

2019 COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS  
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY UPDATE



Prepared by:

CNMI Office of Planning and Development, Office of the Governor



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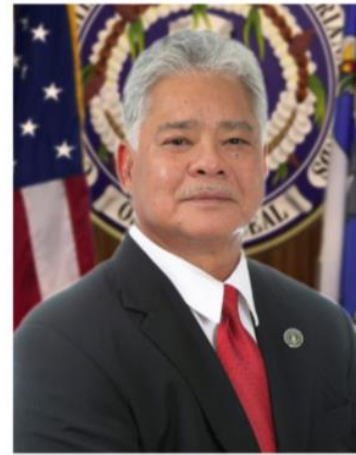
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**Governor Ralph DLG. Torres**



**Lt. Governor Arnold I. Palacios**

## **BUILDING ECONOMIC RESILIENCY FOR THE MARIANAS**

The management of our economy is undoubtedly the most important priority of our Commonwealth, and it requires a comprehensive community approach from our homes and villages to our private sector and federal partners. In a collaborative effort with our community leaders through the Office of Planning and Development, we have prepared an update to our Comprehensive Economic Development Strategy that is reflective of the goals, dreams, and aspirations of the people who call these beautiful islands home.

Our approach was organic with input from corporate leaders, small business owners, nonprofit organizations, and community interest groups that shared a common goal of positive and sustainable economic development for the Marianas through market diversification, improved infrastructure, and an educated workforce. We believe that this strategy presents a collective vision that will make our economy stronger and more resilient for the future. The purpose of this strategy is to build economic resilience for our islands, especially following Super Typhoon Yutu.

This update to the CNMI CEDS is innovative and speaks to our community's desire for greater adaptation to a more globalized world, climate change, and economic forces outside of our control. We understand as a community that economic viability in the CNMI is an ongoing struggle with limitations and externalities, but we remain optimistic that diversifying our economy and recreating our policy approach will yield a higher standard of living for our people in the years to come.

We extend our gratitude to the countless individuals and groups within our community for contributing their time and service to this very important economic blueprint. We want to especially thank the Office of Planning and Development, the US Economic Development Administration under the US Department of Commerce, the CNMI Department of Commerce, members of the CNMI CEDS Commission, Saipan Chamber of Commerce, stakeholders, government agencies, and private sector partners for sharing their insights on creating a safe, healthy, and vibrant community for the Marianas.

A handwritten signature in black ink, appearing to read "Ralph DLG. Torres".

**RALPH DLG. TORRES**

A handwritten signature in black ink, appearing to read "Arnold I. Palacios".

**ARNOLD I. PALACIOS**





**RALPH DLG. TORRES**  
Governor

**ARNOLD I. PALACIOS**  
Lieutenant Governor

COMMONWEALTH of the NORTHERN MARIANA ISLANDS  
**OFFICE OF THE GOVERNOR**

**OFFICE OF PLANNING & DEVELOPMENT**

Hafa Adai and Tirow,

The CNMI Office of Planning and Development (OPD) has worked closely with the CNMI Department of Commerce, the Planning and Development Advisory Council (PDAC), and the Comprehensive Economic Development Strategy (CEDS) Commission to complete this 2019 update of the 2014-2019 CNMI CEDS. OPD was established in October of 2017 under Public Law 20-20 with the mandate to improve coordination across CNMI agencies as well as the public and private sectors and create a comprehensive sustainable development plan for the CNMI. The CNMI’s comprehensive sustainable development plan will provide short and long-range guidance for the economic and physical development of the CNMI, and will contain development objectives, as well as standards and principles for land use and infrastructure development consistent with the protection and enhancement of natural and cultural resources.

Over the past year, OPD has worked with the PDAC to establish a planning schedule that includes baseline data collection and visioning through community charrettes that will feed into CNMI’s first comprehensive sustainable development plan. This ambitious timeline aims for the completion of this plan by 2020.

When Super Typhoon Yutu struck Saipan and Tinian on October 25, 2018, the importance of incorporating resiliency principles into long-term development planning was brought to the forefront. At the encouragement of the U.S. Economic Development Authority, CNMI leveraged this catastrophic event as an opportunity to revisit growth priorities and projects identified in the 2014-2019 CEDS with an emphasis on recovery and resiliency needs. So important is the alignment of socio-economic development with recovery and resiliency principles within the built and natural environment that the PDAC supported the delegation of the 2019 CEDS update to OPD, who facilitated information sharing and outreach in collaboration with the Department of Commerce, the PDAC, and partners for this update, which focused primarily on updated project listings. The 2020 CEDS will be executed in tandem with the comprehensive sustainable development planning process, with a continued focus on economic resilience for our islands.

For this update, we would like to thank and acknowledge the support of the CEDS Commission, the PDAC members, various agency and education partners including the Northern Marianas College and the Northern Marianas Trade Institute, numerous non-government organizations (NGOs), and community members who provided project listings and feedback, as well as the U.S. Economic Development Administration who provided technical and financial assistance. We will continue to work with these partners as we move towards comprehensive sustainable development planning for the CNMI.

**A. KODEP OGUMORO-ULUDONG**  
Director

**MARK O. RABAULIMAN**  
PDAC Chair



CNMI 2019 CEDS Update Narrative

## *Comprehensive Economic Development Strategy Background*

The 2015-2019 Comprehensive Economic Development Strategy (CEDS) is a document prepared for and through the US Commonwealth of the Northern Mariana Islands (CNMI) Department of Commerce and Office of Planning and Development (OPD). 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.

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***CEDS Commission Mission:** The CEDS will serve as a catalyst for positive and sustainable economic development in CNMI by driving market diversification, ensuring resilient infrastructure, and attaining an educated community through effective leadership, planning, community coordination, and partnership with all stakeholders.*

***CEDS Commission Vision:** CNMI will leverage its assets of cultural and natural resources to grow a diverse economy grounded in a sustainable workforce and resiliency in our built environment to assure a safe, healthy, and vibrant community for all.*

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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 "2015-2019 CEDS Commission". The role of the Commission is 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.



To support integrated community driven planning, in addition to being guided by input from the CEDS Commission, the CEDS document is prepared and developed with input and comments from CNMI agencies and other relevant stakeholders. The CEDS commission developed a publicly available website ([www.cnmi-ceds.com](http://www.cnmi-ceds.com)) which allowed for public inspection of all working documents during the development and completion of the 2015-2019 CEDS report. Three-rounds of public hearings were held on Saipan, Tinian and Rota by both the third-party contractor and the CNMI Office of Planning and Development during the development of the 2019 CEDS Update. As described further in the “Strategic Planning Process” section of this report, extensive community outreach and input is a hallmark of this update.

### What is the CEDS

The CNMI Comprehensive Economic Development Strategy (CEDS) is a planning document that is paid for by the US Department of Commerce's Economic Development Administration (EDA). The document is intended to provide an objectively ranked listing of infrastructure projects which yield the greatest economic impact to the community. The CEDS Commission is comprised of public and private sector leaders appointed by the Governor of the CNMI tasked with the oversight of the CEDS document development and completion.

The document is a requirement for funding allocations from the EDA and serves as a key planning document for the CNMI's Executive Branch. The previous CEDS was published in 2009 and forecasted needs through 2014. With the changing economic landscape of the CNMI, the CNMI's Department of Commerce has undertaken the task of updating the CEDS to run from 2018-2024.

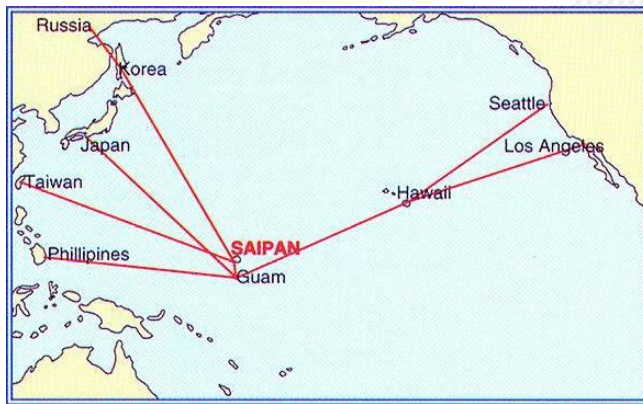
The CEDS document utilized various publicly available documents that have been published by the CNMI Government. The development of the CNMI CEDS required public input and will consist of two public hearings during the development of the final report.

COMMUNITY INPUT	PRIVATE SECTOR PARTICIPATION	OBJECTIVE RANKING	PUBLIC SECTOR PARTICIPATION
The CNMI CEDS team is mandated to solicit and include public input as part of the development process. Members of the community must be given the opportunity to provide input to infrastructure/economic development projects which they believe should be considered as part of the CEDS. To provide input directly to the CEDS team, <a href="#">click here</a> .	The CNMI CEDS team will meet with private sector leaders to understand the immediate and forecasted needs of the business sector. Membership organizations and individual employers will be interviewed to discuss the various needs, both systemic and infrastructure required for continued economic expansion.	The CNMI CEDS team will utilize an objective ranking system which is approved by the CEDS commission in determining which projects are of the most significance and will yield the greatest economic impact. To provide your input on a factor that should be included as part of the ranking system, <a href="#">please click here</a> .	The CNMI CEDS team will meet with various government agencies to discuss their individual planning documents for their respective departments. While the CEDS is not intended to streamline all these documents into a single document, it is intended to highlight critical projects which yield the greatest economic impact to the CNMI.

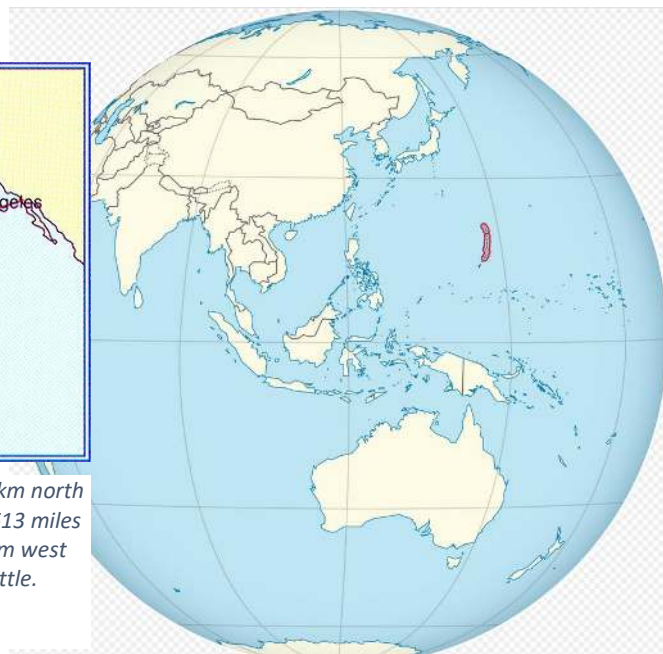
*www.cnmi-ceds.com website made available for public input.*

### Geography, Population, and Growth Trends

The islands of the Mariana Archipelago range in size from <1 km<sup>2</sup> (Noos/Farallon de Medinilla) to 544 km<sup>2</sup> (Guam). The largest island in the CNMI is Saipan, with a total land area of 119 km<sup>2</sup>. In contrast, the land area for the ten islands north of Saipan combined (Noos to Urcas) is only about 160 km<sup>2</sup>. Size, geology, and distance influence population densities and growth trends. As indicated in the insert below, CNMI is conveniently located within a 3-5 hour plane ride from Japan, Korea, and the Philippines.



*Saipan is located approximately 120 miles or almost 200 km north of Guam, 1,523 miles or 2,451 km southeast of Japan, 1,613 miles or 2,596 km east of the Philippines, 3858 miles or 6,209 km west of Hawai'i, and 5,532 miles or 8,903 km southwest of Seattle. Image from Saipan Explorer.*



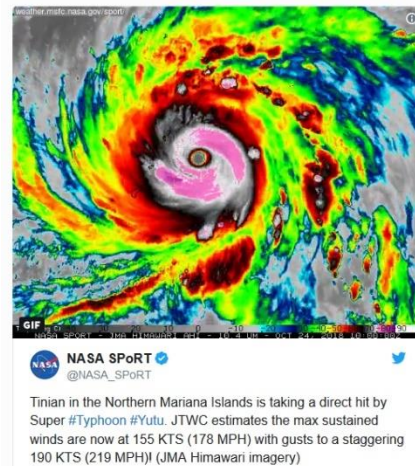
*The Mariana Islands in a global context. Vector image by TUBS, 2011.*

The CNMI population in the 2010 US Census was reported to be 53,883. This was a 22.2% decline in population from the 2000 US Census, which reported 69,221 residents. The CNMI is endowed with a tropical climate, miles of beaches and fringing reefs, lush forests, and vibrant marine life that have



become the main attraction for tourism – the majority of tourists surveyed in the Mariana Visitor’s Authority’s 2011 exist survey reported high interest in the “tropical climate, sea, and beach” as well as “nature activities”.<sup>i</sup> The island of Saipan is the primary hub of commercial and residential activity within the Northern Mariana Islands. Areas along the island’s coastline have attracted commercial, retail, and tourism attractions. Although recent development trends show increasing residential and commercial activity along the western coast of Saipan from San Antonio to Tanapag, the majority of development is concentrated within the Gualo Rai, Garapan, Navy Hill, and Capitol Hill districts.

Garapan is the principal hotel and tourism district with a higher density of commercial, retail, and hotels to serve its guests. Several major hotels including the Fiesta Resort, Hyatt Regency, and the Grandvrio/Hafa Adai Hotel are located within this district with the Duty-Free Shopping Galleria and other pedestrian commercial centers in close proximity. CNMI’s Constitution mandates that homestead areas be provided to eligible residents, thus the majority of public lands designated for development have been committed for residential development with the remainder of available lands set aside for community facilities, land exchanges, roads, and other public uses. The introduction of casinos as an industry in July 2014 has contributed to significant increases in tourism, traffic, land values and other economic activity. This has resulted in some additional infrastructure considerations and increasingly, CNMI’s public and private sectors are seeking further opportunities to support sustainable growth for this remote island chain.



Screenshot of NASA tweet published in Forbes.

### 2019 CEDS Update in Context

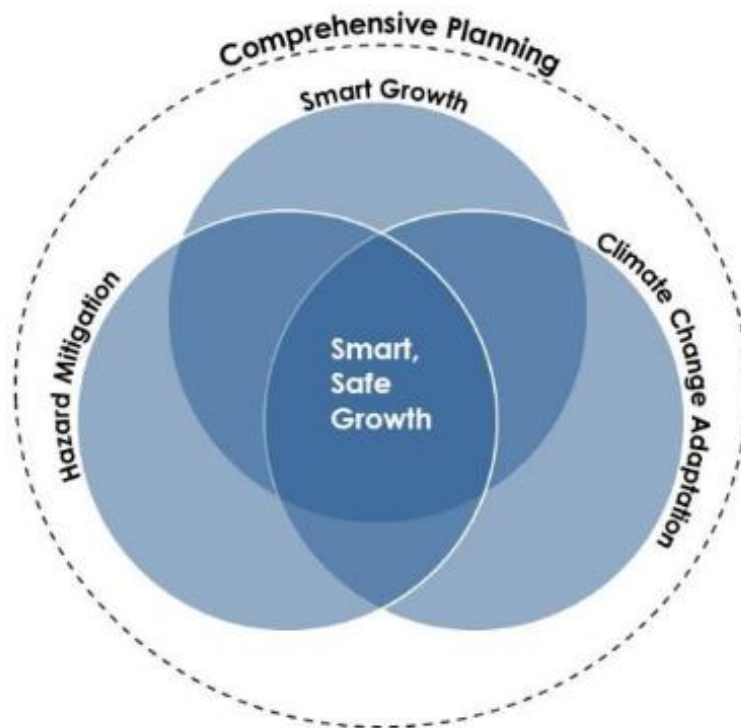
This 2019 Update was precipitated by the landfall of Super Typhoon Yutu on October 25, 2019. As reported by national news, it was the strongest storm to hit US soil since 1935.<sup>ii</sup> This disaster destroyed over 1,700 homes on Saipan and Tinian, filling emergency shelters and wreaking havoc on infrastructure on both islands.<sup>iii</sup> Power was disrupted across the impacted islands and flooding and storm surge overtopped and damaged roads. Initial situation reports documented “extensive damage to critical infrastructure” including lighting and loading bridge loss at airports leading to the suspension of flight activities, “no movement” in or out of the port, and the interruption of services at the Tinian Health Center due to major flooding and damage.<sup>iv</sup>

The tremendous destruction and economic disturbance prompted EDA to reach out to the CNMI’s leadership to encourage an update of the CEDS. Agencies were asked to revisit prior submissions and remove projects that had been implemented and add newly identified needs. The Office of Planning and Development was tasked with coordinating this effort with the Planning and Development Advisory Council (PDAC) and partners, a conversation which complemented ongoing dialogs focused on supporting CNMI’s first comprehensive sustainable development plan. Principles identified in the *CNMI’s 2018 Smart, Safe Growth* guide are already being applied to enable initial steps in long-term sustainable development planning, which encompasses the built, natural, and socio-economic environments.<sup>v</sup>

As the *Smart, Safe Growth* guide reports “the natural disaster of Super Typhoon Yutu that struck Tinian and Saipan in October 2018 followed closely in the wake of Super Typhoon Soudelor that destroyed so much of the Saipan homes and businesses and utility infrastructure just three years earlier. ... The burden

of these overlapping natural disaster events is debilitating to socio-economic well-being in the Marianas. Yutu is a harsh reminder of the importance of planning and constructing for resiliency and recovery among the small islands and small economies of the tropical Pacific.”

As Super Typhoon Yutu demonstrated, preparedness for catastrophic disturbances is an integral part of risk reduction that enhances overall community resilience and wellbeing. These principles are being incorporated into discussions of comprehensive sustainable development and recovery planning being coordinated by the Office of Planning and Development. This and future CEDS updates will provide an essential component of the Comprehensive Sustainable Development Plan that is being developed for CNMI and slated for initial release in 2020. The Strengths, Weaknesses, Opportunities, and Threats analysis framework will be updated and applied to support identification of a shared vision of an economically resilient CNMI and the development of goals as well as implementation and monitoring measures with the CEDS Commission, the PDAC, and community partners in upcoming island-wide planning meetings starting in June 2019.



*Comprehensive sustainable development planning framework.  
Smart, Safe Growth Guide, 2018. FEMA/EPA.*

## 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.<sup>vi</sup> 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 \$1.1 billion per annum at its height in 1998 but dropped to \$677 million in 2005 and close to zero in 2010.<sup>vii</sup>



*Garment factory workers during sector'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.<sup>viii</sup>

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.<sup>ix</sup> 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.

As detailed in the CNMI's 2009-2014 Comprehensive Economic Development Strategic Plan, between 1986 and 1991, the annual economic growth of the CNMI reached an unprecedented 16%. This growth rate was one of the highest of any American state or possession at the time. The economic boom the CNMI experienced ended with the bursting of the Japanese "bubble" economy in the mid 1990's. The Asian economic crisis that followed and the series of natural and manmade calamities took their toll.<sup>x</sup> As the Northern Mariana Islands Tourism Master Plan for 2012-2016 further details, a rapid decline in tourism began in 2006 following the cessation of service by the islands' most significant air carrier. The lack of stable air service and a significant reduction in destination marketing resulted in major declines in tourism. Because of the decrease in tourism and the loss of Saipan's garment industry, the CNMI government's budget also declined from a peak of \$247 Million in 1997 to just \$102 Million in FY 2012.

This drop in revenue has meant that the CNMI government has not had the means to maintain, improve and expand upon its primary tourism assets -- namely its many historical and natural sites on land and under the sea.<sup>xi</sup>

The jurisdiction's economic downturn was compounded 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, the passage of US Public Laws 110-28 and 110-229 expedited the complete exit of the industry. The passage of US Public Law 110-28, the Fair Minimum Wage Act of 2007, effectively removed localized control of the CNMI wage structure to coincide with federal levels. US Public Law 110-229, the Consolidated Natural Resources Act of 2008 (CNRA), eliminated local control of immigration and reverted control and authority to the United States Department of Homeland Security's Customs & Immigration Service (USCIS).<sup>xii</sup> The passage of these two statutes eliminated domestic economic tools provided to the jurisdiction at its inception. CNRA extended US immigration law to CNMI starting in 2009, with Title VII providing for the phase-out the CNMI's nonresident contract worker program. These dynamics culminated in the complete exit of the garment industry by early 2009 prompting a decline in business gross revenues of 32.2% from the previous year.<sup>xiii</sup> Tourist arrivals improved in the late 90's and early 2000's but did not outpace losses from the textile sector.<sup>xiv</sup>

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.

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 107% between 2011 and 2016, as well as 90% increase in visitor arrivals over the same period.<sup>xv</sup> The tourism industry remains the Commonwealth's primary source of GDP today.<sup>xvi</sup>

#### 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*



Although the development of the Saipan casino and growing tourism-based economy have 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. In part due to ongoing complaints of limited worker availability, the CNMI lobbied the US Congress to extend the "CNMI-Only Transitional Worker" (CW-1) visa classification that allows employers in the CNMI to apply for permission to employ foreign nonimmigrant workers who are otherwise ineligible to work under other nonimmigrant worker categories. The CW-1 program was scheduled to end on December 31, 2019.

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", have 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.<sup>xvii</sup> 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).<sup>xviii</sup> Given the current and projected demand for labor, the size the CNMI's domestic workforce and the uncertainties of continued extensions of the CW program, 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 impacts will occur in the



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



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<sup>xix</sup>, 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 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.<sup>xx</sup> 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. As GAO reports, in April of 2010, the US Department of the Interior (DOI) recommended that Congress consider new legislation permitting guest workers who have lawfully resided in the CNMI for a minimum of 5 years—which DOI estimated at 15,816 individuals—to apply for long-term resident status under the Immigration and Nationality Act. DOI recommended that Congress consider new legislation allowing these workers to apply for one of the following: (1) US citizenship; (2) permanent resident status leading to US citizenship (per the normal provisions of the Immigration and Nationality Act relating to naturalization), with the 5-year minimum residence spent anywhere in the United States or its territories; or (3) permanent resident status leading to US citizenship, with the 5-year minimum residence spent in the CNMI. Additionally, DOI noted that under US immigration law, special status is provided to individuals who are citizens of the freely associated states (Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau). Following this model, DOI suggested that new legislation could grant foreign workers a nonimmigrant status, like that negotiated for citizens of the freely associated states, and could allow them to live and work either in the United States and its territories or in the CNMI only. In 2013, the US Senate passed legislation that would have, among other things, established a CNMI-only permanent resident status for aliens who resided in the CNMI as guest workers under CNMI immigration law for at least 5 years before May 8, 2008, and are presently residents under CW-1 status. However, this bill never became law.<sup>xxi</sup>

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.<sup>xxii</sup> 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.

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.

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 (NMTI), the Northern Marianas College (NMC), and the CNMI Public School System (PSS) receiving CW allocations, none of the three entities has yet to provide labor source outcomes to date. As a result, Governor Ralph Torres implemented an accountability driven CW funding allocation plan beginning in the fiscal year 2018. On February 18, 2019, Governor Torres approved Senate Bill No. 20-106, SD1, HD1, establishing the Northern Marianas Technical Institute as a government entity. Program development and alignment efforts continue between PSS, NMTI, and NMC today. Despite these efforts, concerns remain that the CNMI’s resident labor pool is insufficient to meet growing demands of development.

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.*

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, US 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.”<sup>xxiii</sup>

On July 24, 2018, President Trump signed the Northern Mariana Islands US Workforce Act of 2018 (Workforce Act, H.R. 5956), extending the CW-1 program through Dec. 31, 2029, and increasing the CW-1 cap for fiscal year (FY) 2019 from 4,999 to 13,000. This cap decreases by 500 annually from 2019-2023, by 1,000 from 2023-2029, and then to 1,000 permits for the first quarter of fiscal year 2030. Although the United States Citizenship and Immigration services reports that CW-1 visas will generally no longer be available to workers who would be performing jobs classified as “construction and extraction occupation”, the Workforce Act exempted H-1B and H-2B workers from national caps until December 31, 2029, making these visa programs more widely available to support importation of skilled labor to fill these positions. Worker availability is an ongoing development concern. Despite the 2029 extension provided by Congress and authorized by President Trump in 2018, absent any congressional amendments to expand the CNMI’s CW transition period, the CNMI’s labor crisis is anticipated to continue to serve as a critical challenge in its economic development efforts.

### *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. In November of 2018, the Commonwealth and the Department of Defense executed a 40-year lease of the Tinian airport in support of Divert activities for \$21.9 million.<sup>xxiv</sup>

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, stakeholders 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.<sup>xxv</sup>

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 US Government Accountability Office (GAO) analysis, approximately 50% of travelers are permitted to enter under the DHS parole authority.<sup>xxvi</sup> 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 from fiscal years 2011 to 2016.

## DOD 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 8<sup>th</sup> Avenue to accommodate the taxiway.

Source: Record of Decision, Divert Activities and Exercises, Commonwealth of the Northern Mariana Islands, 2016

### CNMI Today

At the time of this 2019 update, tourism remains the primary economic driver of the CNMI's economy today. As the Mariana Visitor's Authority's 2017 Tourism Development Sustainability and Feasibility Study notes, sector recovery began in 2014, with strong surges in demand from the Chinese and Korean markets in particular. Regular chartered flights brought in the Chinese tourists; the previously small market grew to over 200,000 arrivals in essentially less than five years, accounting for 40 percent of the CNMI's overall arrivals by year end 2016. Accompanying the boom in demand, hotel performances as well as general tourism spending improved significantly, translating to more a prosperous economic environment. At the same time, the CNMI welcomed a large number of Chinese investors, particularly after the issuance of the casino license to Imperial Pacific International Holdings Limited from China. By December 2016, the number of scheduled flights at the Saipan International Airport increased to around 85 per week; a completely different scene than just two years prior. Despite this growth, the 2017 Sustainability and Feasibility Study also identified challenges which include:

- Negative impacts on some aspects of the overall experience for visitors as a result of infrastructure not catching up with visitor arrival growth;
- Hotel products operating at close to or over capacity, leading to considerably deteriorated products that are in much need of refurbishment;
- An increase in organized crime and drugs;
- Inflated employment terms which may or may not be an accurate representation of the likely long-term outlook;
- Unrealistic pipeline of new hotel rooms given the CNMI's resource constraints;
- Infrastructural issues including strains on public utilities; and
- Insufficient work force; for the first time, the CW visa quota for the CNMI was reached at the beginning of a fiscal year in 2017.

