CNMI is dependent on its logistical supply line to bring commodities to the islands. Antiquated seaport facilities serve as a stumbling block to accommodate cost effective shipping to the island of Saipan, but more importantly to the islands of Tinian and Rota. During a period of economic upswing, developers will require a significant portion of materials and supplies to be imported into the jurisdiction. The inability for shipping firms to utilize larger vessels due to the CNMI's infrastructure constraints impact costs and completion schedules for development projects.

Land Ownership Restrictions: Among the most critical issues of the CNMI's economic development are the land alienation provisions contained in the CNMI's Constitution. Commonly referred to as Article XII, this provision limits land ownership to individuals of CNMI descent. This has long served as an obstacle for business development, but more importantly for commercial and consumer lending. Financial institutions within the CNMI are hesitant to provide lending due to their inability to own property, which is commonly used as a form of collateral. Institutional and individual investors are reluctant to invest in the CNMI because of this provision and must contend with ensuring a return on investment within a specified lease period of the property on which their business operates. Despite its inclusion in the CNMI's Constitution, local efforts are being made to abolish or amend this provision to expand land ownership in the CNMI, which would greatly enhance the CNMI's economic development roadmap.

Weaknesses

- Lack of exportable natural resources
- Domestic labor pool availability & experience
- Outdated and inadequate infrastructure
- Supply chain infrastructure required for economic development
- Land ownership restrictions

Opportunities

Opportunities

- Development of new industry in the CNMI
- Access to federal programs (EB5, LIHTC, & NMTC)
- Department of Defense realignment to the Marianas
- Visa-free access to Chinese & Russian source markets

Development of New Industry in the CNMI: The development of the CNMI's gaming industry presents a significant opportunity for the jurisdiction. The development's need for goods and services to aid in the construction and on-going operations of the casino provide ample opportunities for established and new businesses alike. The need for critical infrastructure to support the industry also provides justification for the local government to begin its investment into these historically neglected facilities. As much of the current development investment is derived from foreign sources, the CNMI's union with the United States allows it to avail of various programs which are desired by many foreign investors. This includes programs such as the EB-5 Investment program, as well as the New Market Tax Credit (NMTC) program.

Department of Defense Realignment to the Marianas: Although the US Department of Defense's regional realignment has been identified as a potential threat, it also serves as an opportunity to the CNMI. The economic spending that is anticipated because of the realignment presents an opportunity for regional businesses and residents. The expansion of the military tourist segment on the island of Guam presents the opportunity for the CNMI to further strengthen its tourism diversification efforts. Opportunities, inclusive of hardening CNMI's infrastructure, are negotiation points between the Department of Defense and the local government, which can serve to benefit the community. Concessions including the build-out of a fuel farm at the identified divert airfield can be leveraged to supplement efforts by the CNMI government to accommodate a larger flight schedule to support its tourism industry.

Visa-free Access to Chinese & Russian Source Markets: As tourism serves as the CNMI's primary economic pillar, its visa-free access to the Chinese and Russian tourist markets presents a significant opportunity in support of the emerging gaming industry. With the introduction of the Saipan casino project, the ability to capture a wider segment of both markets provides the CNMI with a unique opportunity to maximize revenues.

Threats

Access to a Skilled Domestic Labor Pool: The minimization and eventual elimination of the CNMI's foreign labor source by 2019 presents a significant threat the CNMI's economic condition. The jurisdiction must contend with replacing thousands of workers in a market of which labor demand far exceeds its available supply. In previous periods of economic upturn, the CNMI could source labor from surrounding Asian markets at a low-cost, however provisions of US Public Law 110-229 prohibit the continued use of this practice. The reduction of its foreign labor source coupled with increased economic activity, both in the CNMI and Guam, presents a dynamic that can escalate development costs in the CNMI. While Department of Defense projects within the region are anticipated to serve as a further pull on the CNMI's labor pool, this dynamic is mitigated through Congressional provisions to allocate H-2B slots for military-related projects in Guam and the CNMI.

Threats

- Access to a skilled domestic labor pool
- Denial of extension of US PL 110-229
- Potential of national policy restricting access to Asian source markets
- Department of Defense realignment to Marianas

Denial of an Extension to US Public Law 110-229: Despite the enactment of the labor provisions of US Public Law 110-229 in 2010, the CNMI was granted a 5-year extension for the transition period, which originally was scheduled for expiration on December 31, 2014. In June of 2014, the US Secretary of Labor announced an extension of the transition period to expire on December 31, 2019. While the program is statutorily set to expire in 2019, the CNMI's current economic rebound would be dampened without any relief to the established sunset date. This threat to the CNMI's economic condition can only be corrected through Congressional action.

National Policy Shifts Restricting Source Market Access: While much of the CNMI's economic threat derives from federal provisions, the global political landscape also serves as a threat to the jurisdiction's economic outlook. Should diplomatic relations between the United States and nations that host CNMI's tourism market segments sour, the CNMI would be left to contend with replacing entire market segments without advanced warning or transition. The anticipated increase in Department of Defense assets within the region may serve to increase US restrictions, which can be detrimental to the CNMI's economy. Provisions which are well intentioned to protect US assets may also serve to the detriment to the CNMI's economic well-being by placing additional restrictions on source country travel and/or investment.

Strategic Planning Process

The CNMI CEDS Commission

The development of the CNMI CEDS was a culmination several processes focused on ensuring maximum community input relevant to the CNMI's planning process. Upon the acceptance of the grant award by the US Department of Commerce's Economic Development Administration (EDA), the CNMI Office of the Governor took up the task of appointing a CEDS Commission, comprised of public and private sector leaders. The Commission was formed for the express purpose of the CEDS development. The Commission is not a licensed or registered entity nor does it hold specific authority, rather it serves as the planning organization and the guiding entity during the CEDS process. Following the appointment of the CEDS Commission and subsequent to the initial meeting, the Commission developed an appropriate Scope of Work (SOW) for the procurement of a third-party contractor. While the Commission developed the SOW, the procurement and contracting was conducted through the CNMI Department of Commerce per CNMI Procurement Rules & Regulations. Upon selection and contracting of the third party, the contractor was tasked with meeting with public agencies and the public to gather project input and public comments on the identified strategic direction. To ensure maximum public input, the planning organization held several public hearings on Saipan, Tinian and Rota, as well as launched a website with pertinent information and the ability for the public to comment during the process.