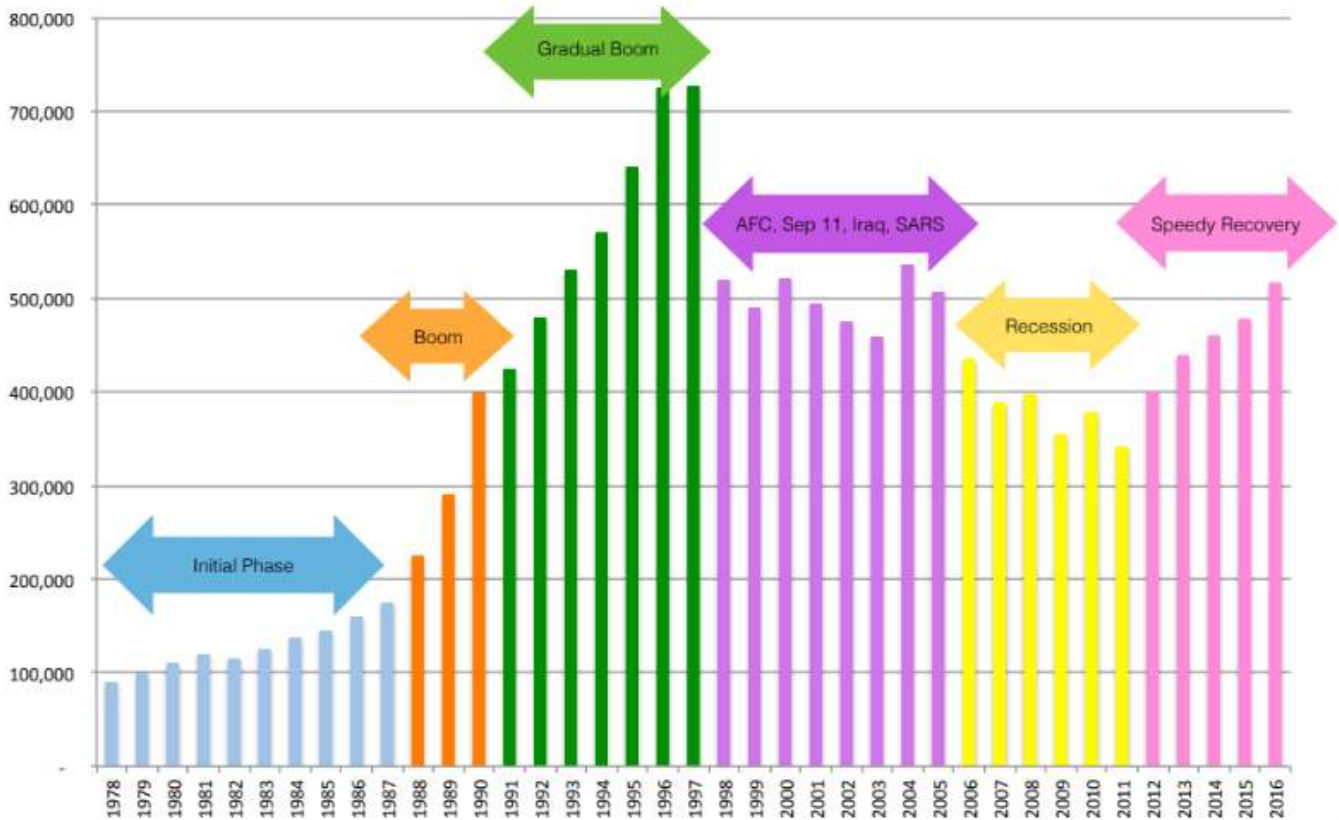
That study noted that “although the market is booming, the current situation where relatively quick returns are generated without considerations to longer term impacts is not sustainable.”<sup>xxvii</sup> A visualization of CNMI's arrival trends and corresponding events from that report is included on the next page for additional context. The Marianas Visitors Authority reported continued growth trends in 2017: at the close of the 2017 calendar year, 659,741 visitors were reported, up 24% from 2016. In 2018, 517,807 arrivals marked a 21.5% decrease from the prior calendar year, with monthly arrivals dropping significantly in the fourth quarter of the year following the Super Typhoon Yutu.



## Commonwealth of the Northern Mariana Islands Visitor Arrival Statistics

~ CALENDAR YEAR ~	YTD	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
2017	659,741	63,346	57,320	54,841	52,438	51,023	55,096	59,483	61,026	50,848	48,950	48,039	57,331	659,741
2018	517,807	55,249	53,045	53,714	49,198	46,093	47,341	48,156	56,553	43,924	32,108	5,595	26,831	517,807
% change	-21.5%	-12.8%	-7.5%	-2.1%	-6.2%	-9.7%	-14.1%	-19.0%	-7.3%	-13.6%	-34.4%	-88.4%	-53.20%	-21.5%

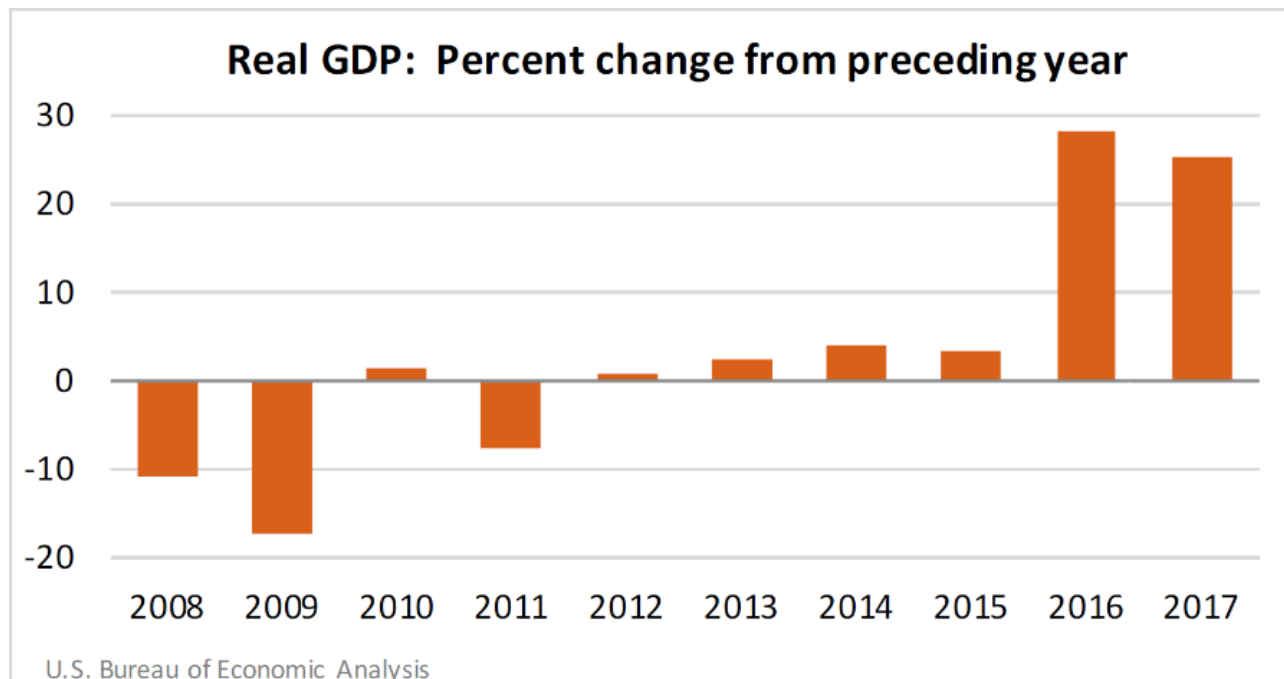
Comparison of visitor arrival statistics by calendar year, 2017 and 2018. MVA, 2019.



*Tourist arrival trends, MVA Tourism Development in the US Commonwealth of the Northern Mariana Islands: A Feasibility & Sustainability Study. January 2017.*

In the Northern Mariana Islands Tourism Master Plan for 2012-2016 it was acknowledged that “in order to revitalize tourism to an adequate level of economic sustainability, stable international and inter-island transportation, more marketing, new foreign investment and new management approaches from within the islands are needed.” That plan assessed 14 key factors developed by the World Economic Forum to support growth, and identified the “need for greater community involvement and employment of citizens to make the Northern Marianas’ tourism industry more culturally authentic, more resilient and sustainable for the future. The Marianas Visitors Authority as well as partners throughout the CNMI government and the Governor’s Strategic Economic Development Committee, a group of private sector industry leaders and top government officials, are working together to improve and create economic related initiatives that will help sustain the CNMI’s overall economy and have continued to support key action items to support economic sustainability and revitalization in the CNMI. Despite challenges, positive indicators have been observed since the 2015 publication of this initial CEDS report.

As the Bureau of Economic Analysis reports, in 2016 and 2017, the CNMI GDP increased with growth led by tourism and gaming industry revenues. Estimates developed under the Statistical Improvement Program funded by the Office of Insular Affairs (OIA) of the US Department of the Interior assessed estimates of Gross Domestic Product by industry and compensation by industry, assess economic trends quarterly. As of October 18, 2018, BEA reported that estimates of GDP for the CNMI show that real GDP—GDP adjusted to remove price changes—increased 25.1 percent in 2017 after increasing 28.2 percent in 2016. For comparison, real GDP for the United States (excluding the territories) increased 2.2 percent in 2017 after increasing 1.6 percent in 2016.<sup>xxviii</sup>



Although these gains are positive, disturbances to this sector such as the landfall of Super Typhoon Yutu demonstrate risks of overreliance on one external sector and highlight the importance of diversification and redundancy in the growth of a local, sustainable economy. As reported in 2018, the superstorm resulted in the closure of four hotels on Saipan and the cancelation of international airline flights through mid-November.<sup>xxxix</sup> This resulted in an 88.4% decline in visitor arrivals in November compared to the monthly arrival total the prior year.

Despite challenges, including several weeks with “zero tourists” MVA board chair Marian Aldan-Pierce announced that the CNMI’s tourism industry has quickly bounced back after Super Typhoon Yutu’s devastation.<sup>xxx</sup> The Saipan Tribune reported that Aldan-Pierce noted visitor arrivals in fiscal year 2018 were 7 percent lower than the year before, at just under 608,000 total visitors, after several years of steady growth. Due to Yutu, the MVA reported an expected 16 percent reduction in its budget for fiscal year 2019, with similar constraints expected across CNMI agencies due primarily to fourth quarter losses from the near complete disruption of tourism activities following the storm. It is within this context that the 2019 CEDS update has made strides to update CNMI needs assessments and project listings in order to support sustained positive economic growth and long-lasting recovery.

#### *Envisioning Economic Resilience*

As the US Economic Development Administration acknowledges, “it is becoming increasingly apparent that regional economic prosperity is linked to an area’s ability to prevent, withstand, and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base. ... In the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recovery quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity.”<sup>xxxi</sup>



To support long-term economic resilience, CEDS planning works to:

- Identify persistent economic challenges or deficiencies;
- Prepare for disruptions by identifying “early warning” tools;
- Build mechanisms that create flexibility; and
- Promote a positive vision for the region.

Persistent challenges such as sustaining economic growth of the tourism sector and aligning growth with supporting infrastructure projects have already been identified in CNMI’s CEDS process. Although the CNMI is already taking steps to ensure disaster preparedness, in part by continuing to update the Standard State Mitigation Plan and adopting disaster-specific annexes, the importance of incorporating disaster risk reduction into economic growth planning has become even more apparent in the aftermath of Typhoons Soudelor and Yutu. As such, the CNMI’s Planning and Development Advisory Council (PDAC) is further supporting incorporation of flexible disaster risk reduction principles through the “Socio-Economic and Disaster Risk Reduction” Taskforce (SE-DRR), which began meeting in January, 2019. As discussed further in the “Strategic Planning Process – CNMI CEDS 2019 Update” section that follows, the next update for this document aligns perfectly with CNMI’s ongoing comprehensive sustainable development planning process, which will culminate in the publication of a final plan by the end of 2020.

To promote a broad vision of “sustainable development” CNMI’s comprehensive planning process is being supported by the efforts of three taskforces: SE-DRR, Built Environment, and Natural Environment. There is overlap between these sections, and taskforce members will work together to identify sector-specific visions as well as an overarching vision for sustainable growth in the CNMI through the ongoing OPD-facilitated planning process. Already a baseline assessment of key resources and sectors has been compiled and is being finalized with these Taskforce groups. These assessments, which cover key aspects of economic resilience including energy and other infrastructure, education and workforce development, climate change, and hazard mitigation planning, will be shared with the community to prompt discussions regarding the current state of the CNMI’s resources and the vision for these resources and for the CNMI at large in the eighteen-month planning period.

The CEDS Commission, with the support of the Office of Planning and Development and the CNMI’s PDAC, aims to engage in iterative long-term visioning to support the identification of goals, objectives, as well as tasks and performance measures in the next 2020-2025 update. For this 2019 update, the CEDS Commission has articulated the following organizational mission and vision to support current and future planning processes:

**CEDS Commission Mission:** The CEDS will serve as a catalyst for positive and sustainable economic development in CNMI by driving market diversification, ensuring resilient infrastructure, and attaining an educated community through effective leadership, planning, community coordination, and partnership with all stakeholders.

**CEDS Commission Vision:** CNMI will leverage its assets of cultural and natural resources to grow a diverse economy grounded in a sustainable workforce and resiliency in our built environment to assure a safe, healthy, and vibrant community for all.

The CEDS Commission has applied this organizational mission and vision in this 2019 Update, and will carry these principles forward as they engage in next steps of the comprehensive and iterative community-driven dialogs to further guide the growth of a resilient economy for the CNMI.

## 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. This SWOT Analysis was not significantly modified in the 2019 Update with the exception of updates to relevant project implementation and policy status. An updated SWOT Analysis that includes new conditions and SWOT discussion contained in the Mariana Visitors Authority's 2012-2016 planning guidance will be considered in the preparation of the next full CEDS update by 2021.

The CEDS Commission used the SWOT framework to assess 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	Threats	Opportunities
<ul style="list-style-type: none"> <li>• New Industry Development</li> <li>• Access to an expansive Asian marketplace</li> <li>• Supportive governance and regulatory structure</li> <li>• Stable US financial &amp; legal system</li> <li>• Installation of new telecommunication infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of exportable natural resources</li> <li>• Domesitic labor pool availability &amp; experience</li> <li>• Outdated and inadequate infrastructure</li> <li>• Supply chain infrastructure required for economic development</li> <li>• Land ownership restrictions</li> </ul>	<ul style="list-style-type: none"> <li>• Access to a skilled domestic labor pool</li> <li>• Unresolved labor issues due to US PL 110-229</li> <li>• Potential of national policy restricting access to Asian source markets</li> <li>• Department of Defense realignment to Marianas</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new industry in the CNMI</li> <li>• Access to federal programs (EB5, LIHTC, &amp; NMTC)</li> <li>• Department of Defense realignment to the Marianas</li> <li>• Visa-free access to Chinese &amp; Russian source markets</li> </ul>

### 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 supported a boom in tourism and presented significant economic opportunities in a variety of business sectors. Due to the magnitude of its development, the casino industry has prompted significant activity in in the retail, finance, security, construction, information technology, and professional services sectors.

**Access to an Expansive Asian Marketplace:** The CNMI's appealing tropical setting and 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.

- | Strengths  |
|--|
| <ul style="list-style-type: none"> <li>• New Industry Development</li> <li>• Access to an expansive Asian marketplace</li> <li>• Supportive governance and regulatory structure</li> <li>• Stable US financial &amp; legal system</li> <li>• Installation of new telecommunication infrastructure</li> </ul> |

**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 and provide redundancy for the community in the event of another break in the cable. In April, 2017, the US Army Corps of Engineers announced the final regulatory permit approval for the Docomo Pacific ATISA submarine fiber-optic cable system, which spans approximately 279 kilometers or 173 miles, expanding connectivity in the Marianas.<sup>xxii</sup>

**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 covers an expansive ocean area and does benefit from use of marine resources, current policies and physical infrastructure would not support the viable exportation of these resources to provide meaningful economic contributions. 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 resulted in reduced availability 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

- | Weaknesses  |
|---|
| <ul style="list-style-type: none"> <li>• Lack of exportable natural resources</li> <li>• Domesitc labor pool availability &amp; experience</li> <li>• Outdated and inadequate infrastructure</li> <li>• Supply chain infrastructure required for economic development</li> <li>• Land ownership restrictions</li> </ul> |

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, despite the 2029 phase-out extension, the CNMI must address a minimally available and often 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 and equipment, government revenues have long been diverted from infrastructure upgrades and improvements to address other community needs. 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, greater effort is needed 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 that materials and supplies be imported into the jurisdiction or local resources to meet these needs must be identified. The inability for shipping firms to utilize larger vessels due to the CNMI’s infrastructure constraints impacts 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 Northern Marianas descent. This has long served as an obstacle for business development, and 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. Discussions are ongoing regarding issues of land ownership.

### *Opportunities*

**Development of New Industry in the CNMI:** The development of the CNMI’s gaming industry presents a significant opportunity for the jurisdiction. The industry’s need for goods and services to aid in the construction and ongoing 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.

Opportunities
<ul style="list-style-type: none"><li>•Development of new industry in the CNMI</li><li>•Access to federal programs (EB5, LIHTC, &amp; NMTC)</li><li>•Department of Defense realignment to the Marianas</li><li>•Visa-free access to Chinese &amp; Russian source markets</li></ul>

**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 for the CNMI. The



economic spending that is anticipated because of the realignment presents potential benefits 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 2029 continues to present a significant threat for 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 long-term 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
<ul style="list-style-type: none"><li>• Access to a skilled domestic labor pool</li><li>• Unresolved labor issues due to US PL 110-229</li><li>• Potential of national policy restricting access to Asian source markets</li><li>• Department of Defense realignment to Marianas</li></ul>

**10-year Extension of US Public Law 110-229:** Despite the 2018 extension of the CW-1 program through 2029, a future foreign labor phase-out still provides uncertainty to current residents and for the overall workforce. Although the statutorily expiration has been extended, it is unclear if the CNMI's current economic rebound would be dampened without additional relief. A workable and permanent solution to this threat to the CNMI's economic condition can only be achieved 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 Comprehensive Economic Development Strategy was and continues to be an iterative planning process driven by community input and generously supported by funding from the US Department of Commerce's Economic Development Administration (EDA). For the 2015-2019 planning cycle 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 were conducted through the CNMI Department of Commerce in accordance with 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 Saipan held at an outside pavilion, 2015*

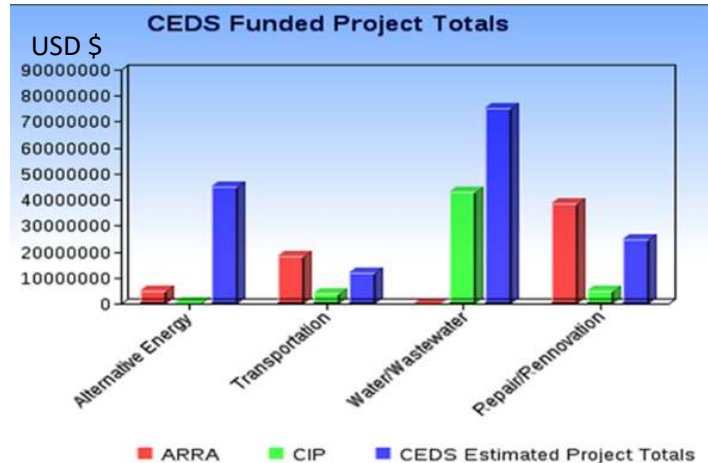


*Public hearings on the island of Tinian held at the Tinian court house, 2015.*

During the CEDS development, the planning group 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 2016-2021 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.



Project totals and funding sources by category, 2009 - 2014.

While the CEDS has been a source of information collection and analysis for planning and 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.

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 positive economic impacts of the ARRA. The data 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). Historically the CEDS has been widely seen as the CNMI's central planning document in its infrastructure development. This process presents tremendous opportunity for identification of community visions of sustainable economic growth and identify goals and objectives to achieve short- and long-term objectives. This visioning and action plan development process will be integrated into the subsequent CEDS update in alignment with the development and approval of CNMI's Comprehensive Sustainable Development Plan, being facilitated by OPD with the PDAC and partners, which is expected to be forthcoming by the close of 2020.

### *The CNMI CEDS 2019 Update*

As previously noted, this 2019 Update was precipitated by the landfall of Super Typhoon Yutu on October 25, 2019. In part due to the newly emerging recovery and resiliency support needs unveiled by the tremendous destruction and economic disturbance of this event prompted EDA to encourage NMI undertake this update. Governor Torres and Commerce Secretary Mark Rabauliman, who is also the Chairman of the Planning and Development Advisory Council (PDAC) formed by Public Law 20-20 in 2017, saw an opportunity to mainstream disaster risk reduction into short- and long-term growth planning efforts across sectors. Given that the Office of Planning and Development (OPD) has been created to facilitate such coordination in order to support the development of CNMI's comprehensive sustainable development plan, centralize data, and ensure alignment of plans between agencies and the private sector, CNMI's leadership submitted a request to EDA to allow OPD to facilitate this process.

For this 2019 update, extensive community outreach was facilitated by the Office of Planning and Development with encouragement from the Economic Development Administration (EDA). Two EDA staff supported initial planning dialogs and agencies meetings for nearly two weeks in January. Additional planning meetings were coordinated by the Office of Planning and Development with the Planning and Development Advisory Council (PDAC) and other government and non-government partners. Established with the creation of the Office of Planning and Development in 2017, the PDAC is composed of fifteen members including agency heads from the CNMI Cabinet, the Offices of the Mayors of Saipan, Tinian and Aguiguan, Rota, and the Northern Islands, as well as the Executive Director of the Saipan Chamber of Commerce and the Chair of the Strategic Economic Development Council. On January 23, 2019, OPD coordinated a meeting with the PDAC and representatives from EDA, who provided additional context and information about the update process. On February 8, 2019, OPD conducted a follow-up planning meeting to highlight project listing opportunities for CEDS as well as disaster recovery and resiliency planning projects to coordinate cross-cutting needs identification, assessment, and solution alignment. In addition to sharing CEDS updates with the PDAC and partners, the meeting follow-up email and supporting information was shared with FEMA's Volunteer Agency Liaison's listserv whose partners are listed in the "Survey Distribution" section in **Appendix B**. To further encourage engagement in the update process one-on-one meetings were held with additional autonomous agencies and nonprofit groups to solicit updated project listings. This included meetings with the Office of Grants Management (1/31/2019), Department of Public Works (2/13/2019), Northern Marianas College (2/13/2019), Department of Lands and Natural Resources (3/4/2019), as well as members of the CNMI Legislature (1/30/2019, 3/19/2019, 3/26/2019, 4/8/2019) and numerous follow-up calls and emails. Representatives from EDA joined follow-up meetings in CNMI (3/25 & 3/26/2019).

Once the initial project list was compiled, community outreach meetings were held on Saipan on March 26, on Tinian on March 13, and Rota on March 27, 2019 to gain additional community input, which was solicited through the first week of April. CEDS update details and the availability of a public online survey were highlighted at other community meetings including the CNMI Women's Summit on March 29, 2019, and information was shared widely through the Northern Mariana College's social media network. The online survey resulted in 619 survey responses, which are summarized in **Appendix B**. Additional written and oral comments were submitted at public meetings, via phone call, through email, and during related planning meetings. Eleven letters of support, which are included in **Appendix C**, were provided as project cover letters or in response to project listings from members of the CNMI Legislature as well as individuals and organizations. At the request of the CEDS Commission, agencies or groups that submitted multiple



projects listings were asked to further prioritize their submissions and these prioritizations are included in **Appendix D**. CEDS Commission meetings were held on March 6, March 12, April 10, and April 29, 2019 for final document review and approval. This planning process culminated in a total of 191 additional proposed projects, of which 175 were submitted by the CNMI government, with total estimated costs of \$1.4 billion USD.

This update will be used to support initial socio-economic data sharing and “visioning” meetings throughout CNMI starting in June and continuing through the Fall of 2019 to support the Office of Planning and Development’s efforts to work with the PDAC, partners, and the community at large to create a comprehensive sustainable development plan. Broad goals and objectives as well as tasks and performance measures can be further identified and refined through this process to support the next full CEDS revision in 2021 to continue to work towards economic prosperity and resilience for the CNMI.

### *Project Evaluation*

In part due to the sheer volume of project submissions and in order to ensure representation of high priority projects across action areas, the CEDS Commission opted to pursue a consensus based ranking system for the 2019 Update. Projects were grouped into seven categories: (i) conservation and enhancing natural resources, (ii) education and vocational training, (iii) informed and empowered leadership, (iv) neighborhood revitalization and planning, (v) ports improvement (air and sea), (vi) rebuilding for resilience, and (vii) reliable utilities. The CEDS Commission considered comments received, the over 630 comments collected through the digital CEDS survey and public comment meetings, and used the evaluation criteria below to qualitatively discuss and identify three priority projects in each category through consensus. The top twenty-one projects selected in this manner were then ranked by individual CEDS members and those average rankings are provided at the close of the “CNMI Project List” section. The criteria described below, which had been identified in the 2016-2021 planning process, 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. While this process is aimed to help guide planning priorities moving forward for the CNMI, the Commission and report reviewers recognize the importance of all of project ideas submitted during the 2019 Update.

#### *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 Range</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 Range</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 Range</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 Range</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.

*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 Range</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. Projects which were anticipated to have a minimal impact on these areas were prioritized within this criterion.

<i>Evaluation Criterion</i>	<i>Ranking Range</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 Range</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 Range</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.



2019 UPDATED PROJECT LISTINGS

### *2019 Updated CNMI Project List*

Project lists were identified through meetings with public agencies, public hearings, and online survey submissions. Each project required specific information; however, it should be noted that many times information submitted were estimates. 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 updated in 2019. Additional Letters of Support are attached in **Appendix C**.