Public hearings on the island of Saipan held at an outside pavilion in the village of Saipan.

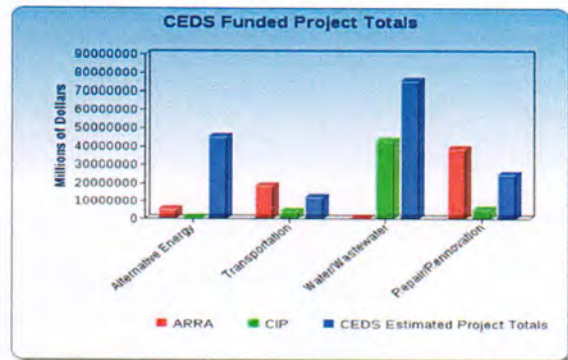


Public hearings on the island of Tinian held at the Tinian court house.

During the CEDS development, the planning organization met with various public agencies to include the CNMI Public School System, the Commonwealth Health Care Corporation, the Commonwealth Utilities Corporation, the CNMI Department of Public Works, the Northern Marianas College, the CNMI Department of Lands and Natural Resources, the Office of the Saipan, Tinian, Rota and Northern Island Mayors, and the CNMI Department of Commerce. Additionally, the organization provided several press releases notifying the public of their ability to submit projects for review by the CEDS Commission. Following the submission of project descriptions from the public, the CEDS Commission began the process of developing an objective system of ranking each project to ensure alignment with the CNMI's strategic direction. Prior to the organization assessing the submitted project listing, the Commission assessed the historical economic planning efforts taken between the 2009 CNMI CEDS and its current effort.

Assessing Historical Efforts

As part of the planning process, the commission required a review of previous economic planning efforts. The 2009-2014 CNMI Comprehensive Economic Development Strategy (CEDS) was the first in a series of economic planning efforts that the CNMI embarked in well over a decade previous to the publication of the document. The 2009-2014 CEDS was a critical component of the CNMI's ability to quickly mobilize "shovel ready" projects upon the passage of the 2010 American Recovery and Reinvestment Act (ARRA). The ARRA yielded the CNMI with over \$97 million dollars in infrastructure funding, including expansive renovations at the CNMI Public School System and the Northern Marianas College. Projects which centered on alternative energy and energy efficiency projects were also included as part of the CNMI's ARRA awards. The ARRA funded a significant amount of transportation and repair projects highlighted in the 2009-2014 CNMI CEDS estimates, while Capital Improvement Project (CIP) funds provided a significant portion of water and wastewater projects funding.



Following the CNMI's CEDS publication, the CNMI Department of Commerce held its 2013 Economic Development Forum (EDF). A report published by the CNMI Department of Commerce as part of this effort highlighted the economic impact of the ARRA. The data included as part of the EDF report indicates that the ARRA's infusion into the CNMI's economy yielded a 2.3% increase in GDP from the previous year. It further reports that of the 35 projects listed in the 2009-2014 CEDS report, 34% of the identified projects were not funded, while 40% of the identified projects were funded through ARRA funds, 13% were funded through the CNMI's Capital Improvement Projects (CIP) funds provided through the US Department of Interior's Office of Insular Affairs, and 13% funded through Non-Governmental Organizations (NGO). The CEDS has been widely seen as the CNMI's central planning document in its infrastructure development.

While the CEDS has been a source of information for project prioritization, the CNMI also began assessing industry diversification to provide long-term economic stability. In 2009, the CNMI hosted the first of its Economic Restoration Summit (ERS) through efforts of the CNMI Department of Commerce and the Commonwealth Development Authority (CDA). The ERS was centered on identifying which industries would be best suited for the CNMI's economic stability. While this effort brought community stakeholders together to identify diversified industry segments, the CNMI followed-up on the ERS in partnership with the United States Department of Agriculture (USDA) in 2011, by bringing out experts in the identified areas to provide a road map for industry implementation.

Project Evaluation Criteria

To ensure objectivity in project ranking, the CEDS commission developed a systemic approach which considered the overall impact of the project to the community. The evaluation criteria were premised on elements of the SWOT analysis, but also assessed cost-benefit of the project and its contribution to the overall economic development of the CNMI. As many of the projects will require the use of public funds, the commission considered factors which assessed public cost and benefit. The commission settled on nine (9) evaluation factors, with one criterion comprised of two sub-categories. Each criterion was assigned a multiplier of .10 except for the Infrastructure criterion, which was given a weight of .90. Following the assignment of weights to each criterion, each member ranked the projects individually, with the culmination of all Commission score resulting in the final project rankings.

Evaluation Criteria 1: Public Benefit

This evaluation criterion is centered on assessing the project's public benefit. For purposes of project evaluation, the CEDS commission focused on the three key public service areas of public education, public health and public safety. The criterion is focused on assessing the project benefit in these areas either directly or indirectly, assigning higher values to projects that directly impact multiple core areas and those that directly impact one core area and indirectly benefit another core area.

To distinguish the direct and indirect benefits, the commission distinguished direct benefit to mean those projects that will provide an immediate impact to the core area upon completion. As an example, the development of a vocational trades building located on CNMI Public School System property would have an immediate impact upon completion. The commission designated indirect benefit to mean those projects in which would yield an impact at least a year following completion. As an example, a vocational trades building at the CNMI Public School System would be used to train and certified, Certified Nursing Assistants (CNA's), that are required to fulfill the Commonwealth Health Center's workforce demand.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project will impact core public service areas to include Public Education, Public Health or Public Safety.	5	The project will directly impact three core service areas.
	4	The project will directly impact two core service areas.
	3	The project will directly impact one core service area and indirectly impact other core service areas.
	2	The project will directly impact one core service areas.
	1	The project will not directly or indirectly impact a core service area,

Evaluation Criteria 2: Industry Growth

This evaluation criterion is focused on the extent that the project supports established CNMI economic drivers. For purposes of evaluation, the established CNMI industries are defined as those industries identified in CNMI published documents or adopted by credible agencies as target industries or economic clusters. These documents include, but are not limited to, the CNMI Economic Development Forum (EDF) Report, the CNMI Comprehensive Economic Development Strategy (CEDS), and the Marianas Visitors Authority Tourism Masterplan. The CEDS Commission developed this measure to ensure that identified projects support the continued growth and diversification within these industries through the provision of infrastructure and services.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project supports existing established CNMI industries. *CNMI Industries are those identified in CNMI published documents or adopted by credible agencies as targeted industries.	5	The project will support the CNMI's core industries through the provision of required infrastructure or services which yield maximum industry growth.
	4	The project will support the CNMI's core industries through the provision of required infrastructure or services which yield high industry growth.
	3	The project will impact the CNMI's core industries through the provision of infrastructure or services which promote industry growth.
	2	The project will impact the CNMI's core industries through the provision of infrastructure or services that are required to minimize industry stagnation.
	1	The project will not have any impact on industry growth.