*Bureau of Environmental & Coastal Quality – Division of Coastal Resources Management*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	Jeffrey’s Beach Boardwalk		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$750,000		
<b>Project Description:</b>	Installation of an ADA-compliant boardwalk to connect Route 36 to the edge of the sandy shoreline at Jeffrey’s Beach in Talofofo, Saipan. This boardwalk will be placed over the existing degraded roadbed and foot trail to allow for the revegetation of the roadbed and trail (stabilizing the road and reducing local sediment runoff, improving water quality) and enhance public access and user experience. As recommended by the 2018 <a href="#">Saipan Shoreline Access and Shoreline Enhancement Assessment (SASEA)</a> , improvements to the coastal trail and Route 36 also include the installation and maintenance of trash/recycling receptacles, a public restroom or composting toilet, seating, and educational signage along the walkway.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership, US Department of Commerce		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	Saipan East Beaches Public Access Enhancement		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Similar to the Jeffrey’s Beach Boardwalk project, this project proposes to install similar concepts at other beaches located along Route 36 on the east side of Saipan. With the upcoming reconnection of Route 36 to Marpi, the volume and frequency of visitors to the eastern side of Saipan may increase, posing further threats stress to the environment, with a potential to affect water quality. This project seeks to encourage access to these tucked away beaches by foot, reducing impacts associated with road degradation and exposed sediments. Moreover, educational signage to display facts of the surrounding flora and fauna, etc. will highlight the CNMI’s natural environment and serve as a teaching tool to both local and visitor populations		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership, US Department of Commerce		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	Quartermaster Shoreline Enhancement		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$7.2 million		
<b>Project Description:</b>	As recommended by the 2017 <a href="#">Garapan Area Shoreline Assessment Study</a> , six (6) T-head groins are proposed to be constructed to retain sand at the shoreline. Proposed groins are 100-ft long, the heads would be 60-ft wide, and they would be spaced approximately 170 feet apart. The beach would be advanced seaward on the order of 70 feet along 1,000 feet of shoreline and would require about 28,000 cubic yards of sand.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	CNMI Coral Nursery		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Preliminary data from DCRM’s Marine Monitoring Team suggest site-dependent decreases in coral cover throughout the southernmost islands (Saipan, Tinian, and Rota) due to unprecedented heat stress resulting in bleaching events in the last five years. These events have resulted in >85% of staghorn Acropora coral cover in the Saipan lagoon. Due to the scale of impact caused by these bleaching events, the CNMI proposes to stand-up and maintain an in-water coral nursery where fragments from staghorn stands that have shown the greatest level of resilience to recent bleaching, including species that have shown resistance and those that have shown a strong level of recovery during thermal stress events, are propagated and eventually, outcropped. Investment in this critical natural infrastructure will ensure that marine ecosystems continue to thrive and attract a tourism base, while also acting as a barrier from excess wave energy, protecting infrastructure located closest to coastal hazard areas.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	Gaggap Road Paving & Realignment		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	As a Category 1 watershed, a <a href="#">Conservation Action Plan</a> was developed for Laolao Bay to guide management of this watershed with focused strategies aimed at improving water quality and overall health of the watershed and associated ecosystems. The CAP included the objective of reducing turbidity in the Bay's water through the implementation of a road improvement plan. The upper reach of Laolao Bay Drive (access from Dandan/San Vicente) was paved and storm water runoff controls were installed with funding secured from the American Recovery and Reinvestment Act (ARRA). However, to further reduce sedimentation near the Laolao dive site, Gaggap Road (access from Kagman) requires paving and re-aligning. The paving of this road will contribute to better water quality in the Bay, as well as provide better access to one of the most popular dive sites on Saipan.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Division of Coastal Resources Management (DCRM)	Janice Castro	DCRM Director
<b>Project Name:</b>	Garapan Storm Drain Improvement		
<b>Requesting CNMI Agency:</b>	Bureau of Environmental and Coastal Quality (BECQ)		
<b>Estimated Cost:</b>	\$750,000		
<b>Project Description:</b>	With Garapan having the highest concentration of commercial development, residences, and tourist activity, water quality in the adjacent lagoon areas are often impacted by land-based sources of pollution. Polluted/contaminated stormwater runoff discharges directly into the lagoon from the Dai-Ichi and Hafa Adai drainages. The Dai-Ichi drainage will soon have a CDS system in place to address these concerns, however, the Hafa Adai drainage still requires attention. This project proposes to rehabilitate the Garapan storm drains, replacing broken and worn out grates, cleaning out collection chambers to allow for better flow, removing sediment and sludge from sediment traps, inlets, and grates, removing sediment from connector pipes between inlets and manholes, removing sediment and sludge from open canals, and providing outreach to reduce contaminants from entering the drains.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

### Commonwealth Healthcare Corporation (CHCC)

Submission Date	Submitting Entity	Submitting Party	Role
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Mobile Medical Clinics Retrofitted with Broadband Equipment		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Implementation of mobile medical clinics, for health outreach services, retrofitted with broadband equipment for accessing CHCC systems and applications remotely. The mobile medical clinic will provide primary care services, addressing both recovery resilience and infrastructure priorities.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Design and Implementation of CHCC Operated Financial Management and Logistics System		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Implementation of a CHCC operated financial management system independent of the CNMI government will enable the Corporation to better manage its resources and assets during disasters, recovery, and routine operations. The system will also be inclusive of warehouse and supply-chain management.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Develop Dedicated Inter Island Fiber Optic and Microwave Network		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Implementation of a dedicated fiber optic and microwave network interconnecting its remote offices to the main Saipan-CHCC campus in order to effectively expand and respond to community health needs, such as with IP telephony, radio communication, telemedicine/telehealth technologies, health information exchange, redundant com-links to minimize service disruptions caused by natural disasters or man-made disasters. A dedicated fiber optic and microwave network also allow for prioritization and timelier response/resolution to network problems, while eliminating cost prohibitive barriers imposed by local Internet Service Providers available leased capacity.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Implement National Electronic Disease Surveillance System (NEDSS) Base System for Reportable Health Conditions		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Implementation of the standardized disease reporting system will support both resiliency and infrastructure by ensuring that public health conditions are reported in a timely manner by CHCC to federal health partners, ensuring that the health morbidity of the CNMI is accurately reflected in national reports and analysis.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Modernization & Expansion of CHCC Hospital, Outpatient, Public, Behavioral and Environmental Health Offices		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$60 million		
<b>Project Description:</b>	The modernization and expansion of services will allow for the creation of a health training center, specialize services, the centralization of outpatient services, the centralization of population health services and for the warehouse expansion. The modernization and expansion will accommodate the population growth.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
January 2019	Commonwealth Health Corporation	Esther Muna	Chief Executive Officer
<b>Project Name:</b>	Transitional Living Center Facility Upgrade		
<b>Requesting CNMI Agency:</b>	Commonwealth Healthcare Corporation		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	The renovation of the Transitional Living Center will allow the facility to be upgraded in order to provide for a more robust and safer center.		
<b>Potential Funding Sources:</b>	Local government revenues, U.S. Department of Interior, U.S. Department of Health and Human Services, Economic Development Administration, Low Income Housing Tax Credit, New Market Tax Credit Program		

*Commonwealth Office of Transit Authority (COTA)*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Commonwealth Office of Transit Authority	Alfreda P. Camacho	Special Assistant for Public Transportation
<b>Project Name:</b>	Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations		
<b>Requesting CNMI Agency:</b>	Commonwealth Office of Transit Authority		
<b>Estimated Cost:</b>	\$900,000		
<b>Project Description:</b>	A/E Design and Construction of the COTA Fixed Route Bus Transfer Stations (Mobility Hub) at the Northern Marianas College campus and Paseo De Marianas Mall in the central business district of Garapan. This project will include the construction of bus lanes, canopies, lighting, pedestrian crosswalk, sidewalk, seating, passenger information, bicycle storage and other features. As for the Kagman Bus Transfer Station, it will be modest in size and it will be situated at the vicinity of the New Kagman Supermarket/Proposed Public Park. The Kagman Station (park-and-ride concept) will include A/E design and construction of canopy, seating, passenger information, bicycle storage, limited parking spaces and other features.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Federal Transit Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Commonwealth Office of Transit Authority	Alfreda P. Camacho	Special Assistant for Public Transportation
<b>Project Name:</b>	Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations		
<b>Requesting CNMI Agency:</b>	Commonwealth Office of Transit Authority		
<b>Estimated Cost:</b>	\$900,000		
<b>Project Description:</b>	A/E Design and Construction of the COTA Fixed Route Bus Transfer Stations (Mobility Hub) at the Northern Marianas College campus and Paseo De Marianas Mall in the central business district of Garapan. This project will include the construction of bus lanes, canopies, lighting, pedestrian crosswalk, sidewalk, seating, passenger information, bicycle storage and other features. As for the Kagman Bus Transfer Station, it will be modest in size and it will be situated at the vicinity of the New Kagman Supermarket/Proposed Public Park. The Kagman Station (park-and-ride concept) will include A/E design and construction of canopy, seating, passenger information, bicycle storage, limited parking spaces and other features.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Federal Transit Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Commonwealth Office of Transit Authority	Alfreda P. Camacho	Special Assistant for Public Transportation
<b>Project Name:</b>	A/E Design for COTA Saipan Public Transit Fixed Route Bus Stops		
<b>Requesting CNMI Agency:</b>	Commonwealth Office of Transit Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	The A/E design will include review, recommendation and redesign of all existing transit bus stops including the stops locations along the COTA Saipan public transit fixed routes. The project will also include A/E design for all remaining bus stops locations proposed along the fixed route system. This project's goal is to develop a standard design that is unique to the CNMI that will attract riders, provide cover from weather, safety to riders, accessible, etc.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Federal Transit Administration		

## Commonwealth Ports Authority

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Passenger Loading Bridges Replacement-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$16 million		
<b>Project Description:</b>	CPA has current contract for replacement of three bridges. Typhoon Yutu caused damage to all six. CPA to allocate funds for replacement of additional three.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Runway Resurfacing-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$22 million		
<b>Project Description:</b>	Replacement of two inches (2") of asphalt of the entire runway surface to meet FAA life expectancy.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Air Traffic Control Tower Renovations-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Consists of renovations to tower including typhoon repairs such as plumbing repairs, water proofing, window repairs, elevator replacement		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration, Airport Insurance Coverage		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Miscellaneous Typhoon Repairs-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Due to Super Typhoon Yutu, the airport has sustained major damage which will cost CPA millions of dollars. These include fencing, water proofing, window and door replacements, bridges, A/C units, signage, markings, office renovations, etc.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration, Airport Insurance Coverage		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fuel Distribution System-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	Improve the distribution system of the fuel from the facility to the airport apron side.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Main Water Tank Supply-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Build an additional water tank to be able serve and supply the growing and improving facilities of the airport		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		



Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Common Use System-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	To be able to use facility at its maximum capacity		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity
February 15, 2019	Commonwealth Ports Authority
<b>Project Name:</b>	Incinerator Facility-Saipan International Airport
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority
<b>Estimated Cost:</b>	\$800,000
<b>Project Description:</b>	Procure and improve the facility for the incinerator for foreign waste. To be in compliance with local and Federal (USDA and EPA) regulations
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Additional Runway Construction-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Improve, expand, and convert the Temporary Runway 6/24 for more flights and make necessary repairs on Runway 7/25. To have parallel runways so if one runway needs repair work, CPA will have one runway available for use.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Infrastructure Improvements- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	Water, Electrical, and sewer line improvements. Typhoon and Earthquake on structural improvements.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Additional Flights- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Reaching out and attracting major and low-cost carriers as well as inter-island travel and services.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Commuter Terminal Improvements- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	Demolition and reconstruction of larger commuter terminal to accommodate multiple carriers and regulatory agency processing		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	TSA Recapitalization Program- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	Replacement of two CTX machines with new, faster machines.		
<b>Potential Funding Sources:</b>	Transportation Security Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Water System & Fire Alarm Upgrade- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Includes replacement of airport's water lines and upgrading of fire alarm system.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Main and Secondary Road Improvements- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Repave the roads of the primary and secondary leading around the airport property. To provide the needed signages under the DOT for highways.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Terminal Expansion/Renovation-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$30 million		
<b>Project Description:</b>	To accommodate growing number of flights. Additional office space for tenants, modernization of the terminals, code compliance, energy efficient materials and designs.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Conveyor System Upgrade-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Improve the departure and arrival terminal conveyor systems. Modernizing and improve arrival conveyors to accommodate additional flights.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Main Parking Lot Expansion-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	Expansion of existing parking lot for designated airport employee parking and car rental vehicles. Will also include additional ADA and airport designated parking spaces throughout. Eventual repaving and installation of additional lighting will be installed as well.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Overall Airport Lighting Improvements-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$600,000		
<b>Project Description:</b>	Provide better lighting on Airport Main Roads for better illumination and provide needed signages.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Administration Office Renovations / Construction-Saipan Int'l Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$450,000		
<b>Project Description:</b>	CPA intends to either renovate its current office to include a wheelchair lift for ADA accessibility, individual office renovations, electrical upgrades, plumbing improvements or build a completely new Administration office to house Executive offices, Accounting and Engineering.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Customs/Quarantine Office Renovations-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	Renovations to Customs/Quarantine Office due to damages caused by roof leaks.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		



Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Airport Personnel Certification- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$250,000		
<b>Project Description:</b>	Certification of personnel under FAA, TSA, DOT, and other organizations under airport field of work and profession.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Transportation Security Administration, US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Cargo Facility- <i>Saipan International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	To be able to receive large cargo for import and export of goods.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Delta Dock Improvements- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$6 million		
<b>Project Description:</b>	Includes structural repairs to dock as well as an extension to accommodate ferries, cruise ships, homeport vessels.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Ports Police Boat Ramp- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	For easy access and quicker response time for emergencies.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Main Access Road Paving- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	This project was originally proposed by DPW. CPA will follow up on the previous plans to see if this is still an option. The road is in terrible shape and needs proper pavement and drainage for the heavy equipment that operate on a daily basis.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Road paving of North and South Seaplane - <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	For safe vehicular access to locations		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Four-men basket bucket truck- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	To quickly repair burned out lights at dock area as to not hamper or delay night operations.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Harbor Patrol Upgrades- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1.6 million		
<b>Project Description:</b>	Upgrade and replace Ports Police Harbor Patrol vehicles, boats, and Jet skis.		
<b>Potential Funding Sources:</b>	US Department of Transportation, US Department of Homeland Security, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Vehicle Procurement- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$150,000		
<b>Project Description:</b>	Upgrade and replacement of vehicles for Operation, Maintenance and Admin due to age.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Local Government Revenue		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Echo Dock Expansion- <i>Port of Saipan</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	Includes roll on/roll off ramp for ferries, expansion for buses and vehicles and passenger access.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Perimeter Security Fence Replacement- <i>Rota International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$4 million		
<b>Project Description:</b>	Upgrade and replace Ports Police Harbor Patrol vehicles, boats and Jet skis.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fuel Storage Facility- <i>Rota International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Construction of fuel storage facility for refueling of aircraft providing direct international flights Rota.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Parking Lot Expansion-Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Expansion of parking lot to accommodate additional vehicles and buses.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Roof Canopy Replacement -Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	Project entails replacement of the entire roof canopy due to its deteriorating condition with a concrete structure for longevity and the ability to withstand inclement weather.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Existing Apron Rehabilitation-Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Resurfacing apron due to deteriorated condition.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Runway Extension-Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Extension of the existing runway from 7,000 to 8,600 feet to accommodate large, wide bodied aircraft in anticipation of international flights.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	International Terminal Construction-Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$50 million		
<b>Project Description:</b>	Construction of an international terminal to accommodate anticipated direct international flights to Rota and relieve the federal mandates restricting international and domestic travelers from co-mingling. This will include larger holding rooms, airline check in and office space, federal screening checkpoint, installation of electronic trace detection systems for checked baggage, concession space, loading bridges, and airport offices.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Airport Drainage Improvements-Rota International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Project is to replace all existing sewer drainage lines due to collapses and clogging in various locations of the airport		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Seaport Building - <i>Rota West Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Construction/Renovation for Seaport Office.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Public Marina Expansion/Repairs - <i>Rota West Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Expansion of the public marina for additional use by private boat owners. Includes repairs to damages caused by recent storms.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Expansion of Berth 2 - <i>Rota West Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Expansion of 100 feet left to accommodate larger cargo vessels and for safer deployment of containers. This will include new bollards and fenders as well.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	New Commercial Float - <i>Rota West Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Construction of a new commercial floating dock for cargo operations of smaller vessels for safer cargo off-loading.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Breakwater Installation - <i>Rota West Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$115 million		
<b>Project Description:</b>	Construction of concrete armor stones on the east side of the entrance channel to allow safe harbor entry and to reduce harbor wave agitation.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Miscellaneous Typhoon Repairs - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Due to Super Typhoon Yutu, the airport sustained damage including fencing, water proofing, window and door replacements, A/C units, signage, markings, office renovations, etc.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration, Airport Insurance Coverage		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	ARFF Building Renovations - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Project entails renovating the current Aircraft Rescue Fire Fighting station (ARFF) station that was built in 1989 to meet FAA standards and requirements for ARFF stations. Renovations will include a new dispatch room, bunk rooms, men's and women's restrooms, office space, an emergency operations center, additional storage and upgrade of the aircraft advisory service.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Parking Lot Expansion - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Expansion of parking lot to accommodate additional vehicles and buses.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Parking Apron Expansion - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Will increase parking apron by 780 feet to accommodate additional in anticipation of direct international flights from Asia.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Perimeter Fence Replacement -Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	CPA will be replacing the fence line at the Tinian International Airport. The height of the fence line does meet the requirements of FAA and TSA. Plans have gone out to replace the fence line and when they are replaced they will meet the standards.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fuel Storage Facility - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Construction of fuel storage facility for refueling of aircraft providing direct international flights Tinian.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Standby Generator - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$600,000		
<b>Project Description:</b>	Upgrade of existing generator and fuel tank to accommodate additional load from airport expansion, divert airfield and renovated ARFF station.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration, FEMA-Hazard Mitigation		



Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Connecting taxiway - Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Construction of a connecting taxiway from runway to parallel taxiway.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration, Department of Defense		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	International Terminal Construction- <i>Tinian International Airport</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$15 million		
<b>Project Description:</b>	Construction of international terminal for direct international flights. Will be separate from existing commuter (departure) terminal.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fire Hydrant Installation - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	A fire hydrant system will be for fire suppression at the seaport.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration, FEMA-Hazard Mitigation		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Breakwater Replacement - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$160 million		
<b>Project Description:</b>	Due to its deteriorated condition and missing sheet piles in numerous locations, project proposes to replace the breakwater with concrete armor units up to 12' high. The original breakwater was constructed by the DOD after WWII.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Dock Lighting Installation - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$310,000		
<b>Project Description:</b>	Installation of additional dock lighting for night operations.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration, Department of Defense		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fence Replacement - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	The current fence line at the seaport does not meet the standards of the Coast Guard. There are plans to change out all the seaport fence line and gates that separate the seaport and the public to standard height.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration, Department of Defense		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Fender/Bollard Replacement - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2.5 million		
<b>Project Description:</b>	Replacement of missing fenders from Berth 1 through 3 and installation of new bollards for secure vessel tie downs.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration, Department of Defense		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Concrete Cap Reconstruction and Sheetpile Installation - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Replacement of sheet piles along Berth 1 through 3 and reconstruction of concrete cap. The current dock face consists of sheet piles which were installed after World War II and capped in concrete in the 1980s.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Entrance Channel and Turning Basin Dredging - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$12.6 million		
<b>Project Description:</b>	Consists of dredging the entrance channel and turning basin to -30 feet.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Roll on/Roll off ramp - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Construction of a roll on/roll off ramp for ferry and cargo vessels.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Center Finger Pier Removal - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Removal of center finger pier to allow larger vessels to call to port without the space restriction between Berth 1 and the center pier and between the center and outer finger piers.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Cargo Area Expansion- <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Paved space behind CPA office to accommodate additional containers.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Boat Storage - Tinian Harbor		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Construction of paved, secured area for small boat storage and minor repairs on north side of public use area.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Public Launch Ramp - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Loading ramp to be used by public for small craft.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Trailer Parking and Boat Wash Down - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$250,000		
<b>Project Description:</b>	Construction of 25 to 30 paved parking stalls for vehicles, trailers, and boats to be washed down.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Public Restroom Construction - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Construction of public restrooms equipped with water and power to accommodate seaport users and general public.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Vehicle Parking - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$100,000		
<b>Project Description:</b>	Construction of a paved parking area for passenger vehicles and buses near loading dock.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Picnic and Recreational Area - <i>Tinian Harbor</i>		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	\$100,000		
<b>Project Description:</b>	Existing shelter will be augmented with tables, benches and grills near the boat ramp for public use.		
<b>Potential Funding Sources:</b>	US Department of Transportation, Commonwealth Ports Authority, Economic Development Administration		