Evaluation Criteria 3: Support of new or emerging industry

This evaluation criterion is focused on evaluating each project's contribution towards the development of new or emerging industry through the provision of required infrastructure or services. The CEDS Commission recognized the importance of economic diversification and believed that projects which support multiple industries would inherently provide long-term stability in the CNMI's economy. Additionally, the diversification of the CNMI's economic drivers is anticipated to induce a wider and diversified skilled labor force.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project supports the introduction of new or emerging industries in the CNMI.	5	The project will directly result in the introduction of a new industry into the CNMI.
	4	The project will provide the required framework for the introduction of a new industry into the CNMI.
	3	The project will yield the development of the required framework for the introduction of a new industry into the CNMI.
	2	The project indirectly impacts the introduction of a new industry into the CNMI.
	1	The project will not have any impact on the introduction of a new industry in the CNMI.

Evaluation Criteria 4: SWOT Impact

This criterion is focused on evaluating the project against the identified SWOT elements. The CEDS Commission performed an assessment of the CNMI's Strengths, Weakness, Opportunities and Threat (SWOT) based on the time frames associated with the CEDS study. While many of the SWOT elements were contemplated based on current economic conditions, the Commission recognized that some elements extended beyond the forward looking five (5) year period for the current CEDS study. When evaluating each project, CEDS Commission members assessed the intersection of the project with identified jurisdictional and regional SWOT elements. Projects which positively drew on strengths and opportunities while mitigating weakness and threats were prioritized in this criterion.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project's intersection of identified regional Strengths, Weaknesses, Opportunities and Threats (SWOT).	5	The project positively draws on regional strengths and avails of opportunities, while negating identified weaknesses and threats.
	4	The project positively draws on regional strengths and positions well with identified opportunities, while minimizing identified weaknesses and threats.
	3	The project promotes synergy with identified strengths and supports identified opportunities, while contending with weaknesses and threats.
	2	The project does not draw on regional strengths or leverage identified opportunities, however it is not negatively impacted by identified weaknesses or threats.
	1	The project does not draw on regional strengths or leverage identified opportunities and is negatively impacted by identified weaknesses and threats.

Evaluation Criteria 5: Employment Sourcing

This evaluation criterion focused on the ability for each project to source its labor supply from within the Commonwealth or the Marianas region. As previously noted, the CNMI's labor shortage and strong workforce demand has presented a significant concern for the jurisdiction. Currently, employers are competing for a limited non-resident labor pool, which is anticipated to disappear by the end of the CEDS period. The Commission viewed those projects which did not require the need for the importation of labor for completion of the project.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project supports employment without the need to source labor from outside the CNMI.	5	The project promotes employment opportunity without the need for labor sourced from outside of the CNMI.
	4	The project promotes employment opportunities without the need for labor sourced from outside the region (Guam, FSM, RMI or Palau).
	3	The project promotes employment opportunities for the existing CNMI workforce pool.
	2	The project promotes employment opportunities with the need to compete for existing non-resident labor.
	1	The project requires extensive non-resident labor.

Evaluation Criteria 6: Economic Circulation

This evaluation criterion is focused on the reduction of revenue leakage and promoting economic circulation within the CNMI. This includes assessing the ability for the project to leverage capacity located within the CNMI, including the ability to source raw materials, as well as leverage professional capacity with firms which have completed similar projects on-island, source the local on-island workforce and minimize the need for off-island imports.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project promotes economic circulation in the CNMI.	5	The project fully negates the remittance of revenue outside of the CNMI and promotes maximum local circulation.
	4	The project anticipates that 80% of project revenues will be circulated within the local economy.
	3	The project anticipates that 60% of project revenues will be circulated within the local economy.
	2	The project anticipates that 40% of project revenues will be circulated within the local economy.
	1	The project anticipates that 10% of project revenues will be circulated within the local economy.

Evaluation Criteria 7: Environmental Impact

This evaluation criterion is focused on the extent that project would impact the CNMI’s environmental conditions. This criterion was the sole evaluation criteria in which had sub-categories. The first sub-category was used to assess the project’s anticipated impact to shorelines, reefs, wetlands, critical habitats and other environmentally sensitive areas. The second sub-category was leveraged to assess the project’s anticipated impact to carbon emissions and impacts to land, natural resources and energy. Project’s which were anticipated to have a minimal impact on these areas were prioritized within this criterion.

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project minimizes impacts to shorelines, reefs, wetlands, critical habitats and other environmentally sensitive areas.	5	The project will have no impact on the CNMI’s environmental condition.
	4	The project will be located more than 1,000 feet from any environmentally sensitive area.
	3	The project is located at least 500 but not less than 1,000 feet from any environmentally sensitive area.
	2	The project is located at least 250 but not less than 500 feet from any environmentally sensitive area.
	1	The project is within 250 feet from an environmentally sensitive area.
<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project anticipated environmental footprint (i.e. carbon emissions and other impacts)	5	The project will not have a negative environmental footprint.
	4	The project will have no net footprint.
	3	The project may have a minimal environmental footprint.
	2	The project will have a minimal environmental footprint.
	1	The project will have an environmental footprint.

Evaluation Criteria 8: Infrastructure Impact

With the CNMI economic upswing coupled with an aging and antiquated infrastructure, the CEDS Commission recognized the need to harden and improve infrastructure to develop and sustain economic development. The Commission prioritized those projects which facilitate new infrastructure development, as well as those that would facilitate a significant upgrade to existing infrastructure. For purposes of the evaluation, infrastructure was limited to physical infrastructure inclusive of roadways, ports, power and water).

<i>Evaluation Criterion</i>	<i>Ranking Value</i>	<i>Ranking Description</i>
The project promotes development or significant upgrades to CNMI's infrastructure.	5	The project directly impacts the new development of existing infrastructure.
	4	The project indirectly impacts the new development of infrastructure.
	3	The project directly impacts a significant upgrade to the CNMI's infrastructure.
	2	The project indirectly impacts a significant upgrade to the CNMI's infrastructure.
	1	The project does not impact the development or a significant upgrade to the CNMI's infrastructure.



PROJECT LISTINGS

CNMI Project Listing

The identified project listings were yielded from meetings with public agencies, public hearings and website submissions. Each project required specific information, however it should be noted that many times information submitted were estimated. Each project submitted for evaluation was required to provide a description of the project, total project cost, and justification. The following section provides the submitted information.

CNMI Public School System

Submission Date	Submitting Entity	Submitting Party	Role
March 14, 2016	CNMI Public School System	Dr. Rita A. Sablan	PSS Commissioner
CNMI Comprehensive Economic Development Strategy			
Project Name	Career & Technical Educational School Site		
Requesting CNMI Agency	CNMI Public School System		
Estimated Cost	None Provided		
Project Description	Construction of a new school site specifically designed for students engaged in Career & Technical Education. The school site would need to accommodate between 300-500 students.		
Potential Funding Sources	Local government revenues, US Department of Interior, Economic Development Administration, Public-private partnership, EB5 Investment Project, New Market Tax Credit Program		

Submission Date	Submitting Entity	Submitting Party	Role
March 14, 2016	CNMI Public School System	Dr. Rita A. Sablan	PSS Commissioner
CNMI Comprehensive Economic Development Strategy			
Project Name	Elementary Classrooms		
Requesting CNMI Agency	CNMI Public School System		
Estimated Cost	None Provided		
Project Description	Requirement of additional classrooms to be included at existing elementary school sites.		
Potential Funding Sources	Local government revenue, US Department of Interior		

The Northern Marianas College

Submission Date	Submitting Entity	Submitting Party	Role
March 16, 2016	Northern Marianas College	David Attao	Acting President
CNMI Comprehensive Economic Development Strategy			
Project Name	Classroom Construction		
Requesting CNMI Agency	Northern Marianas College		
Estimated Cost	Not Provided		
Project Description	Need for construction of new classroom to accommodate student growth.		
Potential Funding Sources	Local Appropriations, Student Fees, US Department of Interior		

The Office of the Tinian Mayor

Submission Date	Submitting Entity	Submitting Party	Role
March 16, 2016	Tinian Mayors Office	Hon. Joey San Nicolas	Mayor

CNMI Comprehensive Economic Development Strategy

Project Name	Transfer Station
Requesting CNMI Agency	Office of the Mayor (Tinian), Department of Public Works
Estimated Cost	\$4 Million
Project Description	Design work is already completed by Alter City Group. Construction estimate is \$4 million.
Potential Funding Sources	Local government revenues, US Department of Defense, Economic Development Administration

Submission Date	Submitting Entity	Submitting Party	Role
March 16, 2016	Tinian Mayors Office	Hon. Joey San Nicolas	Mayor

CNMI Comprehensive Economic Development Strategy

Project Name	Tinian Harbor Project
Requesting CNMI Agency	Office of the Mayor (Tinian), Commonwealth Ports Authority
Estimated Cost	\$115 Million
Project Description	The redevelopment of the Tinian port, to include repair of the breakwater and dredging to accommodate larger vessels. Breakwater repair is estimated to cost \$85 million alone.
Potential Funding Sources	Local government revenues, US Department of Transportation, US Department of Interior, US Environmental Protection Agency, US Army Corp of Engineers, US Department of Defense

The Commonwealth Utilities Corporation

Submission Date	Submitting Entity	Submitting Party	Role
March 17, 2017	Commonwealth Utilities Corporation	Gary Camacho	Executive Director

CNMI Comprehensive Economic Development Strategy

Project Name	Power Generation Facilities
Requesting CNMI Agency	Commonwealth Utility Corporation
Estimated Cost	\$80 million
Project Description	Purchase of new engines for power generation. Assessment is that Garapan will need a new feeder within 5-years.
Potential Funding Sources	Utility rates, US Environmental Protection Agency, Economic Development Administration, US Department of Agriculture, US Department of Interior, Public-Private Partnership, EBS Investments, New Market Tax Credit Program.

Submission Date	Submitting Entity	Submitting Party	Role
March 17, 2017	Commonwealth Utilities Corporation	Gary Camacho	Executive Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Waterline replacement</i>
Requesting CNMI Agency	<i>Commonwealth Utility Corporation</i>
Estimated Cost	<i>Not Provided</i>
Project Description	<i>Replacement of water lines address water leaks throughout the entire water distribution system. Primary focus will be the Garapan district.</i>
Potential Funding Sources	<i>Utility rates, US Environmental Protection Agency, Economic Development Administration, US Department of Agriculture, US Department of Interior</i>

The Commonwealth Health Care Corporation

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Commonwealth Health Care Corporation	Esther Muna	Chief Executive Officer

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Hemodialysis (Rota)</i>
Requesting CNMI Agency	<i>Commonwealth Health Center Corporation, Office of the Mayor (Rota)</i>
Estimated Cost	<i>\$1.5 Million</i>
Project Description	<i>Implementation of a Hemodialysis Center to be located on the island of Rota.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Health and Human Services</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Commonwealth Health Care Corporation	Esther Muna	Chief Executive Officer

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Modernization and Expansion of Emergency Room</i>
Requesting CNMI Agency	<i>Commonwealth Health Center Corporation</i>
Estimated Cost	<i>\$8 million</i>
Project Description	<i>Requires 1 additional trauma room and additional 6 beds, Modernization of Fixtures, Fittings and Equipment, as well as modernization of staff lounge and equipment.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Health and Human Services, Economic Development Administration</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Commonwealth Health Care Corporation	Esther Muna	Chief Executive Officer