### Commonwealth Utilities Corporation

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Collection Systems for each Homestead on Tinian to work with New Modular Treatment Process		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	The approach for each homestead is to construct a treatment facility to support each homestead or densely populated area. This reduces the need for long runs of sewer main and lift stations if you were to build a centralized treatment facility.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of Interior, Economic Development Administration, Public-Private partnership, New Market Tax Credit Program		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Modular (250,000-300,000 gallon/day) Reuse Wastewater Treatment Process Facility for Tinian		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$4 million		
<b>Project Description:</b>	Project Description: Tinian does not have a working on-site treatment facility for any part of the island. The EDA sponsored Pacific Wide economic development study identified a new Treatment facility and collection system. The focus of the proposed modular process from Up-flow Sludge Blanket Filtration Clarifier System is that its compact, low cost to operate, low-labor requirement, and produces reuse quality effluent for recharge if needed.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership, EBS Investment Project, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Expand Lower Base Project		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Complete remainder of lower bays project which would eliminate old sewers and two lift stations (S1 T3) making whole section gravity flow. This will help decrease the annual operational maintenance costs.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of Interior, Economic Development Administration, Public-Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Relocate Lift Station Wet Wells in Beach Road		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Removal and relocation of four wet wells (A4, AS, A6, S11, S12) from within the outside traffic lane. This will improve safety, eliminate need to repair or maintain the wet well restricted by flow of traffic, improve employee safety and reduce potential congestion of traffic flow. It would also raise the wet wells to a height above the tidal surge from storm events.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of Interior, Environmental Protection Agency, Economic Development Association, Public-Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Rehab/Replace/Upgrade the Sadog Tasi Waste Water Treatment Plant (WWTP)		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$15 - \$25 million		
<b>Project Description:</b>	Proposal would upgrade Sadog Tasi similar to the rehab work done for Chuuk's WWTP which is a similar design. Plant original design was compromised when last rehab was done and CUC was short of revenue to do repairs correctly. They reduced plant efficiency which needs to be restored due to projected growth on Saipan. The Sadog Tasi Plant treats the wastewater for customers in the Northern portion of the island.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Department of Interior, Environmental Protection Agency, Economic Development Administration, Public Private partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Trailer Mounted Nano-Filtration, Reverse-Osmosis Equipment System		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Install RO filtration trailer to serve Gualo Rai's four wells that have a high chloride level. The RO trailer would be installed to filter water just before entering the Gualo Rai 250,000-gallon storage tank.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	As Perdido Road Sewer Collection System		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	The Master Plan encourages expanding sanitary collection and treatment services to all areas of the island of Saipan. This proposed project would add a new sewer collection system on As Perdido and Tun Kiyoshi Road and allow lateral collection mains to be extended to open the opportunity for sewer service into already occupied areas.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnerships, New Market Tax Credit Program		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Isley to As Perdido Distribution System Waterline Replacement		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	This serves the largest TSA on Saipan and the transmission main is a major leak source. Replacement of the 40-year-old 16" and 18" water line which distributes water to the southern part of the island will help drive down water loss concerns.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Commonwealth Ports Authority	Christopher Tenorio	Executive Director
<b>Project Name:</b>	Infrastructure Improvements-Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Commonwealth Ports Authority		
<b>Estimated Cost:</b>	None Provided		
<b>Project Description:</b>	Water, Electrical, and sewer line improvements. Typhoon and Earthquake on structural improvements.		
<b>Potential Funding Sources:</b>	Federal Aviation Administration, Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	As Matus Water Storage Tank Replacement		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$4.5 million		
<b>Project Description:</b>	The intent is to replace the existing deteriorating steel bolted storage tank with a new prestressed concrete tank to serve the customers and businesses in the Northern part of the island.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Purchase New Sewer Vactor Truck with Jet Rodding Equipment and Cutter Head		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$600,000		
<b>Project Description:</b>	Need to have new Vactor truck to start a new flushing/televising/grouting program of the sanitary collection system. The 501 agreement CUC signed was to perform 100% evaluation and assessment of the sanitary collection system once every three years. Also, with a new FOG program beginning this year, flushing frequencies will increase in high grease locations for fines to be issued and clearing of mains to be handled.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Backup Generators for Both Wastewater Treatment Plants		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Current backup generators are failure prone, Sadog Tasi's has not operated for two years, they need a major overhaul or replacement.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Six (6) F350 Ford Utility Trucks for Water and Wastewater		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Vehicle fleet needs major upgrade to support the increased number of repairs and maintenance required to bring the system up to a higher operational standard. These trucks would be targeted for crews performing leak detection; meter repair and replacement; well maintenance crews; water main repair crews; wastewater collection crews maintaining the sewer mains, and lift station crew's maintenance those facilities.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Ford 750 Cues TV and Grouting Truck		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$400,000		
<b>Project Description:</b>	New Cues equipment would significantly improve sewer main evaluation and repair capabilities to address 1&1 concerns. It comes with a swivel head tv camera mounted on tracks that would allow it to roll through the main. It comes with GIS capability, chemical grouting capability to block leaks, and would help locate sewer connections for theft of service and also to identify contributors of grease and oil to the system.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Two (2) New Boom Trucks for Water and Wastewater		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$600,000		
<b>Project Description:</b>	They would be used to replace current boom truck that is 15 years old and cannot lift motors and pumps effectively to clear their mounts. This would be a critical replacement need especially as CUC steps up its plans for preventive maintenance. One truck would be assigned to Water for wells and booster stations and also Wastewater for lift station repair.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Modular Reuse Wastewater Treatment Process for Kagman Homesteads		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$4 million		
<b>Project Description:</b>	Kagman does not have a working on-site treatment facility for any part of the homestead. Every property relies on septic systems. A recent hydraulic report monitoring certain elements, minerals and contaminants in the groundwater determined that the Kagman area was being affected by a high percentage of nitrates primarily due to septic systems. It is not a concern just yet, however, this is a problem that will eventually need to be addressed. The focus of the proposed modular process from Upflow Sludge Blanket Filtration Clarifier System is that its compact, low cost to operate, low labor requirement, and produces reuse quality effluent for recharge and irrigation if needed.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Collection Systems for each Homestead in Kagman to work with New Modular Treatment Process		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$15 million		
<b>Project Description:</b>	The approach for each homestead is to construct a treatment facility to support each homestead or densely populated area. This reduces the need for long runs of sewer main and lift stations if you were to build a centralized treatment facility.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Leak Detection and Repair - All three islands		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	The purpose of this project is to identify leaks, theft, and jungle line situations that are not on an easement nor in the ROW. The project would have an immediate benefit because it would prioritize the found problems by size leak or pipe, location, and neighborhood/commercial benefit. The work would be performed by a third-party contractor for CUC to implement. The cost savings would also reverse from an expense to a potential sale product improving CUC's water loss and non-revenue water condition.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	RO System for As Matuis TSA		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$12 million		
<b>Project Description:</b>	The purpose of the RO system is to remove chlorides, and minerals from the water supply to improve water quality to a Class 2 level. The proposed project would be installed prior to the 1.0 mg water supply tank, filtering all 13 wells serving that TSA. The improved water quality could then be blended as far South as Garapan through the Puerto Rico area.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Six (6) new F350 Utility Trucks for Power Transmission & Distribution		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Power T&D has seen the value of having utility body trucks that were deployed by GPA during the Typhoon and used to carry unique equipment and tools that can easily be lost in a standard pickup bed. Being prepared with good rolling stock to address field problems would be of great value to the lineman.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Smart Grid Technology: Fault Clearing Devices for Power Lines		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$6 million		
<b>Project Description:</b>	Power systems are incorporating new equipment to integrate reclosers and other automated fault clearing technologies on three phase and single-phase systems to mitigate against power interruptions in the power distribution system. The equipment is used to regulate the reliability of the grid by monitoring the effects of corrosion and unbalanced loadings. The intent is to minimize faults that can be controlled with this equipment.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Supervisory Control and Data Acquisition (SCADA) for Power Systems		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$6 million		
<b>Project Description:</b>	SCADA systems integration with power generation systems is a new standard for the industry. Generating plants and substations are tied in to a central dispatch control office to regulate grid performance and grid behavior during load changes, maintenance operations, and overall event logging for occurrences in the grid. Add flexibility for the power management team to respond effectively with a wireless or hardline connectivity.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Smart Grid Technology including Power Meters		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Integration of smart meters into a smart grid would serve to detect and react to local load changes in the grid real-time so as to promote energy savings for the utility and its customers. Can assess the load efficiency of every customer and CUC can use that analysis to determine if it needs to tune the adjacent transformer.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Concrete Pole Installations		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	The purpose of concrete poles is to harden and strengthen feeder and lateral circuits to protect critical infrastructure and the overall power distribution system from collapsing during major storm events. This provides the resilience needed to protect the power grid system.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Bucket Truck, Crane, Low Boy for Power Transmission and Distribution		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	The value of transitioning from high pressure sodium bulbs to the light emitting diode (LED) is that it is a lower cost to operate and maintain and it provides a significant savings while providing roadway lighting. There is no loss of safety, however, there is a reduction on overall light intrusion since the bulbs are focused downward.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, New Market Tax Credit Program		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	LED Lights for Street Lighting Program on all three islands		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	With the effort being made to improve the transmission system across Saipan with concrete poles on all three islands, a critical element in the long-term maintenance and repair of those systems is the availability of these three pieces of rolling stock to anticipate, respond and prepare for restoration requirements following a major typhoon event. This equipment is critical if CUC hopes to pick up, install and/or maintain these poles and cross arms.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Overhead Redundancy Transmission Lines for Saipan		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	The purpose of the backup line is in case the underground transmission line is damaged. The transmission line is a direct burial and does not include protection from digging by other parties. The underground transmission line provides power to 60% of the island and presently there is no backup available. CUC waits to repair the underground line.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New 99 MW Power Plant, Saipan		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$180 million		
<b>Project Description:</b>	Complete replacement of Saipan's Power Plants #1, #2 and #4 due to age, 40 plus years, high maintenance costs and outdated technology. Purpose is to construct an entirely new facility with new engines, new enclosure, new auxiliary systems with dual fuel capabilities that is integrated with SCADA and automated control sensor systems.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Transformers, Saipan		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$32 million		
<b>Project Description:</b>	While replacing the existing power plants #1, #2 and #4, the transformers, Station Service as well as the Substation transformers also shall be replaced due to age, 30 plus years, high maintenance costs, efficiency and outdated technology. Purpose is to construct new auxiliary systems that can be integrated with the new technology and higher efficiencies which reduce unwanted power losses.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New Gas (LNG) Tank Farm, Saipan		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$20 million		
<b>Project Description:</b>	As the new power plants in Guam and Saipan are being constructed with dual fuel capability, CUC needs to plan the construction of gas storage and transmission for power generation. The present diesel fuel tanks are unable to be converted or modified for gas storage such as Liquefied Natural Gas, (LNG). This fuel is more efficient, produces less pollution and cost lower to operate thereby providing the consumers some relief on the power tariff. Purpose is to construct new auxiliary systems that can be integrated with the new power plant technology and higher efficiencies with a potential reduction of power generation cost.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New 6.0 MW Power Plant for Rota		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$12 million		
<b>Project Description:</b>	Complete replacement of Rota's Power plant that is presently running on one engine with three others out of service. The present plant is subject to high maintenance costs and outdated technology. Purpose is to construct an entirely new facility with new engines, new enclosure, new auxiliary systems with dual fuel capabilities that is integrated with SCADA and automated control sensor systems. This plant may also be synchronized with a solar power plant when built. Additional Liquefied Natural Gas, (LNG) tank construction must be considered for the dual fuel storage and use at Rota. Old transformers will need to be replaced due to age and poor efficiency. Purpose is to usher in new technology, efficiency and higher reliability while reducing unwanted power losses.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New 2.0 MW Solar Photovoltaic Power Plant for Rota		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	The Solar Photovoltaic Power Plant will complement the base load dual fuel power plant and provide redundancy. With solar panel price going down, worldwide, this option must be considered for Rota which has substantially low consumer base. The location of the solar farm must be such that minimum transmission and distribution cost will be needed. Battery storage is not considered in the cost as the new base load plant is expected to give the required back-up. Purpose is to use new technology that will help to reduce global warming, reduce pollution and climate change while saving on the cost of expensive petroleum fuel.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	New 3.0 MW Solar Photovoltaic Power Plant for Tinian		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$6 million		
<b>Project Description:</b>	The Solar Photovoltaic Power Plant will complement the base load dual fuel power plant and provide redundancy. With solar panel price going down, worldwide, this option must be considered for Rota which has substantially low consumer base. The location of the solar farm must be such that minimum transmission and distribution cost will be needed. Battery storage is not considered in the cost as the new base load plant is expected to give the required back-up. Currently Tinian Island is run by a private IPP, however solar farm would greatly reduce the cash out flow buying the fuel. Purpose is to use new technology that will help to reduce global warming, reduce pollution and climate change while saving on the cost of expensive petroleum fuel.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Commonwealth Utilities Corporation	Gary Camacho	Executive Director
<b>Project Name:</b>	Wind Integration Study		
<b>Requesting CNMI Agency:</b>	Commonwealth Utilities Corporation		
<b>Estimated Cost:</b>	\$750,000		
<b>Project Description:</b>	Wind technology has not been primarily considered as favorably as solar due to the high wind effect during typhoons. However, this technology must be constantly reviewed so that an alternate source of power and the abundance of (wind) energy available. Purpose is to use new technology that will help to reduce global warming, reduce pollution and climate change while saving on the cost of expensive petroleum fuel.		
<b>Potential Funding Sources:</b>	Local Gov't revenues, US Dept of the Interior, Environmental Protection Agency, Economic Development Administration, Public Private Partnership, EB5 Investment Project, New Market Tax Credit Program, National Rural Utilities Cooperative Finance Group		

*Department of Commerce*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
November 29, 2018	CNMI Department of Commerce	Mark Rabauliman	Secretary
<b>Project Name:</b>	Implementation Plan to Establish a CNMI Business One-Stop System (BOSS)		
<b>Requesting CNMI Agency:</b>	CNMI Department of Commerce		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	<p>The CNMI Government regulates a wide-variety of business industries and business types within the jurisdiction. While each agency makes every effort to provide seamless transactions, there are a number of mandates that vary among departments which complicate the licensing process. Business enterprises have long complained about the necessity to physically visit a number of departments to conduct and complete routine and simplistic business transactions. This includes, but is not limited to, business licensing, annual corporate reporting, paying fees, paying fines, and reporting revenue. The current system's fragmented and antiquated framework is not only inconvenient to external stakeholders but is a costly burden to the CNMI government through its failure to eliminate inter-agency redundancies.</p> <p>The B.O.S.S. Implementation Plan will include an evaluation of the current CNMI Business Licensing requirements and interagency transactions which account for all relevant public agency roles, rules and regulation during each step of the business lifecycle. Additionally, the B.O.S.S. Implementation Plan will enable the CNMI Department of Commerce to develop a feasible workflow process for both internal and external stakeholders which considers relevant roles, rules and regulations. Furthermore, the plan will include an implementation framework to include specific requirements for hardware, software, security, licensing and miscellaneous implementation costs. The B.O.S.S. Implementation Plan will also develop a monetization framework which limits the financial burden to the CNMI public agencies, while minimizing impacts to external stakeholders for a period extending ten (10) years from the date of implementation. Lastly, the project will develop a project plan for implementation to include costs, schedule, and other necessary requirements.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		



*Department of Finance*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 19, 2019	CNMI Department of Finance – Electronic Data Processing	Larissa Larson	Secretary
<b>Project Name:</b>	Department of Finance Paperless Research Project		
<b>Requesting CNMI Agency:</b>	CNMI Department of Finance		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	<p>This project is to complete the research necessary to support the CNMI Department of Finance-Electronic Data Processing (EDP) section’s ongoing efforts to digitize the central government’s financial processes. Some of the Department of Finance’s activities to be digitized include: Request for Personnel Actions, Purchase Requests, Purchase Orders, Travel Authorizations, Payroll, etc. The implementation of this project is vital towards improving the efficiency and effectiveness of the central government’s financial functions. Additionally, digitizing will build resiliency into the department’s core activities, minimizing and mitigating the potential effects of disruptive events on the Department’s operations.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

*Department of Finance – Division of Tax & Revenue*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Revenue Management Information System Upgrade		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Without the ability to access timely accurate information across all locations and tax types of the CNMI, the goal of becoming an efficient, fully integrated operation will remain as a dream and never become a reality. This funding request will provide the CNMI with the first phase of a comprehensive Revenue Management Information System that is an entirely new, state-of-the-art technology system for the Department to file tax returns, make payments, view and manage their business and individual tax accounts online.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Document Scanning & Imaging Project		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	We are challenged with the amount of paper documents of past tax return documents, the safeguarding of these confidential documents, as well as, the available of storage space. It is imperative to image these records and files into digital form to preserve these tax documents for future access. This project will include the costs of scanners, data storage and cost associated for an off-site location of these data.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Architecture and Engineering Design for Renovation of Current Facility		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$75,000		
<b>Project Description:</b>	The Department needs to upgrade its current office layout to increase customer service and satisfaction with ample waiting area space. We need funding to review our current footprint and redesign our current facility to meet the growing demands of our tax-payer clients.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Furniture and Fixtures for Department		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	The Department has been recycling office furniture and current conditions of our furniture are outdated and unprofessional looking. The Department would use this funding to accommodate the possible renovations of its current facility and add new furniture and fixtures for better customer service enhancements. This will include updated partitions and waiting area furniture.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	New Vehicles for Tax Enforcement and Compliance Division		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$250,000		
<b>Project Description:</b>	Ensuring all residents and retail business in the CNMI are on an even level playing field, it is imperative for Enforcement and Compliance are meeting with business owners regularly that have failed to pay the CNMI its taxes and any assessed penalties and interests. Also, by doing so, the CNMI Government will increase its ability to collect all taxes due for the funding of public programs and services. This funding request will fund at least 8 vehicles for the Department.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		


<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Architecture and Engineering Design for New Building for Department		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$75,000		
<b>Project Description:</b>	The Department has been leasing commercial space from a private company where we have outgrown our current space allocation. We would like to get an A&E Design for a new Department Building where we can accommodate all our divisions and have ample parking spaces for our tax-payers.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 12, 2019	CNMI Department of Finance – Division of Tax & Revenue	David Dlg. Atalig	Director
<b>Project Name:</b>	Construction of New Department Building		
<b>Requesting CNMI Agency:</b>	CNMI Department of Revenue & Taxation		
<b>Estimated Cost:</b>	\$3.75 million		
<b>Project Description:</b>	The Department needs to relocate to accommodate our growing tax-payer's demands. We lack space for staff, storage, IT infrastructure and parking. The Department will construct a new facility where it will serve as a one-stop location for business tax, revenue, licensing and other regulatory departments.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

*Department of Labor*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	CNMI Department of Labor Workforce Investment Agency	Vicky I. Benavente / David Attao	CNMI Secretary of Labor/Director of WIOA
<b>Project Name:</b>	CNMI Comprehensive One-Stop Workforce Development and Career Training Center		
<b>Requesting CNMI Agency:</b>	CNMI Department of Labor		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	<p>The CNMI is in dire need to qualified and skilled workers to meet the workforce demand and federal mandates to have U.S. eligible citizens fill over 12,000 Commonwealth Worker Jobs and hundreds in the H2 Visa Category. The Comprehensive One-Stop Workforce Development and Career Training Center would house key components of the CNMI DOL Employment Services, Workforce Investment Agency, Adult Basic Education, Office of Vocational Rehabilitation, and other related programs. The funds will be used to renovate, harden, and interconnect buildings made available to the CNMI Department of Labor and will be designed to provide labor market information, on-site training and education, job search, business job matches, and other related functions.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

*Department of Lands and Natural Resources*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR
<b>Project Name:</b>	Fisheries Facility		
<b>Requesting CNMI Agency:</b>	CNMI Department of Lands and Natural Resources		
<b>Estimated Cost:</b>	\$7.5 million (\$2.5 million Dock Construction)		
<b>Project Description:</b>	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 facilities, ice plant, fishing gear and supply room, and fueling station.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, National Oceanic & Atmospheric Administration, Economic Development Administration, U.S. Department of Agriculture, New Market Tax Credit Program, Public-Private Partnership, Privatization		
<b>Proposed Location:</b>			



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR
<b>Project Name:</b>	Farmers Market Facility		
<b>Requesting CNMI Agency:</b>	CNMI Department of Lands and Natural Resources		
<b>Estimated Cost:</b>	\$200,000		
<b>Project Description:</b>	Development of an open-air farmers market facility to be constructed next to the current facility in lower base. The current facility would be utilized as a fisheries market.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, U.S. Department of Agriculture, New Market Tax Credit Program, Public-Private Partnership, Privatization		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 21, 2016	CNMI Department of Lands and Natural Resources	Richard Seman	Secretary of DLNR
<b>Project Name:</b>	Nursery Propagation		
<b>Requesting CNMI Agency:</b>	CNMI Department of Lands and Natural Resources		
<b>Estimated Cost:</b>	\$150,000		
<b>Project Description:</b>	Construction of a nursery propagation facility in Kagman for purposes of nurturing seedlings.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, U.S. Department of Agriculture, New Market Tax Credit Program, Public-Private Partnership, Privatization		

## Department of Public Works

Submission Date	Submitting Entity	Submitting Party	Role
February 13, 2019	CNMI Department of Public Works	James Ada	Secretary
<b>Project Name:</b>	Construction of Route 36 Phase II		
<b>Requesting CNMI Agency:</b>	CNMI Department of Public Works		
<b>Estimated Cost:</b>	\$9.3 million		
<b>Project Description:</b>	Construction of Phase II of the Route 36 highway project, which will connect the Windward Road in Talafofo to Chalan Kalabera in Marpi. The entire project (Phases I and II) will see the new construction of 3.7 miles of all-weather road, with widened roadway, bike lanes, drainage, road signage and concrete box culverts. Along with providing a scenic-route towards the northern, historically and tourism-significant region of Saipan, this road will also provide residents of northern Saipan this secondary access between the north and south. Providing this redundancy is critical during times of emergency/disaster.		
<b>Potential Funding Sources:</b>	US Economic Development Administration, US Department of Transportation, Local Government Funds, Public-Private Partnership, New Market Tax Credit Program, EB5 Investment Project, CIP		

Submission Date	Submitting Entity	Submitting Party	Role
February 13, 2019	CNMI Department of Public Works	James Ada	Secretary
<b>Project Name:</b>	Construction of Route 323-Industrial Drive Road		
<b>Requesting CNMI Agency:</b>	CNMI Department of Public Works		
<b>Estimated Cost:</b>	\$6.5 million		
<b>Project Description:</b>	Construction of Route 323, Industrial Drive located in Puerto Rico, Saipan along the Port of Saipan corridor. This project will see the construction of 1.1 miles of road, with widened roadway, drainage, ponding basins, road signage and a weigh station. Route 323 services the Port of Saipan which is the main point-of-entry for all goods and significant supplies for the island. Since this road serves as the main entry for shipping containers originating from the mainland USA and Asia, a weighing station facility will be included to monitor and enforce weigh limits of containers hauled on Saipan's roads. Additionally, plans are underway for the Port to serve as a second point-of-entry for the CNMI's tourism market through the accommodation of cruise ship lines, making this project economically-significant in expanding the CNMI's tourism industry.		
<b>Potential Funding Sources:</b>	US Economic Development Administration, US Department of Transportation, Local Government Funds, Public-Private Partnership, New Market Tax Credit Program, EB5 Investment Project, CIP		

*Municipality of the Northern Islands*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 20, 2019	Office of the Mayor of the Northern Islands	Vicente B. Santos	Mayor
<b>Project Name:</b>	Repair, Rehabilitation, and Extension of the Pagan Airfield		
<b>Requesting CNMI Agency:</b>	Office of the Mayor of the Northern Islands		
<b>Estimated Cost:</b>	\$9 million		
<b>Project Description:</b>	<p>This project seeks to repair, rehabilitate and extend the Pagan Airfield, which has been rendered unusable since the volcanic eruption of Pagan in 1981. The eruption of Mt. Pagan forced the evacuation of the island’s residents and resulted in a lava flow which covered nearly half of Pagan’s airfield. Over thirty years later, there has been a growing interest by the former residents of the to return and develop their ancestral home. In 2017, the CNMI Department of Public Lands initiated the issuance of agricultural homesteads on the island of Pagan to encourage the reestablishment of the island.</p> <p>The Northern Island Mayor’s Office considers the development of the Pagan Airstrip and the provision of reliable air transportation services as critical infrastructure improvements required to facilitate the resettlement effort and to stimulate economic activity in the Northern Islands.</p> <p>Possessing an abundance of untapped natural resources (i.e., seafood, copra, etc.), the Northern Islands’ provides the CNMI an opportunity to provide for self-sustainability, food security and much needed economic diversification.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration		

### Municipality of Rota

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Department of Commerce	Dean Reynold A. Manglona	Acting Resident Department Head
<b>Project Name:</b>	Rota Industrial Park		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	A Rota Industrial Park Complex will streamline shipping, unify and centralize supply chains, cut costs on manufacturing, develop new products, and increase exports.		
<b>Potential Funding Sources:</b>	Local government revenues, Community Chest Fund, Marianas Public Lands Trust, CDA, US Department of Interior, Economic Development Administration, and Other Federal Funds		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 27, 2019	NMC Rota Center	NMC – Rota Staff	Grantee
<b>Project Name:</b>	NMC – Rota Center Dormitory (Student Housing)		
<b>Requesting CNMI Agency:</b>	NMC - Rota		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	To provide for concrete student housing to accommodate up to 20 foreign Students to attend the Northern Marianas College on Rota. Classes will focus mainly on teaching English proficiency to meet the needs of foreign students. All funds generated will benefit the island of Rota and the CNMI.		
<b>Potential Funding Sources:</b>	US Department of Education, Local and Federal Funding Agencies, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Marianas Visitors Authority	Sandra K. Atalig	Field Office Supervisor
<b>Project Name:</b>	Rota Round House Renovation Project		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$100,000		
<b>Project Description:</b>	Funds will be used to renovate and enhance the Rota Round House. Some would argue that the Rota Round House possess the same characteristics of a local landmark. The building houses many cultural events that attract tourist and locals alike. Its size and scale make it an ideal building to house these types of events, which are essential to the local tourism industry.		
<b>Potential Funding Sources:</b>	Local government revenues, Community Chest Fund, Marianas Public Lands Trust, CDA, US Department of Interior, Economic Development Administration, and Other Federal Funds		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 15, 2019	Department of Public Safety	Eusebio Manglona	Resident Department Head, DPS Rota
<b>Project Name:</b>	Boating Safety Command Post		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	This project will include housing facilities for the Department of Public Safety Rescue boats and crew to include the purchase of one additional boat. This project will ensure the safety of visiting tourist and the local population.		
<b>Potential Funding Sources:</b>	US Environmental Protection Agency, Economic Development Administration, all qualified Federal, State or local funding opportunities		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Marianas Visitors Authority	Sandra K. Atalig	Field Office Supervisor
<b>Project Name:</b>	Melchor Mendiola Leadership Park Enhancement Project		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$85,000		
<b>Project Description:</b>	The Project intends to remove an existing structure at the leadership park and replace it with an aesthetic water fountain, to enhance the visual effect of the park, to attract more visitors to the park each year.		
<b>Potential Funding Sources:</b>	Local government revenues, Community Chest Fund, Marianas Public Land Trust, Commonwealth Development Authority, US Department of Interior, Economic Development Administration, and Other federal funding opportunities		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Department of Commerce	Dean Reynold A. Manglona	Acting Resident Department Head
<b>Project Name:</b>	Fish and Farmers Market		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$50,000		
<b>Project Description:</b>	To establish a centralized fish and farmers market on Rota, where tourist and locals can gather to enjoy local foods that are caught locally and seasonally. The Fish and Farmers market will also showcase locally manufactured products. Growth in this section is crucial to our local economy.		
<b>Potential Funding Sources:</b>	Local government revenues, Community Chest Fund, Marianas Public Land Trust, Commonwealth Development Authority, US Department of Interior, Economic Development Administration, and Other federal funding opportunities		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Marianas Visitor Authority	Sandra K. Atalig	Office Supervisor
<b>Project Name:</b>	Rota 360 Project (Freedom is Nature Trail)		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$85,000		
<b>Project Description:</b>	To establish 3 observation towers which equates to 3 new tourist sites that would enable visiting tourists to see the island of Rota from 3 different perspectives around the island. Resulting in a greater appreciation of our island and its natural resources and habitats.		
<b>Potential Funding Sources:</b>	Local government revenues, Community Chest Fund, Marianas Public Land Trust, Commonwealth Development Authority, US Department of Interior, Economic Development Administration, and Other federal funding opportunities		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 27, 2019	Department of Public Works	Vanessa G. Charfauros	Acting Resident Department Head, DPW Rota
<b>Project Name:</b>	Rota Landfill Relocation Improvement Project		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	Project will provide residents with a convenient, safe and sanitary method and area for waste disposal. The project will also cover cost associated with the relocation of the islands current dump site, to accommodate future needs in the event the local population continues to grow on Rota. Two proposed areas include: Palie and Chugai' areas.		
<b>Potential Funding Sources:</b>	EPA Grants, Economic Development Administration, and all qualified Federal, State or local funding.		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 27, 2019	Department of Public Works	Vanessa G. Charfauros	Acting Resident Department Head, DPW Rota
<b>Project Name:</b>	Rota Culvert Improvement Project		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$40,000		
<b>Project Description:</b>	Project will provide residents with a convenient, safe and sanitary method and area for waste disposal. The project will also cover cost associated with the relocation of the islands current dump site, to accommodate future needs in the event the local population continues to grow on Rota. Two proposed areas include: Palie and Chugai' areas.		
<b>Potential Funding Sources:</b>	EPA Grants, Economic Development Administration, and all qualified Federal, State or local funding.		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 25, 2019	Rota Mayor's Office	Dean Reynold A. Manglona	Acting Resident Department Head
<b>Project Name:</b>	Rota Water Cave Fencing Project		
<b>Requesting CNMI Agency:</b>	Municipality of Rota		
<b>Estimated Cost:</b>	\$150,000		
<b>Project Description:</b>	This project will provide reinforced fencing to ensure the safety and reliability of the islands main water resource, as a majority of the locals and tourist use this water to drink and bathe. Water quality and water safety is paramount to our community and its continuity is critical to the success of the local economy.		
<b>Potential Funding Sources:</b>	EPA grants, Economic Development Administration, Community Chest Fund, Marianas public lands trust, CDA, funding from the local, state or federal governments.		