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Modernization and Expansion of Hospital Departments</i>
Requesting CNMI Agency	<i>Commonwealth Health Center Corporation</i>
Estimated Cost	<i>\$15 million</i>
Project Description	<i>Requires 2 suites and 1 Endoscopy suite with modernization of fixtures, fittings and equipment. Requires additional 4 bed units to accommodate overflow in Intensive Care Units. Requires additional 10 beds and modernization of nursing stations for the Medical/Surgical units. Expansion of the morgue facilities to include an increase capacity of 4 units. Relocation of material supply office to be located on CHCC site.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Health and Human Services, Economic Development Administration</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Commonwealth Health Care Corporation	Esther Muna	Chief Executive Officer

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Pharmacy Modernization</i>
Requesting CNMI Agency	<i>Commonwealth Health Center Corporation</i>
Estimated Cost	<i>\$2 million</i>
Project Description	<i>Current facility requires modernization to meet International Organization for Standardization (ISO) Class 5 air cleanliness classification of the compounding environment.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Health and Human Services, Economic Development Administration</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Commonwealth Health Care Corporation	Esther Muna	Chief Executive Officer

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Transitional Living Facility</i>
Requesting CNMI Agency	<i>Commonwealth Health Center Corporation</i>
Estimated Cost	<i>\$200,000.00</i>
Project Description	<i>Renovation of the Transitional Living Center.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Health and Human Services, Economic Development Administration, Low Income Housing Tax Credit Program, New Market Tax Credit Program</i>

The Office of the Saipan Mayor

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Saipan Mayors Office	Henry Hofshneider	Chief of Staff

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Motor Pool (Repair Installation)</i>
Requesting CNMI Agency	<i>Office of the Mayor (Saipan), Department of Public Works</i>
Estimated Cost	<i>\$1 Million</i>
Project Description	<i>Staging facility for Mayor assets, including the ability to repair assets on-site. Desire to have locations on both the north and south ends of the island..</i>
Potential Funding Sources	Local government revenues, US Department of Interior, US Department of Agriculture, Public Private Partnership

Submission Date	Submitting Entity	Submitting Party	Role
March 20, 2016	Saipan Mayors Office	Henry Hofshneider	Chief of Staff

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Secondary Road Pavement</i>
Requesting CNMI Agency	<i>Office of the Mayor (Saipan), Department of Public Works</i>
Estimated Cost	<i>None Provided</i>
Project Description	<i>Pavement of Saipan secondary roads. These roads are not permitted to utilize funding from the US Department of Transportation.</i>
Potential Funding Sources	Local government revenues, US Department of Interior, Economic Development Administration.

The Department of Public Works

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	CNMI Department of Public Works	Peter Camacho	Administrative Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Upgrade of Solid Waste Facilities</i>
Requesting CNMI Agency	<i>CNMI Department of Public Works</i>
Estimated Cost	<i>None Provided</i>
Project Description	<i>Requirement to cap Cell 1 upon exhaustion, as well as line Cell 3. Also require appliances and equipment to accommodate uptick in construction and projected population increase. Equipment requirements include the purchase of a grinder, tire shredder, air curtain burner, and scales.</i>
Potential Funding Sources	Local government revenues, US Department of Interior, US Environmental Protection Agency, Public Private Partnership, Economic Development Administration, New Market Tax Credit Program

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	CNMI Department of Public Works	Peter Camacho	Administrative Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Drainage and Road Repair</i>
Requesting CNMI Agency	<i>CNMI Department of Public Works</i>
Estimated Cost	<i>\$8 million</i>
Project Description	<i>Secondary road repair for roadways that are ineligible for repair through the US Department of Transportation funding. Drainage will need to be repaired prior to road repair at Kannat Tabla Road, As Perdido Road, and Chalan Gailaide.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, Economic Development Administration</i>

The Department of Land & Natural Resources

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Farmers Market Facility</i>
Requesting CNMI Agency	<i>Department of Lands and Natural Resources</i>
Estimated Cost	<i>\$200,000.00</i>
Project Description	<i>Development of an open-air farmers market facility to be constructed next to current facility in lower base. The current facility would be utilized as a fisheries market.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Agriculture, New Market Tax Credit Program, Public-Private Partnership, Privatization</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Fisheries Facility</i>
Requesting CNMI Agency	<i>Department of Lands and Natural Resources</i>
Estimated Cost	<i>\$7.5 Million (\$2.5 Million Dock Construction)</i>
Project Description	<i>Development of a CNMI Fisheries facility to be located behind the Puerto Rico dump. Includes the purchase of 3 long liners, construction of a dock, fish processing facility, ice plant, fishing gear and supply room, and fueling station.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, National Oceanic & Atmospheric Administration, US Department of Agriculture, EB5 Investment Program, New Market Tax Credit Program, Public-Private Partnership</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Nursery Propagation</i>
Requesting CNMI Agency	<i>Department of Lands and Natural Resources</i>
Estimated Cost	<i>\$150,000.00</i>
Project Description	<i>Construction of a nursery propagation facility in Kagman for purposes of nurturing seedlings.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Agriculture, New Market Tax Credit Program, Public-Private Partnership, Privatization</i>

The Bureau of Environmental & Coastal Quality

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	Bureau of Environmental & Coastal Quality	Frank Rabauliman	Secretary of BECQ

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Water Quality Laboratory</i>
Requesting CNMI Agency	<i>Bureau of Environment and Coastal Quality</i>
Estimated Cost	<i>\$200,000.00</i>
Project Description	<i>Relocation and expansion of water laboratory. Facility would require continuous and uninterrupted power supply.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Agriculture</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 21, 2016	Bureau of Environmental & Coastal Quality	Frank Rabauliman	Secretary of BECQ

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Expansion of Equipment Inventory</i>
Requesting CNMI Agency	<i>Bureau of Environment and Coastal Quality</i>
Estimated Cost	<i>\$460,000.00</i>
Project Description	<i>Purchase of Polymerase Chain Reaction (PCR) machine utilized for DNA analysis for bacteria and Air Quality monitoring equipment.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Interior, US Department of Agriculture</i>

The Commonwealth Ports Authority

Submission Date	Submitting Entity	Submitting Party	Role
March 22, 2016	Commonwealth Ports Authority	Edward Mendiola	Deputy Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>PAX Loading Bridge</i>
Requesting CNMI Agency	<i>Commonwealth Ports Authority</i>
Estimated Cost	<i>\$3.6 million</i>
Project Description	<i>Passenger loading bridges at gates 1,4, and 5. The bridges at gates 2,3, and 6 will be replaced in FY16, however based on traffic increase projections, this project will require funding prior to allocation availability.</i>
Potential Funding Sources	<i>US Federal Aviation Administration, US Department of Interior, Economic Development Administration, Agency revenues, Public Private Partnership</i>

The Office of the Rota Mayor

Submission Date	Submitting Entity	Submitting Party	Role
March 22, 2016	Rota Mayor's Office	Fermin Atalig	Chief of Staff

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Fuel Farm</i>
Requesting CNMI Agency	<i>Office of the Mayor (Rota), Commonwealth Ports Authority.</i>
Estimated Cost	<i>None Provided</i>
Project Description	<i>Construction of a fuel farm at the Rota International Airport to accommodate a 25,000-gallon fuel storage capacity.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Transportation, US Department of Interior, US Environmental Protection Agency, US Army Corp of Engineers.</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 22, 2016	Rota Mayor's Office	Fermin Atalig	Chief of Staff

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Rota Seaport Dredging</i>
Requesting CNMI Agency	<i>Office of the Mayor (Rota), Commonwealth Ports Authority</i>
Estimated Cost	<i>None Provided</i>
Project Description	<i>Dredging is required to accommodate a 150 ft vessel. The current port is 20ft at its deepest point. Channel needs to be expanded to 400 ft. in width.</i>
Potential Funding Sources	<i>Local government revenues, US Department of Transportation, US Department of Interior, US Environmental Protection Agency, US Army Corp of Engineers</i>

The Marianas Visitors Authority

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	Marianas Visitors Authority	Chris Concepcion	Managing Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Upgrades to the Saipan International Airport</i>
Requesting CNMI Agency	<i>Marianas Visitor Authority</i>
Estimated Cost	<i>\$50,000.00</i>
Project Description	<i>Complete overhaul and renovation of Saipan International Airport. USCBP needs expansion to accommodate multiple flights arriving at the same time; departure area needs expansion to accommodate new airline counter space; roof repairs needed to prevent leaks; expansion of TSA checkpoint area; arrival/departure lobbies need seating areas for public; conveyor belt system needs replacement; PA system needs repair or replacement; jet bridges need repair or replacement; restrooms need renovation; air conditioning system needs repair; parking lot needs expansion; renovation of commuter terminal.</i>
Potential Funding Sources	<i>Local funding, US Department of Interior, CNMI Capital Improvement Project Office, US Federal Aviation Administration</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	Marianas Visitors Authority	Chris Concepcion	Managing Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Underground Power Cables</i>
Requesting CNMI Agency	<i>Marianas Visitor Authority</i>
Estimated Cost	<i>\$20,000,000.00</i>
Project Description	<i>Place all utility lines in Garapan core tourist area underground to beautify area and harden against typhoons or other natural disasters; removal of unsightly power poles to benefit residents and tourists.</i>
Potential Funding Sources	<i>US Department of Agriculture, US Department of Interior, US Army Corp of Engineers, Local Funding, US Federal Emergency Management Administration</i>

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	Marianas Visitors Authority	Chris Concepcion	Managing Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Re-routing of Storm Runoff</i>
Requesting CNMI Agency	<i>Marianas Visitor Authority</i>
Estimated Cost	<i>\$50,000,000.00</i>
Project Description	<i>Reroute all storm water runoff currently being drained into Saipan lagoon all along Beach Road from San Antonio north to Garapan; runoff is not natural water pathway but a manmade way of removing storm water into lagoon; water should be rerouted to treatment plant and released into one area away from public view; frequent red flags raise alarm for tourists; excess seaweed is not normal and was not common 30 years ago; human and animal waste is released each time it rains heavy and this is bad for tourism and for oceanic life.</i>
Potential Funding Sources	<i>US Environmental Protection Agency, US Department of Interior, US Army Corp of Engineers, Local Funding</i>

Non-Government Submissions

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	KKMP	N/A	Public

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Open Ocean Aquaculture*</i>
Requesting CNMI Agency	<i>KKMP</i>
Estimated Cost	<i>\$8,000,000.00</i>
Project Description	<i>In the CNMI there has been a significant reduction in Southern fish stocks due to overfishing, US military closures creating high Indigenous unemployment. Worldwide, as the number of wild fish catches dwindle and the appetite for a healthy fish diet increase, demand for farmed fish will grow. The CNMI is an ideal location given our clean, temperate waters and a large indigenous workforce. In 5 years, the project will support 655 jobs, pay \$1,065,000 a year in local taxes and generate \$12,000,000 in earnings from this new export. The only setback to this project is lack of funding. A private-public partnership will work well with funding or funding guarantees by a government agency or multiple government agencies such as EDA, USDA, CDA or any other local or federal government funding agencies. The project will operate with guidance from CNMI & US Fish and Wildlife, Northern Marianas College, and Bureau of Coastal and Environmental Quality. Management, operations and maintenance will be provided by the private sector partner.</i>
Potential Funding Sources	<i>Public Private Partnership</i>
*Non-Government Submission	

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	Northern Marianas Trades Institute	Agnes McPheters	Executive Director

CNMI Comprehensive Economic Development Strategy

Project Name	<i>Development of an accredited Vocational Institution*</i>
Requesting CNMI Agency	<i>Northern Marianas Trades Institute</i>
Estimated Cost	<i>\$8,200,000.00</i>
Project Description	<i>The recommended project has two specific phases. The first phase is the planning phase for the As Gonno property described in Senate Resolution 19-31. As program personnel canvassed the community prior to this recommendation, it was identified that NMTI as an educational entity is one necessary component to prevent the collapse of the CNMI's economy due to its lack of labor resources. Due to its close proximity to Saipan Southern High School, such a project would serve as an instrument towards greater partnerships between correlating entities (PSS & NMTI). Drawing upon the many comments made by members of the community on the need to replace our current labor pool with qualified U.S. residents, the following Project Goal was formed. To develop the capacity of Northern Marianas Trades Institute to build up vocational training while providing job placement services which will transition residents to self-sufficiency. The second phase of the project is the actual construction segment. With a guide established through phase 1, NMTI can now erect the necessary infrastructure identified.</i>
Potential Funding Sources	<i>Public Private Partnership</i>
*Non-Government Submission	