*See also CPA, CUC, and NMC sections for additional proposed projects on Rota.*

*Municipality of Saipan*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Office of the Mayor of Saipan	Henry S. Hofschneider	Special Assistant to the Mayor
<b>Project Name:</b>	Paving of Secondary Roads		
<b>Requesting CNMI Agency:</b>	Office of the Mayor of Saipan		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Use of U.S. Department of Transportation funds are not permitted for payment of secondary road improvement and paving contracts. Many secondary roads are critical connector roads to primary highways and must be kept in good repair and improvement to assure emergency services vehicles, school buses, etc., have safe access to get to and from destination sites.		
<b>Potential Funding Sources:</b>	Local government, US Department of Interior, Economic Development Administration, Community Development Block Grant Disaster Recovery		
<b>Notes:</b>	Community comments were received specifically regarding paving the secondary road behind the airport between Ladder and Obyan beaches as well as secondary roads in the Kagman Homestead.		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Office of the Mayor of Saipan	Henry S. Hofschneider	Special Assistant to the Mayor
<b>Project Name:</b>	Improvement of Old Man by the Sea Parking Lot and Footpath		
<b>Requesting CNMI Agency:</b>	Office of the Mayor of Saipan		
<b>Estimated Cost:</b>	\$300,000		
<b>Project Description:</b>	Development and construction of permeable (surface) bus and small vehicle parking lot and footpath to the Old Man by the Sea, to improve safety of visitors to the site and reduce or eliminate negative impact to the environment, e.g., soil erosion, vegetation degradation, etc.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership.		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Office of the Mayor of Saipan	Henry S. Hofschneider	Special Assistant to the Mayor
<b>Project Name:</b>	Motor Pool		
<b>Requesting CNMI Agency:</b>	Office of the Mayor of Saipan		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	Staging facility for Mayor's Office assets, including the ability to repair assets onsite. Desire to have locations on both the north and south ends of the island.		
<b>Potential Funding Sources:</b>	Local government, US Department of Interior, Economic Development Administration, Community Development Block Grant Disaster Recovery		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Office of the Mayor of Saipan	Henry S. Hofschneider	Special Assistant to the Mayor
<b>Project Name:</b>	Office of the Mayor of Saipan Municipal Complex Building		
<b>Requesting CNMI Agency:</b>	Office of the Mayor of Saipan		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Siting of the Office of the Mayor of Saipan permanent office complex in the heart of old (historical) Chalan Kanoa, in the vicinity of the U.S. Post Office and Leadership Kiosku, would enhance the village of Chalan Kanoa and revive it as the central of the municipal government as it was in the pre-commonwealth era. Today, the Office of the Mayor of Saipan has grown into a multiple function office and must perform its constitutional and statutory duties and responsibilities of serving and delivering vital services to the public. The complex will also serve as a session hall for the Saipan and Northern Islands Legislative Delegation and the Saipan and Northern Islands Municipal Council for meetings, hearings, and public events.		
<b>Potential Funding Sources:</b>	Local government, US Department of Interior, Economic Development Administration, Community Development Block Grant Disaster Recovery		

*Municipality of Tinian and Aguiguan*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Repair of the Tinian Gymnasium		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$600,000		
<b>Project Description:</b>	The Tinian Gymnasium served as a distribution point and storage for donated goods after Super Typhoon Yutu. We wish to designate this building as a distribution point and storage area – and possibly a shelter – for future natural disasters. To achieve this we must replace its roof, replace its windows, install typhoon shutters, repair plumbing/electrical systems, install security systems, and install a stand-alone generator at the site.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership.		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Restoration of the Tinian Youth Center		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$750,000		
<b>Project Description:</b>	The Tinian Youth Center is a public facility run by the Tinian Mayor’s Office where Tinian’s youth can participate in various after-school, holiday, and summer programs. The facility’s interior and its outdoor facilities were almost completely destroyed during Super Typhoon Yutu. This project aims to restore the Tinian Youth Center to its previous condition so that programs may continue at the site.		
<b>Potential Funding Sources:</b>	Local government revenues, FEMA, Community Development Block Program, Public-Private Partnership, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Repair of the Tinian Gaming Commission Office		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	The Tinian Gaming Commission is the regulatory agency responsible for gaming licensees on the island of Tinian. The building's roof was torn off during Super Typhoon Yutu. The roof must be replaced in order for the Commission to resume business.		
<b>Potential Funding Sources:</b>	Local government revenues, FEMA, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Expansion of Tinian International Airport		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$20 million		
<b>Project Description:</b>	The Tinian International Airport must expand its facilities in order to begin accepting international flights. Tasks include, but are not limited to: building a fuel tank and connecting lines, installing hangars for protection and maintenance, renovating of existing international terminal for CBP and TSA Offices/requirements, and building additional parking and a separate cargo area.		
<b>Potential Funding Sources:</b>	Commonwealth Ports Authority, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Tinian Municipal Square		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	Construction of a Town Square on public land to house the Tinian Mayor's Office, the Tinian Delegation Office, the Tinian Municipal Council, agency satellite offices, and other local government offices that conduct business directly with the general public. The lot is located in central San Jose Village near other critical public facilities, making this Municipal Square a "one-stop shop" for residents' needs and services. The Square is also a cost-saving measure as it eliminates the need to rent private buildings to conduct business. Additionally, it is our hope that we can vacate our current (rented) offices and open up more commercial space for private businesses to occupy. Lastly, we hope to work with the U.S. Environmental Protection Agency to build a "Green" square, using as much alternative energy sources and power-saving measures as possible in the same fashion as American Samoa's EPA Office.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership, FEMA, U.S. EPA, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Tinian Cattlemen Association Slaughterhouse		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$700,000		
<b>Project Description:</b>	USDA-approved mobile slaughterhouse for use by the Tinian Cattlemen Association. This slaughterhouse will allow over thirty (30) current ranchers to add value to their product, Tinian Beef, which is already being sold to buyers all over the CNMI. We hope that the slaughterhouse will lay the foundation for a thriving industry wherein local ranchers can provide USDA-Certified Organic Tinian Beef to the CNMI, Guam and beyond.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Public-Private Partnership, U.S. Department of Agriculture, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Tinian Municipal Operations Center		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Build a Municipal Operations Center (MOC) to be used by emergency management staff in the event of a disaster on Tinian. An MOC that is separate from Tinian's central government is crucial as it prevents MOC activity from disrupting regular government operations.		
<b>Potential Funding Sources:</b>	Local government revenues, FEMA, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Revitalization of Tinian Children's Park		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	Re-develop the Tinian Children's Park, including: install new playground equipment, build outdoor sports facilities, install tourist-oriented fixtures, and repair lighting and bathroom facilities		
<b>Potential Funding Sources:</b>	Local government revenues, Marianas Visitors Authority, CDBG, Public-Private Partnership, Economic Development Administration		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Tachogna Beach Park Project		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	Tachogna Beach is one of the most popular tourist destinations on Tinian. It boasts clear waters, white sand, and open space for tourists and residents of all ages to enjoy. The Tachogna Beach Park Project aims to revitalize the beach in such a way that accommodates the needs of regular beachgoers and businesses wanting to attract tourists. This includes, but is not limited to, building event pavilions, vendor stalls, and a new parking area.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Marianas Visitors Authority, Public-Private Partnership, CDBG, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Underground Power Lines to Critical Facilities		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$3 million		
<b>Project Description:</b>	Install underground power lines from Tinian's only power plant to critical public facilities such as the Tinian Health Center and the Maui Well Pump Station. This will ensure that both facilities continue to run in the event of a major disaster on Tinian.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, U.S. Environmental Protection Agency, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Office of the Mayor of Tinian and Aguiguan	Edwin P. Aldan	Mayor of Tinian and Aguiguan
<b>Project Name:</b>	Recycling Program		
<b>Requesting CNMI Agency:</b>	Municipality of Tinian and Aguiguan		
<b>Estimated Cost:</b>	\$250,000		
<b>Project Description:</b>	Kick-start a local recycling program to limit the amount of waste stored on our island. We will work with the CNMI Department of Public Works and private vendors to ensure that these recyclables are properly disposed, however much of this project will be dedicated to outreach and providing incentives to Tinian residents to sort their waste.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Public-Private Partnership, U.S. Environmental Protection Agency, Economic Development Administration		

*See also CPA, CUC, and NMC sections for additional proposed projects on Tinian.*

*Marianas Visitors Authority*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 28, 2016	Marianas Visitors Authority	Chris Conception	Managing Director
<b>Project Name:</b>	Upgrades to the Saipan International Airport		
<b>Requesting CNMI Agency:</b>	Marianas Visitors Authority		
<b>Estimated Cost:</b>	\$50,000		
<b>Project Description:</b>	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 checkpoints area; arrival/departure lobbies need seating area for public; conveyor belt system needs replacement; PA system need 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.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, CNMI Capital Improvement Project, US Federal Aviation Administration, Economic Development Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 28, 2016	Marianas Visitors Authority	Chris Conception	Managing Director
<b>Project Name:</b>	Underground Power Cables		
<b>Requesting CNMI Agency:</b>	Marianas Visitors Authority		
<b>Estimated Cost:</b>	\$20 million		
<b>Project Description:</b>	Place all utility lines 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.		
<b>Potential Funding Sources:</b>	US Department of Agriculture, Local government revenues, US Department of Interior, Economic Development Administration, US Army Corp of Engineers, US Federal Emergency Management Administration		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 28, 2016	Marianas Visitors Authority	Chris Conception	Managing Director
<b>Project Name:</b>	Re-routing of Storm Runoff		
<b>Requesting CNMI Agency:</b>	Marianas Visitors Authority		
<b>Estimated Cost:</b>	\$50 million		

<b><i>Project Description:</i></b>	Reroute all stormwater 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 are 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 bad for tourism and for oceanic life.
<b><i>Potential Funding Sources:</i></b>	US Environmental Protection Agency, Local government revenues, US Department of Interior, Economic Development Administration, US Army Corp of Engineers

*Northern Marianas College*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 15, 2019	Northern Marianas College	Frankie Eliptico	Interim President
<b>Project Name:</b>	NMC Buildings and Facilities (to replace buildings lost to Super Typhoon Yutu)		
<b>Requesting CNMI Agency:</b>	Northern Marianas College		
<b>Estimated Cost:</b>	\$58 million		
<b>Project Description:</b>	<p>As a result of the devastation of Super Typhoon Yutu, nearly all of the Northern Marianas College’s classrooms and administrative facilities have been destroyed. Of the college’s 37 classrooms, 35 were classified as sustaining major or total damage through FEMA’s post-disaster assessment of the college. As the CNMI’s only accredited post-secondary educational facility, the reconstruction and hardening of the college’s infrastructure is critical towards supporting the CNMI’s economic development and workforce resiliency needs.</p> <p>Currently, the College has over 1,250 full time students who are seeking degrees in nursing, hospitality management, business (accounting), business management, education, natural resource management, and other areas critical to the Commonwealth’s workforce development efforts. Thousands more participate in the College’s short-term training courses that include training and development courses for employees at the Department of Fire and Emergency and Emergency Management Personnel, Department of Public safety, various childcare provider facilities, and many other government and private sector organizations.</p> <p>Because nearly all classrooms, computer labs, nursing labs, and other facilities were decimated by Super Typhoon Yutu, the College is currently conducting classes in temporary tents set up at NMC’s As Terlaje campus. Despite this less-than-ideal situation for thousands of individuals seeking to expand their training and professional growth, NMC continues its commitment to fostering the development of the CNMI’s workforce. Yet, despite these efforts, NMC’s leadership is cognizant that lacking a functioning college facility will in the mid- to long-term deter enrollment at the College. The potential out-migration and loss of the CNMI’s college-aged population to other regions will leave lasting impacts on the CNMI’s economic development, resiliency and overall stability.</p> <p>Therefore, in an effort to continue the college’s mission to support the workforce development of the CNMI, the Northern Marianas College is proposing to construct the following:</p> <ul style="list-style-type: none"> <li>•Construction of Classrooms, Computer Labs, Science Labs, (and other spaces damaged by Typhoon Yutu)</li> </ul>		

	<ul style="list-style-type: none"> <li>•Construction of the NMC’s Student Center (Bookstore, Career Center, Cafeteria, Disability Support Services, Counseling Services, Student Activities Center, International Student Office, and other spaces lost to Super Typhoon Yutu) (Proposed new facility will include Admissions, Financial Aid and other student service offices)</li> <li>•Construction of the Northern Marianas College’s Regional Nursing Training Institute (to replace Nursing labs, offices, and classrooms lost to Super Typhoon Yutu) Proposed facility will include other workforce training program space</li> <li>•Construction of the Northern Marianas College’s – Cooperative Research, Extension, and Education Services (NMC CREES) (spaces damaged by Super Typhoon Yutu)</li> <li>•Repair and Hardening of Northern Marianas College’s Gym/Emergency Shelter and (Damaged by Super Typhoon Yutu)</li> </ul>
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Federal Emergency Management Agency, United States Department of Agriculture, Public-Private Partnership

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Northern Marianas College	Frankie Eliptico	Interim President
<b>Project Name:</b>	Construction of Campus Student Housing/Dormitories		
<b>Requesting CNMI Agency:</b>	Northern Marianas College		
<b>Estimated Cost:</b>	\$10 million		
<b>Project Description:</b>	The Northern Marianas College is proposing to construct a new Student Housing Center which will provide dormitories where students from the neighboring islands of Rota and Tinian may reside within school premises. Additionally, the availability of a school dormitory will attract additional students from both the wider-Micronesia Region and neighboring Asian countries seeking to receive a US-accredited education within close proximity to their home countries and islands.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior-Office of Insular Affairs, Economic Development Administration, Federal Emergency Management Agency, United States Department of Agriculture, Public-Private Partnerships		

*Northern Marianas Trade Institute*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 14, 2016	Northern Marianas Trade Institute	Agnes M. McPhetres	NMTI Chief Executive Officer
<b>Project Name:</b>	Development of a Comprehensive Vocational and Technical Training Facility		
<b>Requesting CNMI Agency:</b>	Northern Marianas Trade Institute		
<b>Estimated Cost:</b>	\$8.2 million		
<b>Project Description:</b>	<p>Although ranked low in the CEDS 2016-2021 publication with a score of 23.1, NMTI is the major institution that provides the technical skills training necessary to enable U.S. citizen residents to replace foreign workers in the CNMI. NMTI offers industry recognized certification in Welding, Automotive Technology, Electronic Systems Technology, HVAC Electrical, Carpentry, Plumbing, Culinary Arts, Hotel &amp; Restaurant Operations, etc. These trades are the critical positions currently held by foreign workers as identified by the CNMI Department of Labor. Furthermore, the 2017 GAO report (GAO-17-437) pinpoints NMTI's role in curbing the CNMI's dependence on foreign labor. This priority identification is further evidenced by the CNMI Legislature's passage of SB 20-106 to make NMTI a public institution, a bill which Governor Torres signed into law (PL 20-92) in February 2019. NMTI is seeking funding to develop a plan and then construction of a facility that would accommodate the number of students and the programs the institution offers. NMTI enrollment has increased dramatically within the last 5 year: from 49 students in SY 2014-15 to 634 students in SY 2017-18. NMTI has outgrown its current facility (a former garment factory), which is located in a wet-land area that is affected by severe flooding of its classrooms during heavy rains. Additionally, the area does not provide sufficient space for students and faculty parking. If provided the opportunity to offer its services in a well-designed and typhoon proof vocation and technical trades facility, NMTI will significantly expand its role to the development of the CNMI economy and the replacement of foreign workers with U.S. citizens.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		



*Office of Grants Management & State Clearinghouse*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphanio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Sugar Dock Revitalization and Enhancement Project		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$2.7 million		
<b>Project Description:</b>	<p>The Sugar Dock Revitalization and Enhancement project represents one of the key strategic revitalization projects in the southern portions of Saipan. The dock not only serves as a favorite past time location for local residents but it caters to commercial fishermen and recreational boating and sports businesses, serving as a primary launching point. It also serves as a secondary port of entry between the islands, further bringing about economic activity through the transshipment of goods. Ferry services were once offered through this port and with the revitalization of this dock, it can re-emerge and flourish, bringing more economic prosperity between the islands especially as the US military plans on re-establishing its presence on Tinian through the construction of the Tinian Divert Airfield, Tinian Harbor project, and numerous capital improvement projects. This project will involve architectural and engineering activities and construction. The investment will guarantee long-term benefits in terms of providing critical mobility between the islands, biosecurity through commercial fishing, and increased boating recreational activities for the community, investors, and increasing our resiliency through an additional port of entry.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project, US Army Corp of Engineers		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphanio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Office of the Governor Executive Building Construction Project		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$18.5 million		
<b>Project Description:</b>	<p>The Office of the Governor and Lt. Governor is at center of all executive decisions in the Commonwealth and it is housed in a 60-year-old dilapidating building that often requires constant repairs due to leaking concrete roofs and poor electrical wiring. This project proposes to erect a new executive building to house key executive offices that in part help move the economy and public service daily. The new building will provide a safer and more nurturing working environment and will be complemented with the latest technological equipment to keep the CNMI wired on all important information. This project will require architecture and engineering services and construction activities. The overall benefit of the community is significant as the executive branch seeks to strengthen its involvement in the community while increasing its efficiency in delivering public service.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphonio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Power Plant I 13.5-Megawatt Diesel Generator Acquisition		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$7 million		
<b>Project Description:</b>	<p>Power Plant I, located in Lower Base, houses Saipan’s four 13.5 Megawatt generators, providing 80% of the daily power supply to the residents, businesses, and government sectors of the island. These generators are forty (40) years old, requiring constant maintenance and repairs, while running on non-fuel-efficient platform. The Commonwealth Utilities Corporation expects the generators to last only a few years or less, given the many mechanical issues it combats on a weekly basis. This project aims to replace one of the four generators to stabilize the grid and provide clean power, without fluctuations and brownouts. Electricity drives direct and indirect economic activities, thus allowing residents, businesses, and the government to conduct safe and purposeful activities daily. This project is an integral component in ensuring the resiliency of the islands power system.</p>		
<b>Potential Funding Sources:</b>	CUC revenues, Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphonio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	CNMI Medical Referral Patient Care Lodging Facility		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$6 million		
<b>Project Description:</b>	<p>The CNMI Medical Referral spends over \$3M a year on Guam housing CNMI residents receiving much-needed health care services off-island. This is a huge financial strain on the CNMI as this activity reoccurs annually. This project proposes to acquire and own real estate on Guam in the efforts of reducing this reoccurring expense. The CNMI Government will contract a hotel management firm to run the facility’s daily operations. The acquisition of this facility will provide the Commonwealth with equity and added capital asset and ultimately will represent as a low risk investment. The CNMI’s lone hospital, the Commonwealth Health Care Corporation cannot provide all the needs of our patients so they are escorted off-island. Our people’s health is important and where they stay on Guam is a reflection of the CNMI Government. As the adult population continues to rise and the cost of health care goes up, investing in this project becomes of high significance and priority for the central government.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project, GovGuam-Legislature on Potential Tax Incentive		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Garapan Industrial Reverse Osmosis Water System		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$4.5 million		
<b>Project Description:</b>	<p>The village of Garapan represents one of the most densely populated areas on Saipan, centering itself as a major business hub in the central heart of the island. With this mass, resources including potable water become increasingly difficult to provide by the state's Commonwealth Utilities Corporation. This is especially true as the island has just received a drought advisory report starting January. To mitigate this impact, CUC proposes to seek funds to purchase an industrial reverse osmosis water system capable of supplying the 450 gallons per minute to the direct water tank service of Maui IV located in upper Puerto Rico, one village north of Garapan. The supply of twenty-four water is extremely important to residents, businesses, and tourists that visit the island, especially as it improves hygienic, sanitary conditions, and ensures that CUC meets the primary stipulated order from the US Environmental Protection Agency imposed. The benefit of the community is insurmountable as the state seeks to strengthen its resiliency through additional new sources of potable water via reverse osmosis.</p>		
<b>Potential Funding Sources:</b>	CUC revenues, Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Ma'afala Breadfruit Agroforestry and Processing Facility		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	<p>The Office of the Governor is currently overseeing the Ma'afala Breadfruit Program. Over 600 tissue-cultured breadfruit seedlings were planted in a designated farm plot in Kagman, Saipan. The project aims to produce gluten-free flour and products for a healthier community plagued with diabetes and other non-communicable diseases. Gluten-free flour is in high demand nationally and CNMI would like to venture into this growing market. This project proposes to increase its seedlings count, erect a processing center, and acquire much needed manpower and equipment to progress the program ahead. This project promotes healthy eating, food security in the region, and promotes export of a genuine product of the CNMI.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphanio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	As Gonno Subdivision Utilities Infrastructure Project		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$5.7 million		
<b>Project Description:</b>	<p>The Office of the Governor, in tandem with the Department of Public Lands, are engaged in opening a new homestead subdivision for purposes of increasing housing opportunities for island residents. With this large developmental plan, utility infrastructure inclusive of electricity, water, and wastewater need to be incorporated before the plots of land are given to new homeowners in the As Gonno area. With the lack of funding, this has negated new subdivisions from springing-up in the past. This project proposes to open 100 house lots with the required infrastructure. The benefit of this project is invaluable to the community as new homes will be erected and would subsequently be hooked up to the utility grid system, thus adding to the overall economic health of the power company. Installing water transmission lines, power poles, and waste water piping throughout this subdivision will require architecture and engineering plans and full cost of installation of all needed equipment. The expansion of more homes on the island is seen as a top priority as the supply for housing steadily decreases.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphanio E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Disaster Recovery & Relief Storage Facility		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$4.6 million		
<b>Project Description:</b>	<p>The Office of the Governor, in tandem with the CNMI Homeland Security &amp; Emergency Management Services, have proposed to construct a Disaster Recovery &amp; Relief Storage Facility to aid in the storing of pre &amp; post disaster supplies, donated goods, and disaster related equipment, including diesel generators to supply power to water wells and waste water stations. The 18,000 square feet facility will also serve as the main receiving center for items shipped from off-island for recovery and relief for the islands. After Super Typhoon Yutu, the CNMI Government experienced the lack of adequate storage space for donated and immediate relief items. The new construction will house many of the post-disaster supplies which is a crucial component for the island's resiliency system. The project will require architecture and engineering services as well as the construction of the facility that will be able to sustain 250 mph winds and/or CAT5 conditions. This investment is resiliency-based, promotes relief organization, and will cater to the overall security of the islands' post disaster supplies. The CNMI needs to be disaster-ready and this project will complement all its current efforts.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	CNMI Recycling & Transfer Station		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$3.2 million		
<b>Project Description:</b>	<p>The Office of the Governor, in collaboration with the Division of Solid Waste Management, proposes to create a redemption center to receive recyclable materials such as aluminum cans, glass, and paper products. It requires acquiring much needed equipment to bale and/or pack the items for shipment to an off-island based company capable of accepting our order. This project will promote a much cleaner or greener CNMI as more residents will be more inclined to recycle and redeem their unwanted recyclables. The economic return will be significant as many residents will see value in their recycling activities. Funds generated from the resell of the recycled items will go towards the shipment of the goods. In the end, the CNMI Transfer Station will be a clean and efficient government operation. This project requires the employment of new personnel, the acquisition of equipment, a facility, and redeeming process. The long-term benefit for this project will be highly visible in the environmental and economic growth from those who recycle.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	CNMI Business Innovation Incubator		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$2.75 million		
<b>Project Description:</b>	<p>The Office of the Governor, in tandem with the CNMI Department of Commerce's Small Business Development Center, is proposing to construct a 15,000 square foot building or rent lucrative business spaces to showcase locally produced products from the CNMI to increase the number of small businesses, create additional jobs, and provide an avenue for increase in export dollars. Funding will also be used to create and enforce the CNMI Seal Program. Entrepreneurs will receive technical assistance from the CNMI SBDC and STEP Program as well as industry experts on business planning, product development, marketing, packaging, and financial training to grow and expand their business. This project will provide a baseline for locally owned small businesses, value-added producers and increase in export dollars, in line with increasing manufacturing in the United States. The incubator serves as a stepping stone for increasing the number of jobs supported and business expansion in the CNMI economy.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Office of Grants Management & Office of Planning and Development Official Building Construction		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$1.75 million		
<b>Project Description:</b>	<p>The Office of Grants Management (OGM) and the Office of Planning and Development (OPD) propose to construct a new office building that will house both critical and significant offices. OGM has oversight over all federal grants under the executive branch, while OPD has the responsibility of coordination of future planning and development for the Commonwealth. These two agencies work in tandem to promote efficiency over federal programs and capital improvement projects. Currently, these offices are situated in the main executive branch building, but due to expanding responsibilities and added personnel, more office space is needed to meet the demand. Both offices combined bring in approximately \$20M in federal grants alone annually and with more personnel, that number could reach \$35M a year. The new building is much needed to complement and supplement the relentless efforts of these two agencies while improving the local economy. The expected return in investment from the services provided by the two offices' is far greater and significant to the overall wealth and health of the Commonwealth. It would be prudent for their offices to continue with their daily operations and expand further in a new working environment.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 13, 2019	CNMI Office of the Governor	Epiphania E. Cabrera Jr.	Administrator
<b>Project Name:</b>	Criminal Investigation Bureau Facilities Modernization and Expansion		
<b>Requesting CNMI Agency:</b>	CNMI Office of Grants Management & State Clearinghouse		
<b>Estimated Cost:</b>	\$1.68 million		
<b>Project Description:</b>	<p>The Office of the Governor, in tandem with the Department of Public Safety's Criminal Investigation Bureau, proposes to modernize its current facility. The section of the police force houses all crime scene evidence materials and its detective personnel. This grant proposes to acquire new computers with crime scene management software and other much needed forensics equipment. Training will also be a huge component of this proposal as many detectives need professional development to obtain the latest skillset for detective work. Funding will support the department's initiative of reducing the number of cold cases, while strengthening its capacity to solve more rudimentary cases.</p>		
<b>Potential Funding Sources:</b>	Local appropriated funds, USDA Grants, US Department of Interior, Economic Development Administration, Public-Private Partnership, EB5 Investment Project		



*Office of Planning and Development – Capital Improvement Program*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
April 5, 2019	CNMI Office of Planning & Development-Capital Improvement Program	Elizabeth Salas-Balajadia	OPD CIP Administrator
<b>Project Name:</b>	Granular Activated Carbon Treatment (CUC)		
<b>Requesting CNMI Agency:</b>	CNMI Office of Planning & Development-Capital Improvement Program		
<b>Estimated Cost:</b>	\$2.2 million (Local Match-CIP 20%: \$431,634.00)		
<b>Project Description:</b>	The project consists of the installation of Granulated Activated Carbon (GAC) Treatment System at the Isley Booster Station 1 and four other individual wells (IF-25, OB-6, OB-19 and OB-23). The OB wells feed the Isley Tank and IF-25 feeds the Airport Rescue and Fighting (ARFF) facility. GAC is a highly porous, highly absorbent material made from organic materials with high carbon content such as wood, lignite and coal and is used extensively in water treatment systems for its ability to absorb natural organic compounds, taste and odor compounds, and synthetic organic chemicals like perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA). Goals: To eliminate the health hazards associated with pollution and from non-toxic wastes discharge water system in Isley and comply with requirements and complete projects associated with Stipulated Order I.		
<b>Potential Funding Sources:</b>	Economic Development Administration, US Department of Interior-Office of Insular Affairs, Local Government Revenues, etc.		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
April 5, 2019	CNMI Office of Planning & Development-Capital Improvement Program	Elizabeth Salas-Balajadia	OPD CIP Administrator
<b>Project Name:</b>	PSS Temporary Classrooms		
<b>Requesting CNMI Agency:</b>	CNMI Office of Planning & Development-Capital Improvement Program		
<b>Estimated Cost:</b>	\$1 million		
<b>Project Description:</b>	To make funding available for the construction of temporary classrooms at the Koblerville Elementary School for Hopwood Jr. High School which was severely damaged by Super Typhoon Yutu. <i>PSS will use as a cost share for their project worksheets pending FEMA completion and obligation.</i> Goals: Temporary facility as PSS implement FEMA projects for the repairs and renovations of school facilities to reduce long term risks from natural hazards and their effects and increase the useful life of their facilities and provide a more conducive environment for learning.		
<b>Potential Funding Sources:</b>	Economic Development Administration, Federal Emergency Management Agency, Capital Improvement Program, Local Government Revenues, etc.		