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	N/A	N/A	N/A
CNMI Comprehensive Economic Development Strategy			
Project Name	<i>Creation of Saipan Film Studios *</i>		
Requesting CNMI Agency	<i>General Public Submission</i>		
Estimated Cost	<i>\$15,000,000.00</i>		
Project Description	<p><i>As a new industry, film and media can easily partner with local educational institutions for practical training of local workforce with minimal need for import of foreign employees. The refurbishment of the former La Fiesta Mall as a film studio complex, being completed in less than one year time frame, will be of immediate benefit to the local population providing employment, retail, and a rehabilitation of a dangerous and unsightly blight on the economic development of the CNMI. Although the film industry is known for making film and media projects, it actually promotes the CNMI through international business and supports many sorts of local industries such as carpentry, transport, retail, tourism, hotel, restaurant, marketing, education etc. The film and media industry can be instituted quickly with almost immediate effects begin felt across the area without the need for new construction or development of the island's coastline areas. The Government of the Northern Mariana Islands recognized the potential importance to its economic development that motion picture and media industry would have by passing PL 13-29 to promote the creation and development of a strong motion picture film, video and media industry. The extraordinary growth of the media industries in China, India, and South Korea has created a demand for media products that is calculated to be</i></p>		

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	N/A	N/A	N/A
CNMI Comprehensive Economic Development Strategy			
Project Name	<i>Island-wide Sewer system & Sewage Treatment Plant*</i>		
Requesting CNMI Agency	<i>Not Provided</i>		
Estimated Cost	<i>\$20,000,000.00</i>		
Project Description	<p><i>Funding of a island-wide sewer system which would connect homes and businesses to a centralized sewage treatment plant. Currently, the entire island of Tinian uses septic systems which leech untreated waste into the environment risking public health and environmental damage. The project can be phased by village connection so that funding can be appropriated in accordance to construction schedules. This will allow one village to hook up and then begin producing revenue while the other phase begins construction. The investment in this project will not only bring a significant benefit to the community by protecting their health and environment, but also stands to improve private investment capacity on Tinian. Currently, private developers are required to spend millions in their own self-contained sewage treatment plants. The requirement and large investment required of the private developers limits investment on Tinian due to the additional cost of developing what should be a government service. This project will protect the environment, protect public health, benefit the citizens of Tinian and encourage private investment.</i></p>		
Potential Funding Sources	<i>Public Private Partnership</i>		

Submission Date	Submitting Entity	Submitting Party	Role
March 28, 2016	N/A	N/A	N/A
CNMI Comprehensive Economic Development Strategy			
Project Name	<i>500 Sails Project*</i>		
Requesting CNMI Agency	<i>Not Provided</i>		
Estimated Cost	<i>\$500,000.00</i>		
Project Description	<i>500 Sails is a cultural restoration project. It aims to put 500 traditional Chamorro and Carolinian proas on the water in the Marianas by the year 2030. Based on traditional designs, the proas will be built using modern materials that will make them accessible and affordable. 500 Sails has a proven track record of milestones and accomplishments that includes researching, planning, and funding the construction of the 47 foot sakman "Chelu" that was a featured exhibit in the 2016 Festival of the Pacific Arts on Guam.</i>		
Potential Funding Sources	<i>Public Private Partnership</i>		
*Non-Government Agency Submission			



Project Rankings

Project Rankings

Based on the individual rankings of CNMI CEDS members, the results were submitted into an CEDS database using a pivot table to organize and rank individual submissions. The following table provides the outcome rankings for the submitted projects for the 2016-2021 CNMI CEDS.

Project	Ranking
Island-wide Sewer System & Sewage Treatment Plant (Tinian)	56
Fisheries Facility	47.3
Upgrades to Saipan Airport	44.5
Power Generation Facility	43.5
Underground Power Cables	41.9
Tinian Harbor Project	40.8
Waterline Replacement	40.6
Modernization & Expansion of Hospital Departments	40.3
Passenger Loading Bridge	39.9
Modernization & Expansion of Emergency Room	37.5
Drainage & Road Repair	36.9
Re-routing of Storm Runoff (Garapan)	35.6
Upgrade of Solid Waste Facility	34.7
Rota Seaport Dredging	33.7
Career & Technical Education School Site	33.5
Secondary Road Pavement	33.4
Landfill	32.7
Open Ocean Aquaculture	31.8
Transfer Station	31.4
Pharmacy Modernization	30.8
Saipan Film Studio Project	30.6
Transitional Living Facility	30.4
Elementary Classrooms	30.3
Fuel Farm	29.9
Farmers Market Facility	29.8
Classroom Construction	29.3
Hemodialysis (Rota)	28.6
Motor Pool (Repair Installation)	27.9
Nursery Propagation	24.5
500 Sails Project	23.8
Development of an Accredited Vocational Institution	23.1
Water Quality Laboratory	22.6
Expansion of Equipment Inventory	21.3



Appendix A: CEDS COMMISION MEMBERS

US Commonwealth of the Northern Mariana Islands CEDS Commission Members

Mr. Richard "Dick" Cody, AIA

CEDS Chairman



Mr. Richard (Dick) Cody has over forty-nine (49) years of varied experience in all phases of architectural practice in both the private and public sectors. He has been a resident of Saipan for over four (4) decades and is a principal of respected A&E firm, TRMA. Mr. Cody was a Contracting Officer for eleven (11) federally-funded Trust Territory of the Pacific Island construction projects, former Chairman of the Board of Professional Licensing, two terms past President of the Guam & Micronesia Chapter of the American Institute of Architects (AIA).

Mrs. Marian Aldan-Peirce

CEDS Commission Member



A notable female pioneer in the CNMI's economic development, Mrs. Marian Aldan Peirce is well respected as a leader in business throughout the Marianas. Her role as the Division President for Duty Free Stores (DFS) for over four decades has inspired many females to enter into the CNMI private sector. Her civic contributions include service on the Board of Directors for the Marianas Visitors Authority, the Marianas Business Alliance, the Strategic Economic Development Council, as well as a member of the 2009 CEDS Commission.

Mrs. Maggie Camacho

EDS Commission Member (Public)



Mrs. Maggie Camacho has served in a leadership capacity in the CNMI's Department of Commerce for over a decade. Previously serving as the chair of the department's Foreign Investment Committee prior to the enactment of US Public Law 110-229, Mrs. Camacho is well versed in the CNMI's economic development. She currently serves as the CNMI's Banking Administrator under the department's Banking Division. Her civic contributions include her role with the Commonwealth Cancer Association.

Ms. Gloria Cavanagh

CEDS Commission Member



Mrs. Gloria Cavanagh serves as the Chairwoman of the Marianas Visitors Authority as well as the Hotel Association of the Northern Mariana Islands (HANMI). A leader within the CNMI's tourism industry, Mrs. Cavanagh serves as the General Manager for the Marianas Resort & Spa. With over a decade in the region's hospitality industry, Mrs. Cavanagh brings a clear perspective on the importance of the tourism sector to the CEDS Commission.

Mr. David Maritita

CEDS Commission Member (Public)



Mr. David Maritita currently serves as the CNMI's Alcohol & Tabaco Control (ABTC) Director under the CNMI Department of Commerce. While his role as an ABTC leader has focused on the enforcement aspect of the department's regulatory arm, his leadership has allowed him to work on various economic development projects under the guidance of the CNMI's Secretary of Commerce. Most notable of these projects includes his role in the CNMI's State Trade Export Program (STEP) under the US Small Business Administration.

Ms. Agnes McPheters

CEDS Commission Member



Mrs. Agnes McPheters is widely considered a leader in the development of the CNMI's educational landscape. Serving as the Northern Marianas College's inaugural President from 1983-1999, she continues to work in the area of education and training. Currently Mrs. McPheters serves as the CEO of the Northern Marianas Trades Institute (NMTI), focused on providing vocational training to the CNMI. She is an active member Rotary Club of Saipan, the Saipan Chamber of Commerce, the CNMI's Workforce Development Board and the Commonwealth Cancer Association.

Mr. Alex Sablan

CEDS Commission Member



Mr. Alex Sablan has been involved with the CNMI's economic development for over two decades. As the Saipan Chamber of Commerce's past President, Mr. Sablan was instrumental in the development of the Exclusive Economic Zone (EEZ) program. In addition to his leadership position of one of the region's leading employers, Mr. Sablan has contributed to a number of civic organizations to include the Hotel Association of the Northern Mariana Islands, the Commonwealth Cancer Association, the Rotary Club of Saipan and the CNMI Contractors Association.

Mr. Joshua Sasamoto

CEDS Commission Member



Mr. Joshua Sasamoto is most noted for his role as the Director of the Northern Marianas Housing Corporation (NMHC). Under his leadership, the CNMI has been able to develop a variety of housing options for its residents through his introduction of the Low-Income Housing Tax Credit (LIHTC) program, resulting in over 200 new housing units available since its inception. His civic contributions include his leadership as a Director with the American Red Cross and his longstanding membership in the Rotary Club of Saipan.

Ms. Velma B. Palacios

CEDS Commission Member



Velma Ann Palacios is the Director of Network Operations at IT&E, CNMI. She holds a B.S. in Engineering from Marquette University and an MBA from Hawaii Pacific University. Mrs. Palacios serves the community in various capacities, serving as the President of the Saipan Chamber of Commerce, as well as sitting on various community boards including her current Chairmanship of the Kagman Community Health Center Board of Directors.



Appendix B: References

-
- ⁱ Marianas Visitors Authority. *Northern Mariana Islands Tourism Master Plan 2012-2016*. https://www.doi.gov/sites/doi.gov/files/migrated/oia/reports/upload/CNMI_Tourism_Master_Plan-2012-to-2016.pdf.
- ⁱⁱ CNMI Office of the Governor. *Report To The President On 902 Consultations*. <https://www.doi.gov/sites/doi.gov/files/uploads/902-consultations-report-january-2017.pdf>. January 2017.
- ⁱⁱⁱ CNMI Department of Commerce. *CNMI Economic Indicators: A Quarterly Report*. <http://i2io42u7ucg3bwn5b3l0fguc.wpengine.netdna-cdn.com/wp-content/uploads/2011/05/EI-2010-Q3.pdf>. July-September 2010.
- ^{iv} CNMI Department of Commerce. *2015 First Quarter Economic Indicator Report*. <http://i2io42u7ucg3bwn5b3l0fguc.wpengine.netdna-cdn.com/wp-content/uploads/2016/11/2015-Economic-Indicator-11272016.pdf>
- ^v US Census Bureau. *2010 CNMI Census*. www.census.gov.
- ^{vi} Government Accountability Office (GAO). *Commonwealth of the Northern Mariana Islands: Implementation of Federal Minimum Wage and Immigration Laws*. <http://www.gao.gov/assets/690/684778.pdf>. May 2017. Page 32.
- ^{vii} Department of Defense. *Guam and CNMI Military Relocation (2012 Roadmap Adjustment) SEIS*. <http://guammarines.s3.amazonaws.com/static/SEIS/Executive%20Summary.pdf>. ES-1.
- ^{viii} US Department of Commerce, Bureau of Economic Analysis. *Gross Domestic Product for the Commonwealth of the Northern Mariana Islands Increases for the fourth year in a row*. http://i2io42u7ucg3bwn5b3l0fguc.wpengine.netdna-cdn.com/wp-content/uploads/2017/01/CNMIGDP_112916.pdf. November 29, 2016.
- ^{ix} The White House. *Statement of Administrative Policy: S. 1519-National Defense Authorization Act for Fiscal Year 2018*. <https://www.whitehouse.gov/the-press-office/2017/09/08/s-1519-national-defense-authorization-act-fiscal-year-2018>. September 08, 2017.
- ^x Center for Micronesian Empowerment. *Strategic Planning*. <http://mrdmicronesia.com/projects/392-2/>.
- ^{xi} U.S. Senate Committee on Energy & Natural Resources. *Murkowski Holds Hearing on CNMI Economic Expansion Act*. <https://www.energy.senate.gov/public/index.cfm/2017/4/murkowski-holds-hearing-on-cnmi-economic-expansion-act>. April 27, 2017.
- ^{xii} US Census Bureau. https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_DPGU_GU_DP2&prodType=table.
- ^{xiii} Government Accountability Office (GAO). *Commonwealth of the Northern Mariana Islands: Implementation of Federal Minimum Wage and Immigration Laws*. <http://www.gao.gov/assets/690/684778.pdf>. May 2017. Page 32.
- ^{xiii} US Census Bureau.