*CNMI Public School System*

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 14, 2016	CNMI Public School System	Dr. Rita A. Sablan	PSS Commissioner
<b>Project Name:</b>	Career & Technical Educational School Site		
<b>Requesting CNMI Agency:</b>	CNMI Public School System		
<b>Estimated Cost:</b>	\$12 M		
<b>Project Description:</b>	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.		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, US Economic Development Administration, Public-private partnership, EB5 investment Project, new Market Tax Credit Program		

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

## Non-Government Submissions

### 500 Sails

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	500 Sails	Pete Perez	Executive Director
<b>Project Name:</b>	Maritime Training Center (MTC)		
<b>Estimated Cost:</b>	\$2 million		
<b>Project Description:</b>	<p>The 500 Sails MTC creates a new CNMI-based maritime industry through learning programs that develop a skilled workforce of boat builders, boat captains and crew, and others involved in maritime businesses based on traditional sailing canoes. It follows the apprenticeship and work-to-learn model that many trade schools utilize, supplemented with programs that encourage and support entrepreneurial endeavors that put the canoes to productive work. This includes instruction in sailing, boating safety, water safety and navigation. A driving force behind the MTC concept is the high demand for canoes in Oceania and their natural fit in island societies. It builds upon the ongoing regional revival of traditional canoe culture that promotes healthy, active lifestyles and provides culturally rewarding career opportunities. The MTC provides a response to the threat of climate change. Traditional canoe building using wood is in decline in major part because of the lack of wood due to forest loss resulting from emerging extreme weather patterns and sea level rise. Fiberglass benefits traditional canoe manufacture because of the speed in which boats can be built and the durability of the product. Traditional sailing canoes are a very competitive alternative to fossil fuel powered vessels with high purchase, maintenance, and operating costs. The MTC brings economic diversity to the CNMI while simultaneously bolstering the tourism industry through destination enhancement. Colorful traditional sailing canoes will provide the genuine cultural experiences that tourists consistently ask for in surveys. MTC trained workers also provide skills needed for tourism industry on-water activities and can use their skills in other endeavors, from power and sail yacht building to manufacture of other marine products such as paddling canoes, surf boards, sail boards, paddle boards, etc. In addition, revenue would remain in the CNMI to be reinvested in MTC programs for the community.</p>		
<b>Potential Funding Sources:</b>	<p>Local government revenues, US Department of Interior, US Economic Development Administration, US Administration for Native Americans, US National Parks Service and Maritime Administration, US Department of Labor, NOAA, Public-Private Partnerships, Private Foundations, Corporations, Individuals</p>		

KKMP

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 26, 2016	KKMP	N/A	Public
<b>Project Name:</b>	Open Ocean Aquaculture		
<b>Estimated Cost:</b>	\$8 million		
<b>Project Description:</b>	<p>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 \$1,065,00 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 &amp; 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.</p>		
<b>Potential Funding Sources:</b>	Public-Private Partnership		

MINA - Micronesia Islands Nature Alliance

Submission Date	Submitting Entity	Submitting Party	Role
April 3, 2019	Micronesia Islands Nature Alliance	Roberta Guerrero	Executive Director
<b>Project Name:</b>	Saipan Lighthouse Visitor and Cultural Center		
<b>Estimated Cost:</b>	\$5 Million		
<b>Project Description:</b>	<p>Built in 1934, The Lighthouse is one of the few surviving pre-WWII civilian structures built by the Japanese on Saipan, and was a beacon for ships navigating into Tanapag Harbor. It was listed in the National Registry of Historic Places in 1974. The Lighthouse served as a restaurant in 1994/95, but has since been abandoned and left to vandals, vagrants, and graffiti artists. It is MINA's vision to restore this historical landmark as a visitor center to highlight the Marianas Trench Marine National Monument, to erect an adjacent Cultural Center for the Performing Arts and Conference Facility designed to replicate the Marianas ancient Taga, and to house MINA's administrative offices. The building will be one of the first in Saipan to conform to LEED standards, with sustainability as a concept that encompasses energy consumption, sensitivity to local ecosystems and modulation of building systems through interactions with local environmental conditions. The costs for upkeep and maintenance of the building will come from revenues derived from rental of the function space and fundraising from private partnerships. The restoration of the Lighthouse will enhance the viability of the long-term sustainability of one of Saipan's historical landmarks, enhance Saipan's tourist attraction inventory, and, most importantly, serve as a beacon for the people of the Marianas to keep alive the cultural and environmental natural wealth of our marine resources.</p>		
<b>Potential Funding Sources:</b>	Federal assistance and privately funded grants and initiatives, and local fundraising events.		

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Micronesia Islands Nature Alliance	Roberta Guerrero	Executive Director
<b>Project Name:</b>	Construction & Installation of Coastline & Tourist Site Recycling Bins		
<b>Estimated Cost:</b>	\$260,000		
<b>Project Description:</b>	<p>Construction and installation of twenty-four new recycling bins for installation at coastline and heavily-trafficked tourist sites to enhance MINA's marine debris prevention Adopt a Bin program. The bins' structural design will be of typhoon-resistant that will mitigate any potential damage caused by future typhoons, thereby increasing the sustainability of the Adopt a Bin program and to further enhance and promote the culture of recycling in the CNMI.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

MYPros – Marianas Young Professionals

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 30, 2019	Marianas Young Professionals	Gerard van Gils	Executive Director, MYPros
<b>Project Name:</b>	Business Incubator and Public Professional Co-working Space		
<b>Requesting CNMI Agency:</b>	Marianas Young Professionals with CDA and PSS		
<b>Estimated Cost:</b>	\$800,000		
<b>Project Description:</b>	MYPros will create business incubator co-working spaces on Saipan, Tinian, and Rota. This project will join economic development partners like the Commonwealth Development Authority (office space) and the Public School System (business clubs, Million Dollar Scholars clubs, and professional mentorship on campuses). MYPros will provide required matching funds, community engagement and educational programming for 5 years. This project provides equitable entrepreneurial opportunities for those surviving poverty in the CNMI.		
<b>Potential Funding Sources:</b>	Private corporate sponsorships (having commitments and receipts already) is one source of funding. Another is charitable donations, which have surpassed \$50,000 per year for 3-years running. Also, we hope for grant funding available for projects such as this.		

N15 Architects

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
April 3, 2019	N15 Architects	Christopher Fryling	Principal
<b>Project Name:</b>	Rent-to-Own Resilient Home Revolving Loan Fund		
<b>Estimated Cost:</b>	\$3.6 million		
<b>Project Description:</b>	Resilient, affordable home loan financing program to support the construction of concrete homes on both privately-owned and homestead-deeded properties within the CNMI. This loan program will be government administered and will leverage the cost-savings realized through batch construction versus individual (30 home batches).		
<b>Potential Funding Sources:</b>	Small Business Administration, Federal Emergency Management Agency, Economic Development Administration, Local Government Revenues, etc.		

Northern Marianas Sports Association (NMSA)

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Oleai Sports Complex Enhancements		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$7.7 million		
<b>Project Description:</b>	<p>CNMI national sports federations have indicated that Oleai Sports Complex would serve athletes and sports tourism potential better with sport-specific enhancements; and our community with additional fan-experience oriented additions.</p> <p>The Oleai Sports Complex is slated to serve as the focal point for the 2021 Pacific Mini Games. The FEMA repair process offers an excellent opportunity for saving mobilization and logistic costs by bidding additive options, which would enhance the overall facilities. For example, increasing the grandstand capacity at the baseball and softball fields as well as at the track oval where soccer and rugby are also played. Sport-specific additions such as tennis courts would allow an expansion of services available at the property. Management, operations and revenue could be increased by the addition of a second floor at both the north and south end of the main gymnasium building, which could serve for office and meeting space while allowing the ground floor space of the gym to be reconfigured for weightlifting, bodybuilding, wrestling and update locker/shower/toilet rooms. Concession stands could be added between the parking lot and the main gymnasium and rented to service-vendors. Adding an additional 2-story technical office combined dormitory would offer national federations a way to build capacity for their sport and further jobs and industry in sports tourism; and may also provide a modest income channel. Other small structure outbuildings could be built to accommodate storage, maintenance equipment and waste management giving the facilities professional-level management capabilities.</p> <p>Trading traditional power for solar power in the form of a solar covered parking shelter would reduce monthly operations costs and having a backup generator for low peak sun would be cheaper than being connected to the CUC. Updating a master facilities plan would ensure cost effective space utilization in the most equitable way for economic development and benefit to our local community.</p> <p>The complex currently supports existing CNMI national federations and other sports organizations including baseball, softball, rugby, soccer, track and field, basketball, volleyball and wrestling. With a more robust facility, additional national sport federations may be possible.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, National Sports Federations, Private Fundraising		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	NMI Aquatics Complex (Koblerville) and Marpi Pool Upgrades		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$3.8 million		
<b>Project Description:</b>	<p>Design and build a multipurpose world class energy efficient and ADA accessible aquatics facility which meets international standards for safety. The Complex will include a FINA certified 8 lane 50m Olympic pool, 4 lane 25m developmental pool, locker rooms, training areas and offices. The Complex will meet the requirements of the NMI to host the Pacific Mini Games in 2021. Swimming is the most popular Olympic sport after soccer world-wide.</p> <p>NMI has been a leader in competitive swimming within Oceania for the past 30 years. The existing NMI 50m pool is 40 years old and has reached the end of its service life. The new facility will support competitive swimming as well as learn to swim programs, lifeguard training and rehabilitation therapy. The Complex staff will be a local workforce to provide administrative, maintenance and lifeguarding responsibilities with adequate personnel and trainers currently on-island. Fees for access to the Complex from local and international use will defray operational costs. Recurring costs for maintenance and management will need to be identified for the long-term sustainability of the complex and would benefit from a public-private partnership.</p> <p>The Koblerville site is in a lower economic village and a project of this magnitude will benefit the village significantly by additional activities created and made available in the area. Positive impacts include the hardening of village water, power and wastewater systems. The proposed site is adjacent to the new soccer facility in Koblerville and area assessments for this project indicate no anticipated negative environmental impacts.</p> <p>Alternatively, or in addition to, corrections and upgrades to the existing Marpi pool would allow two training venues providing additional access, programs, jobs and infrastructure improvements to two villages; north and south respectively.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, National Sports Federations, Private Fundraising		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Tennis Training Development Center		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$700,000		
<b>Project Description:</b>	<p>A four-court facility including lights, restrooms, office. The project will enhance the ability to stage international tennis events. Additional training opportunities for tennis will increase college scholarships. The health and welfare of youth will benefit. Employment opportunities via coaching will be raised. All current tennis court facilities are owned and operated by private entities, except for the American Memorial Park, which does not allow for exclusive professional training.</p> <p>This project would benefit the 2021 Pacific Games. Tennis has been one of the NMI's most successful sports resulting in increased tourism, college scholarships and youth opportunities. Industry growth includes international events supporting hotels, restaurants, car rental. Sports shops would provide sales and service to tennis community throughout the year. There would be an increase in coaching and technical officials required, thereby creating additional jobs, which could be filled by former and current NMI players eager to engage in coaching junior and adult players. International events bring money from outside into the NMI from 15 Pacific Rim countries. Local coaching keeps money here. The project will enhance the NMI's regional strength in tennis. Guam currently has a National Tennis Center under development.</p> <p>There are no environmental impacts associated with development of a National Tennis Center at Oleai Sports Complex nor a Koblerville site. The potential sites are currently cleared and developed. The project may be lighted for night play. Current LED tech mitigates power usage. No significant environmental impacts are anticipated. The project will enhance the sports infrastructure of the NMI. No significant negative impacts to existing infrastructure are anticipated. The project will use of existing parking facilities.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, National Sports Federation and its membership, Public-Private Partnerships		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Canoe House Complex		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	<p>The Northern Marianas National Paddle Sports Federation (NMNPSF) will host outrigger canoe races for the 2021 Pacific Mini Games and seeks to construct a canoe house, an outdoor gym/exercise station, build additional canoes and add shower heads to the restrooms at the north end of Kili beach area.</p> <p>The site offers ample parking spaces as well as nice white and wide sandy beaches with pine trees along the shoreline with a spacious lagoon – a perfect venue for hosting competitive sports tourism events. The desired site opens the space currently used by the federation for canoe storage, in front of the pavilions, allow better access for beachgoers while simultaneously creating a safer location for the storage for canoes and related equipment. The project concept also includes an outdoor gym/exercise station with all-weather equipment for paddlers and the general public to use, such as walkers and joggers who could add weight workout routines along the pathway. The NMNPSF will maintain this Canoe House Complex including the outdoor gym. The cost of maintenance and upkeep will come from NMPSF member fees and fundraising through the national federation membership. Access to the canoe house would be controlled by designated NMPSF club members. This project could incorporate coordinating restroom operations with the CNMI Department of Parks and Recreation.</p> <p>This proposal offers low environmental impact, a sports tourism activity in line with MVA’s vision along with a cultural element that connects with the vision of non-profit organizations focused on boat building, traditional voyaging, navigation, cultural renaissance and the Governor’s vision for canoe house revival. An added economic benefit would include participating in and relying on efforts to develop canoe building and traditional maritime education in our community. This would bring new, additional jobs and technical skills creating additional self-reliance and increase economic activity that stays within the CNMI including boat building and maintenance, tour guides, competitive coaches and event management.</p> <p>Community benefits include promoting community health, water safety, environmental awareness, canoe culture, canoe paddling skills, teamwork, as well as learning to read the ocean and be more in tune and aware of weather conditions. This project supports the CNMI sports industry year-round, with Asian countries potentially using our lagoon for their training when it's winter in their area.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, National Sports Federation and its membership, Public-Private Partnerships		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Beach Volleyball Court Lighting and Portable Grandstands		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$100,000		
<b>Project Description:</b>	<p>Adding LED, solar charged lighting systems at the beach courts in front of Fiesta Resort and Hyatt would benefit 2021 Pacific Mini Games. Additionally, adding portable grandstands for the main center court only would also meet FIVB international competition standards, which are required by the Pacific Games Council. If the courts meet FIVB standards, then opportunities to be included on international professional-level tour circuits become a real possibility, which means sport tourism. NMIVA would work with the Marianas Visitors Authority as it has done for the last 15 years to facilitate professional level competitions and professional teams training opportunities. The hotels would have the added advantage of using the beach front property for additional night time activities creating an additional revenue stream.</p> <p>It also offers exposure for our CNMI athletes to professional athletes, which may lead to a variety of career options in the professional sports industry including becoming a highly ranked, professional athlete; a professional coach or technical official; and/or becoming a sport event production/administrative professional.</p> <p>Maintenance and operations costs for these systems would be in a public-private partnership with adjacent hotel corporations and the national federation on a cost recovery based on venue utilization. No significant environmental impacts are anticipated. The project will enhance the sports infrastructure of the NMI. No significant negative impacts to existing infrastructure are anticipated.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, FIVB/AVC/National Sports Federation (NMVA) and its members, Public-Private Partnerships		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Koblerville Gym and Site Improvements		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$545,000		
<b>Project Description:</b>	<p>This facility does not currently meet international regulations and standards and therefore may not be suitable for the 2021 Pacific Games. Required improvements include, adding a sport-court type flooring on top of existing concrete allows for additional sports and bleachers or grandstands. Development requirements include either adding moisture protection or enclosing the building with walls and adding lighting/electrical, an air conditioning system, score board and PA systems. Additionally, the expansion of toilet and locker room areas, storage and technical meetings room space would help bring this facility up to required standards for professional-level competition and training. This gym currently primarily serves basketball club-level practices and games. Volleyball is not possible currently, because the floor is unsafe for diving-digs. Other sports have difficulties with the wind and the rain blowing in sideways during game play.</p> <p>Equipment needs include additional basketball hoop assemblies, as well as two indoor volleyball net systems. Beach volleyball facilities could be installed outside the gym building with lighting for night time use. The addition of a skatepark will improve safety, curb costs relating to damages caused elsewhere and provide a safe community space for segment of our population.</p> <p>If this facility were to be improved, it would offer similar benefit as those described on the Oleai Sports Complex project proposal.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, Public-Private Partnerships, National Federations and their membership		

Submission Date	Submitting Entity	Submitting Party	Role
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members

**Project Name:** Public School System (PSS) Sports Facilities

**Requesting CNMI Agency:** Non-profit Organization, Independent Program, Office of the Governor

**Estimated Cost:** \$3 million

**Project Description:**

Public school sports facilities are a worthwhile investment. NMSA’s national federation members work closely with the PSS athletic department staff. The PSS athletic programs director is an associate member of NMSA. This proposal is included here as part of our holistic sports infrastructure improvements vision and to insure continued sport facilities enhancement at public schools as the athletic program’s director identifies in their own strategic planning.

Adding enclosed gymnasiums inclusive of weight rooms, locker rooms, meeting and classroom teaching spaces add useable community space that can be used for hosting sporting events, training, and alternate as shelter spaces in case of disasters. Adding outside designated training spaces allow for athletes at levels of experience to participate, for example at elementary and middle schools. Facility space can be rented out to the community for other purposes thereby creating a separate income channel to a given school property or to supplement school sports programs.

With the prevalence of non-communicable diseases (NCDs) in the CNMI due in large part to a lack of meaningful movement (exercise), sporting infrastructure improvements will greatly increase our communities’ access to movement, therefore decreasing the rate at which our community members are contracting NCDs. Educational institutions (PSS, Private schools, NMC, etc.) will have more opportunities to allow young generations of community members to engage in meaningful athletic opportunities in and on safe sporting venues increasing the likelihood of those individuals continuing to enjoy movement through sport throughout their personal life's.

The CNMI's location and tropical environment go hand in hand with becoming a training venue and destination location for tour stops for multiple sports opportunities which increases our citizens access to high level sport and increases our economic status. MVA’s vision of the CNMI as a sports tourism destination and the inclusion of PSS sports facilities means students are indoctrinated and trained to be either competitive athletes or sport-industry specialists if given the pathway to do so. Employment required for this endeavor can be locally sourced as there are already contractors on-island that have the capacity to take on projects of this scale. By sourcing local contractors much of the project funds will remain in

	<p>CNMI circulation. Any revenues realized through these sporting infrastructure upgrades will directly impact local sports federations and their local athletes. Additional money from outside the CNMI from national federation investment channels is possible.</p> <p>Strengths include expansion and hardening of infrastructure that may serve dual purposes such as disaster shelter or supplies distribution points. Weaknesses would be a lack of fluidity or holistic strategic planning for growing this industry segment from educations to tourism. Opportunities include the building up and adding to an existing industry while simultaneously benefiting public health and education. Threats lack of programs funding with the school system to support sport development.</p> <p>These sporting infrastructure upgrades will positively affect the CNMI as a whole. All projects would be vetted by the Bureau of Environmental Quality and the Federal Environment Protection Agency.</p>
<b>Potential Funding Sources:</b>	Economic Development Administration, PSS, CNMI Government, National Federation and their membership

Submission Date	Submitting Entity	Submitting Party	Role
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA and 2021 Pacific Mini Games Local Organizing Committee Members
<b>Project Name:</b>	Commonwealth Coalition of Private Schools Sports Association (CCOPSSA) Sports Facilities		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$1.5 million		
<b>Project Description:</b>	Private school sports facilities are a worthwhile investment. NMSA's national federation members work closely with the CCOPSSA board members. This proposal is included here as part of our holistic sports infrastructure improvements vision and to insure continued sport facilities enhancement at private schools as the CCOPSSA board identifies in their own strategic planning. See evaluation points made at the Public-School System (PSS) Sports Facilities proposal.		
<b>Potential Funding Sources:</b>	Economic Development Administration, PSS, Private Investor/Donors, National Federations and their membership		



<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA President, 2021 Pacific Mini Games Local Organizing Committee Chair
<b>Project Name:</b>	Coral Ocean Point (COP) Property Site/Koblerville Sports Complex		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$2.5 million		
<b>Project Description:</b>	<p>This concept envisions working jointly with current COP property owners to develop destination as the primary destination of choice for the installation of a national and/or regional sports development center. Presently, this would definitely include tennis and golf, but could also include swimming, soccer, rugby, volleyball/beach volleyball, at least and maybe more. Each national federation can apply directly for development assistance grants within their respective sport at the regional and sometimes international level (depends on the sport). Many international-level governing sports bodies are moving toward investing in development centers for areas/regions. Moreover, immediate partnership and collaboration could see facilities for hosting the 2021 Pacific Mini Games, particularly tennis and golf.</p> <p>Looking long-range, it's possible that the COP property could benefit physical property improvements if it agrees to become the destination for a particular (or even multiple) sports training center. The multiplier effect is then that the location can be marketed as a development training center and as a regulation host venue, which means being added to regional and potentially international tours for professional sporting events. Working with NMC sport-industry jobs certifications would increase local hires and give international federations an incentive to invest in local training programs.</p> <p>The environmental impact would be net zero given that a similar operation exists at the current location. Sports activities don't use any carbon emitting tools of trade.</p> <p>The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision, a \$90.0 billion industry worldwide with 10% market share in Asia-Pacific alone; with China representing ±\$3.43 million in 2015. In order to achieve MVA's potential market goals, facilities investment is essential.</p>		
<b>Potential Funding Sources:</b>	Economic Development Administration, CNMI Government, National Sports Federations, Public-Private Partnerships		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
February 14, 2019	Northern Marianas Sports Association (NMSA)	Rose Igitol, Secretary General & Tony Rogolofoi, Executive Director	NMSA President, 2021 Pacific Mini Games Local Organizing Committee Chair
<b>Project Name:</b>	Northern Marianas College (NMC) Sports Facilities		
<b>Requesting CNMI Agency:</b>	Non-profit Organization, Independent Program, Office of the Governor		
<b>Estimated Cost:</b>	\$5 million		
<b>Project Description:</b>	Expansion of college sports facilities are a worthwhile investment. NMSA envisions its national federation members to becoming close working partners with NMC to develop various training programs both for athletes and for sports-industry professional development. This proposal is included here as part of our holistic sports infrastructure improvements vision and to ensure continued sports facilities enhancements at NMC as their board identifies in their own strategic planning. See evaluation points made at the Public-School system (PSS) Sports Facilities proposal.		
<b>Potential Funding Sources:</b>	Economic Development Administration, NMC, Private Investors/Donors, National Federations and their membership		

Saipan Chamber of Commerce

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
April 1, 2019	Saipan Chamber of Commerce	Maxine Laszlo	Executive Director
<b>Project Name:</b>	CNMI Industries Feasibility Analysis		
<b>Estimated Cost:</b>	\$500,000		
<b>Project Description:</b>	<p>Over the last 40+ years, the CNMI economy has experienced booms and busts in various industries due to a number of external factors. Looking towards the next 50 years, our community needs to have the tools to make strategic choices to explore new industries that would diversify our economy. An in depth CNMI Industries Feasibility Analysis could explore potential industries such as Cannabis, Agriculture, Technology, Eco-tourism, Sports-tourism, and other industries that have the potential to be successful in the Marianas. Findings from this report would identify strengths, weaknesses, opportunities, and threats that are involved with these industries as well as steps the CNMI needs to take to ensure the proposed industry can thrive. We suggest the report comprises of research from international experts in the proposed industries and their input on the industries' potential success in the Marianas.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership		

### Anonymous Submissions

Submission Date	Submitting Entity	Submitting Party	Role
February 15, 2019	Anonymous	Private Citizen	N/A
<b>Project Name:</b>	1MW Solar Power System / Carport and Park & Ride for CHCC		
<b>Estimated Cost:</b>	\$7.7 million		
<b>Project Description:</b>	<p>1 Megawatt solar array and backup battery system with expanded two-story carport for the Commonwealth Healthcare Corporation (CHCC). This project will ensure improved power reliability for CHCC, protecting the operations of this critical facility during periods of power disruption while supporting the Commonwealth Utilities Corporation in working towards achieving their mandated 20% renewable power supply (Public Law 18-62). The two-story carport structure where these panels will be installed will also serve to reduce parking pressures in the Garapan area, and an incorporated bus stop will encourage use of the newly launched bus system being operated by the Commonwealth Office of Transportation Authority (COTA) as well as provide opportunities for other private shuttle services to the Garapan core and developing tourist destinations across the island of Saipan. Infiltration improvements in the sub-structure will further reduce flooding along Middle Road, further increasing the resilience of this critical facility.</p>		
<b>Potential Funding Sources:</b>	Local government revenues, US Department of Interior, Economic Development Administration, Public-Private Partnership, EPA Smart Growth, CDBG, USDA Renewable Energy Grant, Department of Transportation		

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 28, 2016	Anonymous	N/A	N/A
<b>Project Name:</b>	Creation of Saipan Film Studios		
<b>Estimated Cost:</b>	\$15 million		
<b>Project Description:</b>	<p>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 on 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...</p>		
<b>Potential Funding Sources:</b>			

<b>Submission Date</b>	<b>Submitting Entity</b>	<b>Submitting Party</b>	<b>Role</b>
March 28, 2016	Anonymous	N/A	N/A
<b>Project Name:</b>	Island-wide Sewer System & Sewage Treatment Plant		
<b>Estimated Cost:</b>	\$20 million		
<b>Project Description:</b>	<p>Funding of an 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.</p> <p>This project will protect the environment, protect public health, benefit the citizens of Tinian and encourage private investment.</p>		
<b>Potential Funding Sources:</b>	Public-Private Partnership		



Top 20 CEDS Priority Projects - 2019 Update



Project Rankings

Based on the individual rankings of CNMI CEDS Commission members, the results were submitted into an CEDS database using a pivot table to organize and rank individual submissions. Because rankings of commission members were averaged, some projects tied for the same priority ranking. The following table provides the outcome rankings for the submitted projects for the 2019 update of the 2015-2019 CNMI CEDS.

Priority Ranking	Requesting CNMI Agency:	Project Name:	Estimated Cost USD\$
1	Northern Marianas Trade Institute	Development of a Comprehensive Vocational and Technical Training Facility	8,200,000
2	Commonwealth Ports Authority	Passenger Loading Bridges Replacement	16,000,000
3	Division of Coastal Resources Management	Garapan Storm Drain Improvement	750,000
4	Northern Marianas College	NMC Buildings and Facilities (to replace buildings lost to Super Typhoon Yutu)	58,000,000
5	CNMI Department of Revenue & Taxation	Revenue Management Information System Upgrade	5,000,000
6	Division of Coastal Resources Management	Quartermaster Shoreline Enhancement	7,200,000
7	Commonwealth Utilities Corporation	Underground Power Cables-Garapan Tourist District	20,000,000
8	Commonwealth Utilities Corporation	Rehab/Replace/Upgrade the Sadog Tasi Waste Water Treatment Plant (WWTP)	25,000,000
9	CNMI Public School System	Elementary Classrooms	-

10	Commonwealth Utilities Corporation	Leak Detection and Repair - All three islands	5,000,000
11	Commonwealth Utilities Corporation	New Modular Reuse Wastewater Treatment Process for Kagman Homesteads	4,000,000
12	CHCC	Design and Implementation of CHCC Operated Financial Management and Logistics System	500,000
13	Commonwealth Ports Authority	Main and Secondary Road Improvements (Airport Road)	5,000,000
14	CNMI Department of Public Works	Construction of Route 323-Industrial Drive Road	6,500,000
15	Commonwealth Utilities Corporation	Expand Lower Base Sewer Project	2,000,000
16	CNMI Department of Revenue & Taxation	Document Scanning & Imaging Project	300,000
17	Department of Lands and Natural Resources	Sugar Dock Revitalization and Enhancement Project	2,200,000
18	Northern Marianas Sports Association	Northern Marianas Sports Facilities	5,000,000
19	Commonwealth Office of Transit Authority	Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations	900,000
20	Commonwealth Ports Authority	Runway Resurfacing	22,000,000



Appendix A: CEDS COMMISSION MEMBERS

# U.S. 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-Pierce**

CEDS Commission Member

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

### **Mrs. Gloria Cavanagh**

CEDS Commission Member

Mrs. Gloria Cavanagh serves as the Vice-Chairwoman of the Marianas Visitors Authority as well as the Chairwoman of 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 Pacific Islands Club, Saipan and the Treasurer for the Northern Marianas Business Alliance. 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.

### **Ms. Agnes McPhetres**

CEDS Commission Member

Mrs. Agnes McPhetres 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.

### **Dr. Elizabeth D. Rechebei**

CEDS Commission Member

Dr. Elizabeth D. Rechebei is a CNMI-based researcher and educator who has been a critical component in the development of the CNMI’s educational system. Noted as the CNMI’s first Public School System Commissioner of Education, Dr. Rechebei is well-respected professional often sought after for her expertise in conducting research-based analysis in a variety of community arenas. Her civic contributions include her National Science Foundation

funded revisions to the Chamorro-English Dictionary, as well as her service along a variety of organizations to include the CNMI Humanities Council and the CNMI Zoning Board.

**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: SURVEY AND SURVEY RESULTS

## Survey Methodology

The 2019 CEDS Survey grouped project listings into broad categories relating to (i) conservation and enhancing natural resources, (ii) education and vocational training, (iii) informed and empowered leadership, (iv) neighborhood revitalization and planning, (v) ports improvement (air and sea), (vi) rebuilding for resilience, and (vii) reliable utilities. Survey participants were invited to rank projects within these categories, with survey logic used to direct participants to relevant sections of the survey form. Screen shots of the survey are included here for reference. Questions with a red asterisk indicate required fields.

### CEDS Survey

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in our communities through a locally-based economic development planning process.

With the support of the US Department of Commerce's Economic Development Administration (EDA), the CNMI CEDS Commission has worked alongside the CNMI Office of Planning and Development to collect over 200 project ideas that would promote economic development in the CNMI in a wide range of ways, from strengthening infrastructure to creating more vocational training opportunities.

Our next step is to collect information from you, the public, so that we can prioritize economic development projects that are important to the people of the CNMI as we work together to raise our island residents' standard of living and provide the means to sustain the welfare of current and future generations of those who call these islands home.

Please answer this survey to ensure that your voice is heard!

1. Email address \*

---

2. What is your age?

---

3. What is your gender?

---

4. What is your occupation?

---

5. Where do you live (which island)?

---

### Prioritizing Projects

Choose which kinds of projects you'd like to look through and prioritize; you may return to this menu later in the survey.

6. Of the following, which do you think is the most important for economic development in the CNMI?

*Mark only one oval.*

- Neighborhood Revitalization and Planning *Skip to question 6.*
- Reliable Utilities (Water, Gas, Power) *Skip to question 8.*
- Ports Improvement (Air & Sea) *Skip to question 10.*
- Conserving and Enhancing Natural Resources *Skip to question 12.*
- Rebuilding for Resilience *Skip to question 16.*
- Informed and Empowered Leadership *Skip to question 18.*
- Education and Vocational Training *Skip to question 14.*

## Neighborhood Revitalization and Planning Projects

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

### 7. Please pick the three projects you think would most benefit the CNMI's economic development.

*Check all that apply.*

- Construction of NMC Campus Student Housing/Dormitories
- Rota Landfill Relocation and Improvement
- Architectural/Engineering Design & Construction of the COTA Saipan Public Transit Fixed Route Bus Stops
- Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations
- Paving of Secondary Roads on Saipan
- Construction of Route 323 - Industrial Drive Road in Puerto Rico, along the Port of Saipan Corridor)
- Construction of Route 36 Phase II (Connecting Windward Road in Talafofo to Chalan Kalabera in Marpi)
- Garapan Road Paving & Realignment
- Revitalization of Tinian Children's Park

### 8. Would you like to prioritize more projects?

*Mark only one oval.*

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

## Reliable Utilities (Water, Gas, Power)

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

### 9. Please pick the three projects you think would most benefit the CNMI's economic development.

*Check all that apply.*

- Modular Water Treatment Systems for Each Homestead on Tinian
- Modular Water Treatment Systems for Each Homestead in Kagman
- New 3.0 MW Solar Photovoltaic Power Plant for Tinian
- New 6.0 MW Power Plant for Rota
- New Gas (LNG) Tank Farm for Saipan
- New 99 MW Power Plant for Saipan
- New 2.0 MW Solar Photovoltaic Power Plant for Rota
- RO System (removes chlorides and minerals from water) for As Matusis Tank Service Area
- Power Plant 13.5-Megawatt Diesel Generator Acquisition
- New Modular Reuse Wastewater Treatment Process Facility for Tinian
- Expand Lower Base Sewer
- Rehab/Replace/Upgrade the Sadog Tasi Waste Water Treatment Plant

### 10. Would you like to prioritize more projects?

*Mark only one oval.*

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*



## Ports Improvement (Air & Sea)

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

### 11. Please pick the three projects you think would most benefit the CNMI's economic development.

*Check all that apply.*

- Aircraft Rescue Fire Fighting Building Renovations - Tinian International Airport
- Parking Lot Expansion - Tinian International Airport
- Runway Resurfacing - Saipan International Airport
- Air Traffic Control Renovations - Saipan International Airport
- Passenger Loading Bridges Replacement - Saipan International Airport
- Perimeter Security Fence Replacement - Rota International Airport
- Fuel Storage Facility - Rota International Airport
- Parking Lot Expansion - Rota International Airport
- International Terminal Construction - Rota International Airport
- Repair, Rehabilitation and Extension of the Pagan Airfield
- Breakwater Replacement - Tinian Harbor
- Dock Lighting Installation - Tinian Harbor
- Fire Hydrant Installation - Tinian Harbor
- Ports Police Boat Ramp - Port of Saipan
- Main Access Road Paving - Port of Saipan
- Seaport Building - Rota West Harbor
- Expansion of Berth 2 - Rota West Harbor

### 12. Would you like to prioritize more projects?

*Mark only one oval.*

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

## Conserving and Enhancing Natural Resources

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

### 13. Please pick the three projects you think would most benefit the CNMI's economic development.

*Check all that apply.*

- Nursery Propagation on Saipan
- Garapan Storm Drain Improvement
- Sugar Dock Revitalization and Enhancement
- Jeffrey's Beach Boardwalk
- Recycling Program on Tinian
- Ma'afala Breadfruit Agroforestry and Processing Facility
- Saipan East Beaches Public Access Enhancement
- Quartermaster Shoreline Enhancement
- CNMI Coral Nursery
- Construction & Installation of Coastline & Tourist Site Recycling Bins

14. Would you like to prioritize more projects?

Mark only one oval.

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

### Education and Vocational Training

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

15. Please pick the three projects you think would most benefit the CNMI's economic development.

Check all that apply.

- Construction of Career & Technical Educational School Site for PSS
- Construction of NMC Buildings and Facilities (to replace buildings lost to Super Typhoon Yutu)
- Development of Accredited Vocational Institution (NMTI)
- Construction of Elementary Classrooms for PSS
- Creation of Farmers' Market Facility on Saipan
- Creation of Fisheries Facility on Saipan
- Creation of CNMI Comprehensive Workforce Development and Career Training Center
- Sports Facilities Enhancement for 2021 Pacific Mini Games & Beyond
- Creation of Maritime Training Center
- Creation of Tinian Cattlemen Association Slaughterhouse
- Creation of CNMI Business Innovation Incubator
- Development of Open Ocean Aquaculture

16. Would you like to prioritize more projects?

Mark only one oval.

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

### Rebuilding for Resilience

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

17. Please pick the three projects you think would most benefit the CNMI's economic development.

Check all that apply.

- Upgrades to the Saipan International Airport
- Purchase New Sewer Vector Truck with Jet Rodding Equipment and Cutter Head for CUC
- Underground Power Cables
- New Transformers for Saipan
- Overhead Redundancy Transmission Lines for Saipan
- Modernization & Expansion of CHCC Hospital, Outpatient, Public, Behavioral and Environmental Health Offices
- Transitional Living Center Facility Upgrade
- Misc. Typhoon Repairs - Tinian International Airport
- Mobile Medical Clinics Retrofitted with Broadband Equipment - CHCC
- Restoration of the Tinian Youth Center
- Repair of the Tinian Gymnasium
- Smart Grid Technology Including Power Meters for CUC
- Leak Detection and Repair for All Three Islands
- Smart Grid Technology: Fault Clearing Devices for Power Lines

18. Would you like to prioritize more projects?

Mark only one oval.

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

## Informed and Empowered Leadership

Please help us understand which projects you think are most important for the CNMI's economic development; your feedback will help the CEDS Commission identify top-priority projects when we seek federal funding.

19. Please pick the three projects you think would most benefit the CNMI's economic development.

Check all that apply.

- Motor Pool - Staging facility for Saipan Mayor's Office assets
- Renovation of Current Facility for CNMI Department of Tax & Revenue
- Implementation Plan to Establish a CNMI Business One-Stop System (BOSS) for the CNMI Department of Commerce
- Department of Finance Paperless Research Improvements
- Revenue Management Information System Upgrade for the CNMI Department of Revenue & Taxation
- Document Scanning & Imaging Project for the CNMI Department of Revenue & Taxation
- Office of the Governor Executive Building Construction
- Repair of the Tinian Gaming Commission Office
- Design and Implementation of CHCC Operated Financial Management and Logistics System
- National Electronic Disease Surveillance System (NEDSS) Base System for Reportable Health Conditions for CHCC
- Criminal Investigation Bureau Facilities Modernization and Expansion
- Airport Personnel Certification for Saipan International Airport

20. Would you like to prioritize more projects?

Mark only one oval.

- Yes, please take me back to the project category menu. *Skip to question 5.*
- No thanks *Skip to question 20.*

## One last thing...

Thanks for participating in our CEDS survey!

21. What is your email?

\_\_\_\_\_

- Send me a copy of my responses.

## Survey Distribution

The link to the online survey was widely distributed through:

- Online at [www.ceds-cnmi.com](http://www.ceds-cnmi.com)
- Announced, with link posted over lunch at CNMI Women's Summit, March 29, 2019
- Social media (Facebook, What's App, etc.)
- Newspaper publication, March 21, 2019 (at right)
- NMC Listserv (Faculty & Adjuncts)
- VOAD Listserv:
  - o 500 Sails, American Red Cross, Ayuda Network, C.O.R.E., Center for Living Independently, Church 360 Saipan, Church of Jesus Christ of Latter Day Saints - Saipan Ward, CNMI Women's Association, Commonwealth Advocates Recovery Efforts (CARE), Commonwealth Cancer Association, Cornerstone Church, Empty Vessel Ministries, Grace Christian Ministries, Isla Montessori, Jehovah's Witness, Karidat, Lady Diann Torres Foundation, Life in the Son, NMPASI, MANGO / Westcare, Marianas Legal Services Corporation, Marianas Young Professions, MINA, Saipan Cares for Animals, Saipan Chamber of Commerce, Saipan International Lions Club, Saipan International School, Saipan Seventh-day Adventist, Saipan Young Professionals, Salvation Army, Tan Holdings, Team Koka, Tinian Premier Football Club, Tinian Women's Association, United Methodist Church, and other individuals from public, private, and nonprofit sectors.

## Planning office to update NMI development strategy

21 Mar 2019

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**(Press Release)** — Following Super Typhoon Yutu, the Office of Planning and Development has been working to update the CNMI's Comprehensive Economic Development Strategy or CEDS.

The CEDS contributes to effective economic development in the Northern Marianas through a locally based economic development planning process.

With the support of the U.S. Department of Commerce's Economic Development Administration, the Office of Planning and Development or OPD has been working alongside the CNMI CEDS Commission to prioritize over 200 project ideas that would promote economic development in the Commonwealth in a wide range of ways, from strengthening infrastructure to creating more vocational training opportunities.

OPD has been working to collect input from the public to get a better understanding of which projects they feel can contribute to the CNMI's continued economic development.



Office of Planning and Development planner Chris Sablan engages with a group of Tinian citizens. Contributed photo

In the past weeks, OPD representatives have been collecting input at various community events, including hosting a public meeting on Tinian and setting up an information booth at the Marianas Business Plaza Saturday market.

OPD will host a public meeting on Saipan regarding the CEDS projects in the coming week. More information will be announced soon.

The deadline for collecting public feedback is March 31. Those who would like to share their perspectives regarding which CEDS projects are most important to the CNMI's economic development can complete the following online survey: <https://tinyurl.com/y6zgyv45>.

For more information, contact OPD planner Chris Sablan at 488-1221 or email [planning.opd@gmail.com](mailto:planning.opd@gmail.com).





*Screenshot of survey slide projected during CNMI Women's Summit lunchbreak and breakout sessions.*

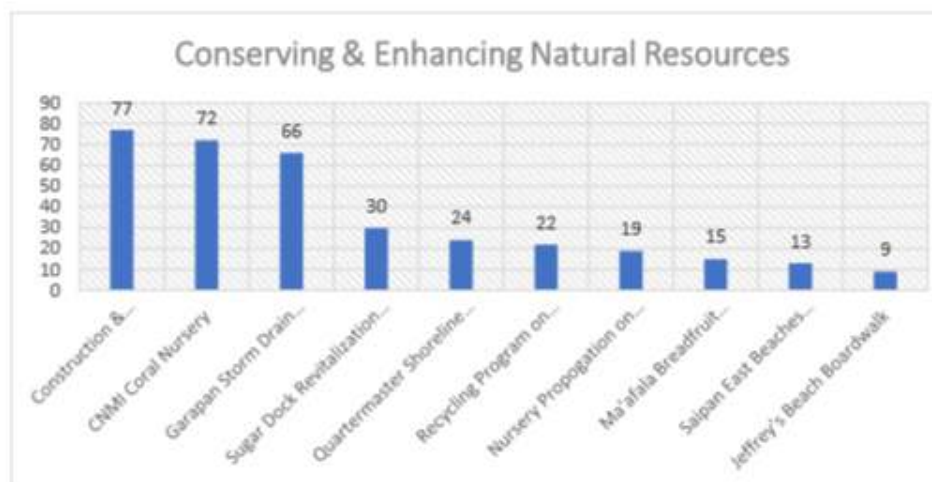


*Attendees at the March 29, 2019 Women's Summit, where the CEDs Update was discussed and the CEDs Survey was promoted*

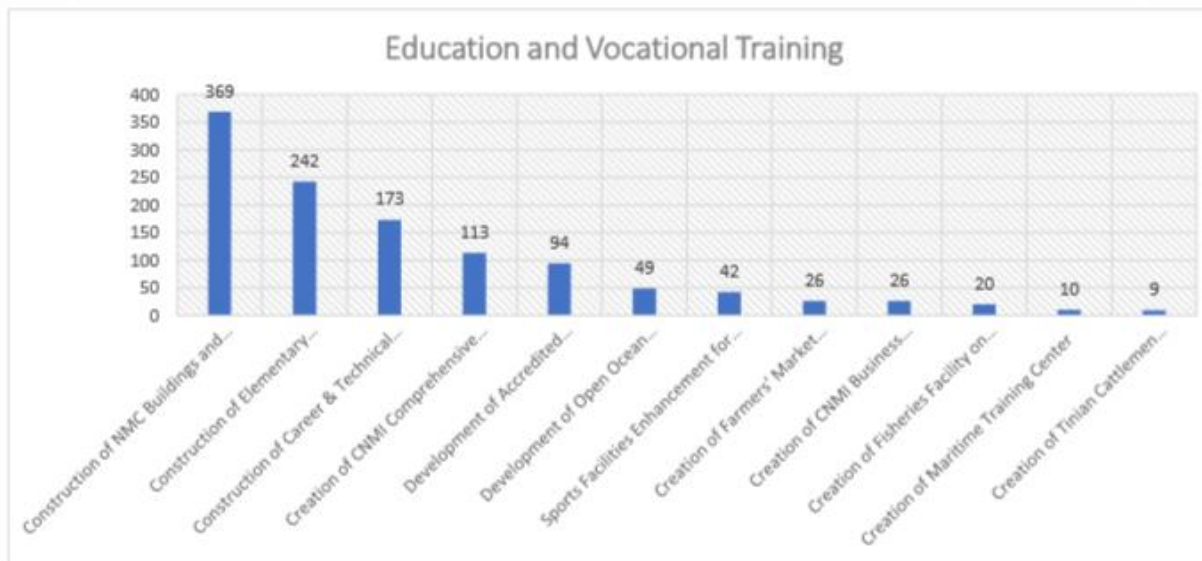
## Survey Results

The following charts summarize the 619 survey results collected during the 2019 public notice and comment period.

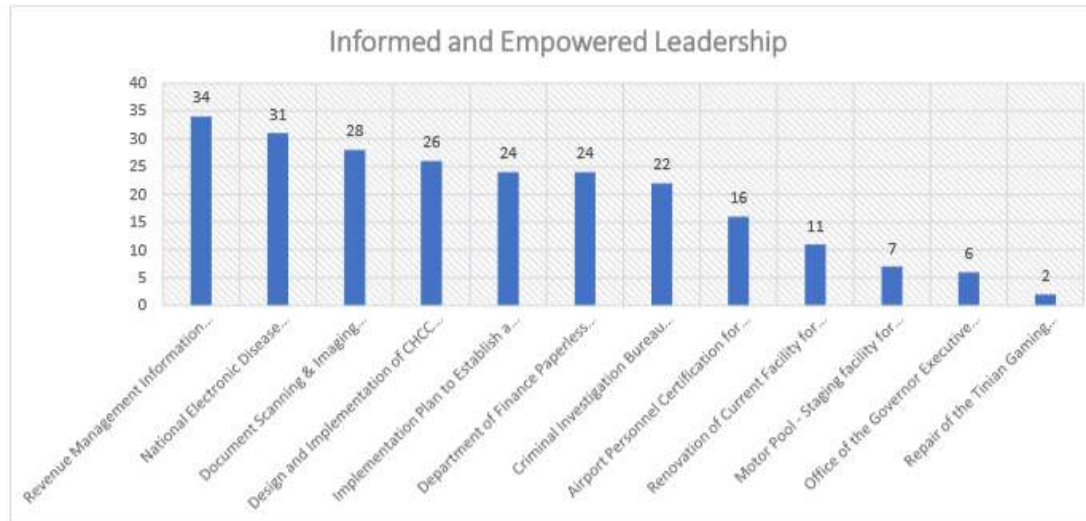
Conserving & Enhancing Natural Resources			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
MINA	Construction & Installation of Coastline & Tourist Site Recycling Bins	260,000.00	77
DCRM	CNMI Coral Nursery	1,500,000.00	72
DCRM	Garapan Storm Drain Improvement	750,000.00	66
OGM	Sugar Dock Revitalization & Enhancement	2,200,000.00	30
DCRM	Quartermaster Shoreline Enhancement	7,200,000.00	24
Mayor of Tinian	Recycling Program on Tinian	250,000.00	22
DCRM	Nursery Propagation on Saipan	150,000.00	19
OGM	Ma'afala Breadfruit Agroforestry and Processing Facility	1,500,000.00	15
DCRM	Saipan East Beaches Public Access Enhancement	1,500,000.00	13
DCRM	Jeffrey's Beach Boardwalk	750,000.00	9



Education and Vocational Training			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
NMC	Construction of NMC Buildings and Facilities (to replace buildings lost to Super Typhoon Yutu)	58,000,000.00	369
PSS	Construction of Elementary Classrooms for PSS	-	242
PSS	Construction of Career & Technical Educational School Site for PSS	-	173
DOL	Creation of CNMI Comprehensive Workforce Development and Career Training Center	1,000,000.00	113
NMTI	Development of Accredited Vocational Institution (NMTI)	8,200,000.00	94
KKMP	Development of Open Ocean Aquaculture	8,000,000.00	49
NMSA	Sports Facilities Enhancement for 2021 Pacific Mini Games & Beyond	7,700,000.00	42
DLNR	Creation of Farmers' Market Facility on Saipan	200,000.00	26
Commerce	Creation of CNMI Business Innovation Incubator	2,750,000.00	26
DLNR	Creation of Fisheries Facility on Saipan	7,500,000.00	20
DCRM	Creation of Maritime Training Center	2,000,000.00	10
DCRM	Creation of Tinian Cattlemen Association Slaughterhouse	700,000.00	9

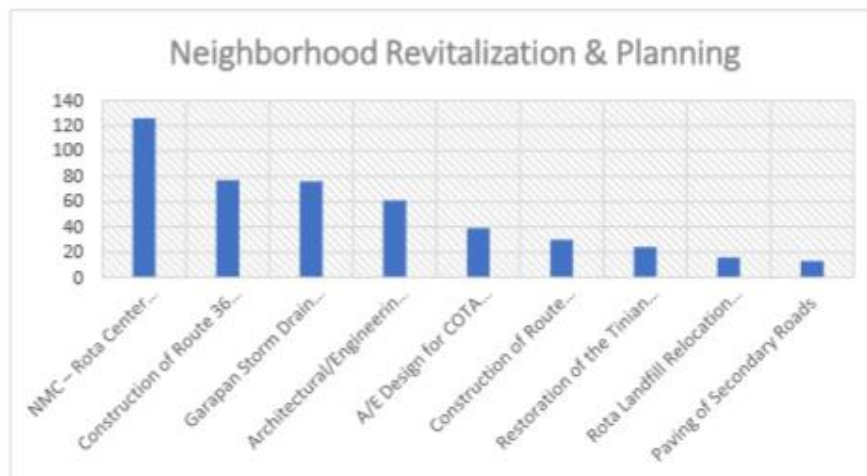


Informed and Empowered Leadership			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
Rev & Tax	Revenue Management Information System Upgrade for the CNMI Department of Revenue & Taxation	5,000,000.00	34
CHCC	National Electronic Disease Surveillance System (NEDSS) Base System for Reportable Health Conditions for CHCC	500,000.00	31
Rev & Tax	Document Scanning & Imaging Project for the CNMI Department of Revenue & Taxation	300,000.00	28
CHCC	Design and Implementation of CHCC Operated Financial Management and Logistics System	500,000.00	26
Commerce	Implementation Plan to Establish a CNMI Business One-Stop System (BOSS) for the CNMI Department of Commerce	200,000.00	24
DOF	Department of Finance Paperless Research Improvements	200,000.00	24
DPS	Criminal Investigation Bureau Facilities Modernization and Expansion	1,680,000.00	22
CPA	Airport Personnel Certification for Saipan International Airport	250,000.00	16
Rev & Tax	Renovation of Current Facility for CNMI Department of Tax & Revenue	75,000.00	11
Mayor of Saipan	Motor Pool - Staging facility for Saipan Mayor's Office assets	1,000,000.00	7
OGM	Office of the Governor Executive Building Construction	18,500,000.00	6
Mayor of Tinian	Repair of the Tinian Gaming Commission Office	1,000,000.00	2

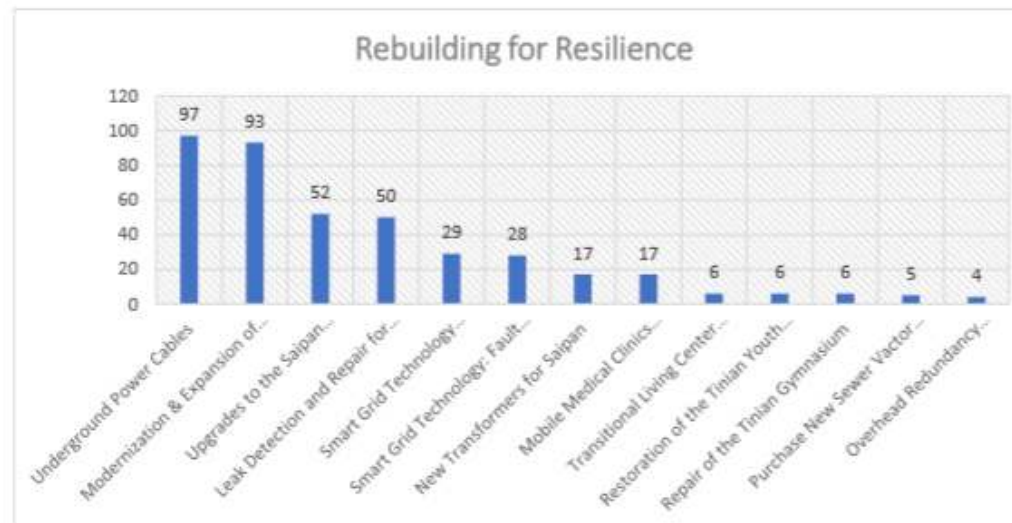




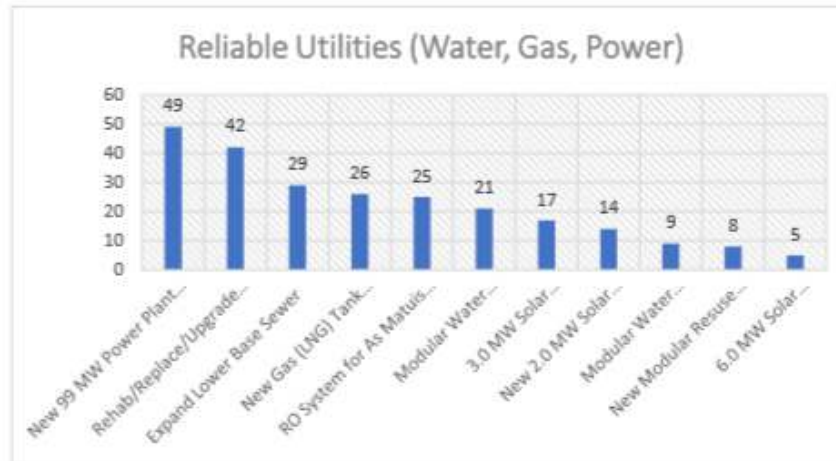
Neighborhood Revitalization & Planning			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Ranking
Mayor of Rota	NMC – Rota Center Dormitory (Student Housing)	\$ 1,000,000.00	126
DPW	Construction of Route 36 Phase II	9,300,000.00	77
DCRM	Garapan Storm Drain Improvement	750,000.00	76
COTA	Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations	900,000.00	61
COTA	A/E Design for COTA Saipan Public Transit Fixed Route Bus Stops	300,000.00	39
DPW	Construction of Route 323-Industrial Drive Road	6,500,000.00	30
Mayor of Tinian	Restoration of the Tinian Youth Center Repair of the Tinian Gymnasium	750,000.00	24
Mayor of Rota	Rota Landfill Relocation Improvement Project	10,000,000.00	16
Mayor of Saipan	Paving of Secondary Roads	5,000,000.00	13



Rebuilding for Resilience			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
CUC	Underground Power Cables	20,000,000.00	97
CHCC	Modernization & Expansion of CHCC Hospital, Outpatient, Public, Behavioral and Environmental Health Offices	60,000,000.00	93
CPA	Upgrades to the Saipan International Airport		52
CUC	Leak Detection and Repair for All Three Islands	5,000,000.00	50
CUC	Smart Grid Technology Including Power Meters for CUC	1,000,000.00	29
CUC	Smart Grid Technology: Fault Clearing Devices for Power Lines	6,000,000.00	28
CUC	New Transformers for Saipan	32,000,000.00	17
CHCC	Mobile Medical Clinics Retrofitted with Broadband Equipment - CHCC	1,000,000.00	17
CHCC	Transitional Living Center Facility Upgrade	500,000.00	6
Mayor of Tinian	Restoration of the Tinian Youth Center	750,000.00	6
Mayor of Tinian	Repair of the Tinian Gymnasium	600,000.00	6
CUC	Purchase New Sewer Vactor Truck with Jet Rodding Equipment and Cutter Head for CUC	600,000.00	5
CUC	Overhead Redundancy Transmission Lines for Saipan	10,000,000.00	4



Reliable Utilities (Water, Gas, Power)			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
CUC	New 99 MW Power Plant for Saipan	\$ 180,000,000.00	49
CUC	Rehab/Replace/Upgrade the Sadog Tasi Waste Water Treatment Plant	25,000,000.00	42
CUC	Expand Lower Base Sewer	2,000,000.00	29
CUC	New Gas (LNG) Tank Farm for Saipan	20,000,000.00	26
CUC	RO System for As Matus Tank Service Area	12,000,000.00	25
CUC	Modular Water Treatment Systems for Each Homestead in Kagman	4,000,000.00	21
CUC	3.0 MW Solar Photovoltaic Power Plant for Tinian	6,000,000.00	17
CUC	New 2.0 MW Solar Photovoltaic Power Plant for Rota	5,000,000.00	14
CUC	Modular Water Treatment Systems for Each Homestead on Tinian	10,000,000.00	9
CUC	New Modular Resuse Water Treatment Process Facility fo Tinian	4,000,000.00	8
CUC	6.0 MW Solar Photovoltaic Power Plant for Rota	12,000,000.00	5



Ports Improvement (Air & Sea)			
Requesting Agency/Office	Project Title	Estimated Project Cost	Survey Votes
CPA	Runway Resurfacing - Saipan International Airport	22,000,000.00	41
CPA	Passenger Loading Bridges Replacement - Saipan International Airport	16,000,000.00	40
CPA	Main Access Road Paving - Port of Saipan	6,500,000.00	27
CPA	Repair, Rehabilitation and Extension of the Pagan Airfield	9,000,000.00	9
CPA	Ports Police Boat Ramp - Port of Saipan	200,000.00	9
CPA	International Terminal Construction - Rota International Airport	50,000,000.00	8
CPA	Expansion of Berth 2 - Rota West Harbor	2,000,000.00	7
CPA	Seaport Building - Rota West Harbor	5,000,000.00	6
CPA	Fuel Storage Facility - Rota International Airport	5,000,000.00	5
CPA	Breakwater Replacement - Tinian Harbor	160,000,000.00	3
CPA	Parking Lot Expansion - Tinian International Airport	2,000,000.00	1
CPA	Parking Lot Expansion - Rota International Airport	1,500,000.00	1





[Appendix C: Cover Letters / Letters of Support / Comments](#)



## Background Information from Northern Marianas Sports Association to the Reviewers

### Background Information from NMSA for the Reviewers:

Improvements to sports venues, including Oleai Sports Complex and Koblerville gym, along with construction of additional, independent facilities including a tennis training development center, a canoe house that incorporates sailing vessels, and an Olympic-quality aquatics center, all directly benefit the CNMI's future economic potential by exponentially expanding sports tourism. Physical fitness, training, sports, and water safety are critical benefits associated with these projects which support and promote the overall wellness of our community.

The NMSA submits this sports-themed proposal to promote significant upgrades to existing CNMI sports-related infrastructure in alignment with the CNMI government's current goals for clarifying an overall sustainable development master plan. These proposals are based on a CNMI-facilities inventory. Our proposals offer limited environmental impacts and carbon footprints, as vetted by the Bureau of Environmental Quality and the Environmental Protect Agency. Infrastructure additions incorporate renewable energy and other future-cost saving elements to reduce facilities operations and standard maintenance cost-burden and will strive towards zero emissions using solar and wind energy where feasible. Project improvements can be locally sourced from contractors already on-island and support regional strengths by offering employment for the CNMI community through jobs that do not currently exist, new education pathways and training for said jobs. Local employment opportunities will continue beyond construction through multiple potential revenue channels, such as coaching, technical officials and sports and events administration, all of which keep money in the CNMI. A potential weakness is ensuring standard facility maintenance, but the upside is continued opportunity for local employment provided funding is stable. There may also be challenges with coordinating with Northern Marianas College to create accreditation for training programs. Threats include future destructive storms or if the government is unable to commit dedicated resources or investment partners for facilities operations, though some of this may be achieved through private fundraising.

Currently there are 21 NMSA authorized federations governing national sport development. Each project supports existing national federations and CNMI sports organizations and CNMI athletes they serve in the general public and through the public and private school systems. Each project also offers incentive for emerging industries of sports tourism as envisioned by the Marianas Visitors Authority. Through improvements, enhancements, and development, the CNMI has the opportunity to create venues compatible with national/international sport-federation regulations. Creating these venues will open the opportunity to host regional and international sports competitions among NMSA's 21 national sport federations; the soonest opportunity being the 2021 Pacific Mini Games. Through hosting such events, outside money is attracted to and kept within the CNMI. Additional avenues for public-private partnerships from the tourism industry partners as well as regional and international governing sports organizations are opened up. While some specialty service providers may be necessary to train our citizens initially, these opportunities do not require sourcing labor from outside the CNMI. The NMSA wishes to work closely with the Marianas Visitors Authority and the Commonwealth Development Authority to create an all-inclusive, comprehensive sports tourism business plan to insure return on investment. True success for return on investment is dependent on the extent to which sports projects are part a of holistic plan.

The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision, a \$90.0 billion industry worldwide with 10% market share in Asia-Pacific alone; with China representing ±\$3.43 million in 2015.<sup>1</sup> In order to achieve MVA's potential market goals, facilities investment is essential. Sports facilities infrastructure improvements positions the CNMI as a desired location for professional sports teams from across Asia and throughout the world. It supports the CNMI in becoming a regional leader in Oceania sports training and an events destination which supports the tourism industry through hotels, restaurants, and car rentals agencies. The strength of these projects is to develop facilities that allow for the opportunity for outside investment for the sports tourism industry; an underdeveloped target market of the MVA. It has the further benefit of allowing national athletes the opportunity to more successfully train and compete at higher levels. NMSA supports a collaborative strategic plan in partnership with MVA, the Commonwealth Development Authority and PSS for sports-tourism development.

Our overall citizen population benefits through the increased availability of sports education with safe venues to practice. In turn providing public health benefits through sports training, fitness and access to movement to combat Non-Communicable Diseases (NCDs). Moreover, it promotes safety by ensuring the venue meets governing sport-body standards/regulations. Finally, each project provides a location for our youth to congregate in a health-oriented facility and a safe space for community-building and supports violence prevention through sports as well as alcohol and drug free zones.





## 500 SAILS

PMB 326 BOX 10001  
SAIPAN, MP 96950  
670-783-0890

February 15, 2019

A. Kodep Ogumoro-Uludong  
Director, Office of Planning and Development  
CNMI Office of the Governor  
via chrissablan.opd@gmail.com

RE: CEDS Update – 500 Sails Marine Training Center (MTC)

Hafa Adai yan Tirow Director Ogumoro-Uludong,

Please find attached our CEDS Project Update submission for a Marine Training Center (MTC). While our submission provides a summary of the project, the specific ways the 500 Sails MTC would benefit the CNMI are as follows:

1. *Public Benefit* – 500 Sails' mission is one of cultural revival. We are committed to restoring the maritime traditions of the Marianas that include ocean swimming, as well as the building and sailing of traditional canoes using modern materials. Doing so involves educating our community on the rich maritime history of both the Chamorro and Carolinian cultures, engaging them in activities that directly address the non-communicable disease epidemic here in the CNMI (then CNMI Governor Eloy S. Inos issued a Non-Communicable Disease Emergency Directive on April 18, 2013), and bringing these activities to life using best practices to ensure safety on and off the water.
2. *Industry Growth* – The CNMI's economy has been rooted in its tourism industry. Sarah Mathews, TripAdvisor Head of Destination Marketing Asian Pacific Region (APAC), spoke at a past Marianas Tourism Education Council (MTEC) Summit about how critical authentic cultural experiences are to bringing tourists to the CNMI. What we have here, besides a beautiful island and lagoon, are two maritime cultures. Imagine our lagoon full of canoes, or a fleet of canoes going out to meet cruise ships. The 500 Sails MTC would provide those canoes and the local workforce to sail them. Those canoes would provide major destination enhancement by offering exciting cultural experiences for tourists unequalled at other competing locations.
3. *Support of new or emerging industry* – 500 Sails MTC would provide a new industry: traditional canoe building of modern materials, specifically fiberglass. Although the first wave of canoes would be for the community to use for tourism and sailing, an expansion into building such canoes for retail sale and eventual export is possible.
4. *SWOT Impact* – 500 Sails MTC draws from the strengths of the CNMI's current access to the Asian tourist market and supportive government and community, the opportunity to develop a new

industry (boat building and sailing), while developing a workforce skilled in culturally relevant work, and using modern materials in response to the lack of appropriate natural resources (trees).

5. Employment Sourcing – 500 Sails MTC would provide workforce training and employment that is culturally relevant in the CNMI. There are elders available to pass on information that could be lost in one or two generations. It is an important part of the vision of the 500 Sails MTC that employees are from our diverse community, as opposed to coming from outside of the CNMI.
6. Economic Circulation – 500 Sails MTC revenue would remain in the CNMI to be reinvested in 500 Sails MTC programs for the community.
7. Environmental Impact –
  - a. 500 Sails MTC would have minimal impact on shorelines, reefs, and other environmentally sensitive areas. In fact its programs would provide opportunities for the community and visitors to get to know the ocean on a more personal level. Experiences on the water for many local people, starting with our youth, can begin a lifelong relationship with the ocean that encourages conservation and respect.
  - b. These canoes are an alternative to fossil fuel powered vessels. The process of building with fiberglass is light industry. Best practices for disposal and safety would be part of all activities and done in appropriately zoned locations.
8. Infrastructure Impact – The 500 Sails MTC would put many canoes in the water. This will result in a more visible need for upgrades and/or repairs of existing marinas and berthing areas.

500 Sails derives its name from the visit of the Spanish galleon *San Pedro* to the Marianas in 1565:

*"We were no more than two leagues from [the island] when fifty or sixty proas under sail surrounded the fleet. These proas were furnished with lateen sails of palm mats and were as light as the wind...The day had scarcely begun when a great number of these proas appeared about us...more than four or five hundred around the ships..." - Legazpi aboard the San Pedro, 1565*

This project can change the face of our lagoon, give our community culturally relevant work while making them healthier, and make a new industry that we can all be proud of.

Thank you for your consideration.

Si Yu'us Ma'ase yan Olomway,



Pete Perez  
Executive Director

Attachment



March 28, 2019

To: CNMI Office of Planning and Development  
Attn: CNMI Comprehensive Economic Development Strategy (CEDS) Commission  
RE: Northern Marianas Sport Association

CNMI CEDS Projects Proposals

Dear Commission Members:

As director of the American Red Cross of the Northern Mariana Islands, I am keenly interested in the health and fitness of our residents. The Red Cross trains hundreds of individuals here in the CNMI in life saving skills such as CPR, First Aid and Water safety (including lifeguarding and learning to swim programs).

Please consider this letter as my public comment in support of all 10 NMSA proposals presented to the Office of Planning and Development on February 15, 2019. I am particularly in support of the proposed Aquatics Center. This facility will not only provide a venue for instructional programs for water safety but will allow for water rehabilitation and other fitness programs. A major barrier for recovery following illness or managing ongoing chronic diseases like diabetes, is access to low or no impact exercise. Pool therapy is an excellent treatment regimen that allows for faster recovery and improved outcomes and quality of life.

Improvements to sports venues all directly benefit the CNMI's future economic potential by exponentially expanding sports tourism. The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision, a \$90.0 billion industry worldwide with 10% market share in Asia-Pacific alone; with China representing +\$3.43 million in 2015. To achieve MVA's potential market goals, facilities investment is essential. Sports facilities infrastructure improvements would position the CNMI as a desired location for professional sports teams from across Asia and throughout the world. It supports the CNMI in becoming a regional leader in Oceania sports training and an events destination which supports the tourism industry through hotels, restaurants, and car rentals agencies. The strength of these projects is to develop facilities that allow for the opportunity for outside investment for the sports tourism industry; an underdeveloped target market of the MVA. It has the further benefit of allowing national athletes the opportunity to more successfully train and compete at higher levels.

The NMSA's sports-themed proposal promotes significant upgrades to existing CNMI sports-related infrastructure in alignment with the CNMI government's current goals for clarifying an overall sustainable development master plan. These proposals are based on a CNMI-facilities inventory conducted by NMSA volunteers and staff in February 2019. Existing industry will benefit by the new market segments they will realize. New sports-segment industry would have a platform to develop and innovate around, which in turn will provide new educational pathways and jobs. Parents who are currently sending their children to school elsewhere to have access to sports development programs could keep their athlete home and spend the money in our community instead. These projects have little to no negative environmental impact and could be aligned with FEMA repairs and rehabilitation to help reduce project costs. NMSA, MVA and the Commonwealth Development Authority should work closely to create an all-inclusive, comprehensive sports tourism business plan to insure return on investment. True success for return on investment is dependent on the extent to which sports projects are part a of holistic plan.

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Northern Mariana Islands Chapter  
P.O. Box 500814  
Saipan, MP 96950

Phone: 670-234-3459  
Fax: 670-234-3457  
E-Mail: [nmichapter@redcross.org](mailto:nmichapter@redcross.org)  
Website: [www.redcross.org/nmi](http://www.redcross.org/nmi)





Physical fitness, training, sports, and water safety are critical benefits associated with these projects which support and promote the overall wellness of our community. Our overall citizen population benefits through the increased availability of sports education with safe venues to practice. In turn providing public health benefits through sports training, fitness and access to movement to combat Non-Communicable Diseases (NCDs). Moreover, it promotes safety by ensuring the venue meets governing sport-body standards/regulations. Finally, each project provides a location for our youth to congregate in a health-oriented facility and a safe space for community-building and supports violence prevention through sports as well as alcohol and drug free zones.

Thank you for the opportunity to comment.

Sincerely,

A handwritten signature in black ink, appearing to read "John Hirsh".

John Hirsh  
Executive Director  
American Red Cross of the Northern Mariana Islands



**Commonwealth Healthcare Corporation**  
Commonwealth of the Northern Mariana Islands  
1 Lower Navy Hill Road Navy Hill, Saipan, MP 96950



**CEO-L19-120**

January 18, 2019

A. Kodep Ogumoro-Uludong  
Director  
CNMI Office of Planning and Development  
Saipan, MP 96950

Re: Updated Comprehensive Economic Development Strategy for The Commonwealth  
Healthcare Corporation

Dear Director Ogumoro-Uludong,

As the sole governmental organization that manages the only hospital in the CNMI, along with the provision of public health, environmental and behavioral health services, the enduring connection that the Commonwealth Healthcare Corporation (CHCC) has made throughout our island's communities provide for an intimate healthcare perspective on economic development and community sustainability. Serving as drivers for improvement in health care service delivery, with the ultimate goal to improve the quality of life, CHCC believes it is vital for the CNMI to invest in economic developments that allow for direct and sustained impact for our most vulnerable and highest at-risk communities. Accordingly, CHCC has taken the opportunity to update its Comprehensive Economic Development Strategy (CEDs) priorities to ensure CHCC's ability to develop, promote and sustain economic development through a healthcare framework. Thus, CHCC is pleased to submit its revised CEDs priorities for your review and inclusion to the CNMI's latest CEDs document.

We look forward to your support and guidance as we sail towards a sustainable path for our Commonwealth; where the higher standard of health services and the quality of health of our people, may be a shared prosperity.

Sincerely,

Esther L. Muna  
Chief Executive Officer

---

P.O. Box 500409 CK, Saipan, MP 96950  
Telephone: (670) 236-8201/2 FAX: (670) 233-8756  
E-mail: [esther.muna@dph.gov.mp](mailto:esther.muna@dph.gov.mp)



Northern Mariana Islands Swimming Federation  
P.O. Box 503492  
Saipan, MP 96950

March 28, 2019

To: CNMI Office of Planning and Development  
Attn: CNMI Comprehensive Economic Development Strategy (CEDS) Commission

RE: Northern Marianas Sport Association  
CNMI CEDS Projects Proposals

Dear Commission Members:

As past president of the NMI Swimming Federation (NMISF), I am committed to the success of the CNMI aquatics program. The NMISF has an almost 40 year history of promoting swimming here in the Marianas. Thousands of young athletes have participated in our programs. We have three member clubs and a calendar of events and training that includes international meets.

Please consider this letter as my public comment in support of all 10 NMSA proposals presented to the Office of Planning and Development on February 15, 2019. I am particularly in support of the proposed Aquatics Center. The existing public pool facility is 40 years old and reaching the end of its service life. The proposed new facility will be a legacy project that will provide an international standard for swimming excellence for generations of our new athletes. The Aquatics Center will meet all worldwide pool specifications which will attract not only more local swimming but provide a top tier venue for the NMI to host international meets and club training. The pool will also provide access to water safety programs and basic learn to swim skills for our residents. All elementary school children should learn basic water survival to prevent drownings.

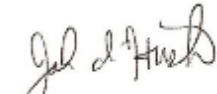
Improvements to sports venues all directly benefit the CNMI's future economic potential by exponentially expanding sports tourism. The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision, a \$90.0 billion industry worldwide with 10% market share in Asia-Pacific alone; with China representing +\$3.43 million in 2015. To achieve MVA's potential market goals, facilities investment is essential. Sports facilities infrastructure improvements would position the CNMI as a desired location for professional sports teams from across Asia and throughout the world. It supports the CNMI in becoming a regional leader in Oceania sports training and an events destination which supports the tourism industry through hotels, restaurants, and car rentals agencies. The strength of these projects is to develop facilities that allow for the opportunity for outside investment for the sports tourism industry; an underdeveloped target market of the MVA. It has the further benefit of allowing national athletes the opportunity to more successfully train and compete at higher levels. The NMSA's sports-themed proposal promotes significant upgrades to existing CNMI sports-related infrastructure in alignment with the CNMI government's current goals for clarifying an overall sustainable development master plan. These proposals are based on a CNMI-facilities inventory conducted by NMSA volunteers and staff in February 2019. Existing industry will benefit by the new market segments they will realize. New sports-segment industry would have a platform to develop and innovate around, which in turn will provide new educational pathways and jobs. Parents who are currently sending their children to school elsewhere to have access to sports development programs could keep their athlete home and spend the money in our community instead. These projects have little to no negative environmental impact and could be aligned with FEMA repairs and rehabilitation to help reduce project costs. NMSA, MVA and the Commonwealth Development Authority should work closely to create an all-inclusive,

comprehensive sports tourism business plan to insure return on investment. True success for return on investment is dependent on the extent to which sports projects are part a of holistic plan.

Physical fitness, training, sports, and water safety are critical benefits associated with these projects which support and promote the overall wellness of our community. Our overall citizen population benefits through the increased availability of sports education with safe venues to practice. In turn providing public health benefits through sports training, fitness and access to movement to combat Non-Communicable Diseases (NCDs). Moreover, it promotes safety by ensuring the venue meets governing sport-body standards/regulations. Finally, each project provides a location for our youth to congregate in a health-oriented facility and a safe space for community-building and supports violence prevention through sports as well as alcohol and drug free zones.

Thank you for the opportunity to comment.

Sincerely,



John Hirsh  
Past President  
Northern Mariana Islands Swimming Federation





28 March 2019

CNMI Economic and Development Strategy (CEDS) Commission  
CNMI Office of Planning and Development  
CNMI Department of Commerce  
Saipan, MP 96950

Dear Commission Members,

My name is John Davis and I am the president of CNMI Weightlifting, the recognized weightlifting federation for the Commonwealth. I am a certified fitness trainer, certified track coach, and a certified boxing coach/trainer, as well as a certified South Pacific Bodybuilding Federation judge. I am a retired PSS schoolteacher and since 1986 the CNMI has been my home where I have raised three children.

I am submitting these comments in support of the ten NMSA proposals presented to the Office of Planning and Development on 15 February 2019. While I'm in favor of all of the proposals, I feel not enough attention is ever paid to strength training for all athletes in all sports. Nevertheless, each of the proposed sports related facilities may host competitions in the 2021 Pacific Mini Games. Additionally, the national federations that helped create these proposals are committed to expanding their sports and they have the capacity and motivation to facilitate these projects.

Building and/or improving sports venues may directly benefit the CNMI's future economic potential by expanding sports tourism. The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision. Sports tourism is a \$90 million industry worldwide with 10% market-share in the Asia-Pacific region alone. To achieve MVA's potential market goals, facilities investment is essential. Sports facilities infrastructure improvements would position the CNMI as a desired location for professional sports teams from across Asia. It supports the CNMI becoming a regional leader in Oceania sports training and an events destination which supports the tourism industry. The economic strength of these projects is

to develop facilities that allow opportunity for outside investment in the sports tourism industry, which is an underdeveloped target market of the MVA.

However, the greatest benefit is to provide facilities for our national athletes to more successfully train and compete at higher levels. In addition, these projects will support and promote the overall wellness of our community by providing facilities for physical fitness, sports, and water safety. Further, these projects provide safe and healthy places for youth to congregate, providing safe, healthy environments for community building and violence prevention.

Sincerely,

John H Davis

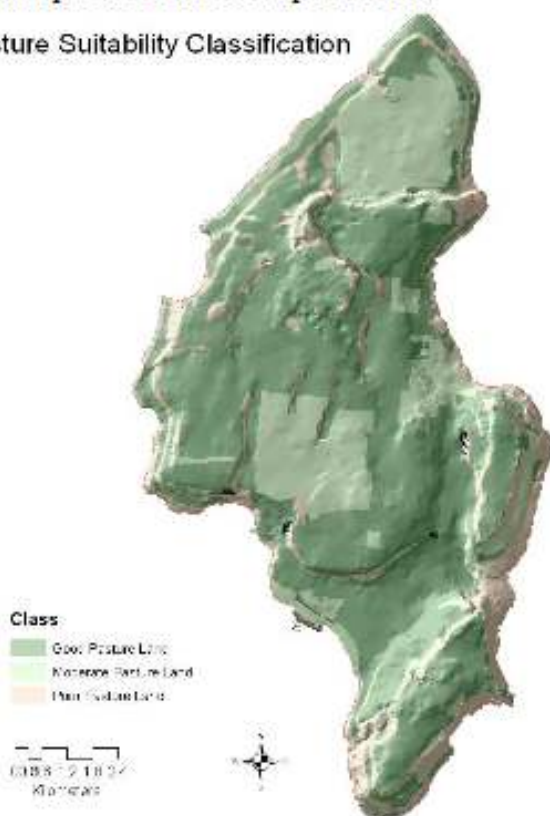
## Comment in support of Slaughterhouse

The Tinian Cattlemen's Association is a non-profit organization representing the diverse agricultural producers of Tinian. It is our hope and desire to advocate for farming and ranching as an integral and vital component of our island's sustainable future, so that we may perpetuate the island's legacy of providing fresh, wholesome food commodities to the people of Tinian and our neighboring islands, in order that we may continue to contribute to the health and well-being of our CNMI residents.

Currently, there are 47 family-owned and operated cattle ranches on the island of Tinian and producers here provide close to all of the live cattle that are currently sent to Saipan, processed and marketed to consumers in the Saipan community by the Marianas Meat Harvesting Corporation, which is currently the only USDA certified meat processing and retail business operating in the CNMI. Furthermore, many other cattle are sold live to Saipan producers or slaughtered and shared with families throughout the region, keeping the farming and ranching culture alive and well. Given that the islands of Rota and Tinian have no access to fresh, not frozen meats in our local retail markets, local livestock production is the sole source of fresh, wholesome meats that provide a healthier alternative to imported, frozen meat products.

As is shown in the pasture-suitability map below, the island of Tinian is well-suited for tropical pastured livestock production.

Pasture Suitability Classification



It is important to note that the leadership of Tinian and many of its residents are advocating for and working towards the development of a meat processing facility for the island of Tinian itself. Furthermore, Since 2010, the Tinian Cattlemen's Association (TCA) has worked with the Department of Defense to advocate for the integration of Tinian's farms into the planned military developments on the top two thirds of Tinian, that have been leased to the Department of Defense(DOD). Our members have served on an ad-hoc committee working with the US Navy, Airforce, Marine Corps, and others in conceptualizing and planning towards the inclusion of food production systems within and around military operations planned for Tinian, similar to how grazing and farming are encouraged within military installations in San Diego, Okinawa, and many other localities around the globe. Not only is this partnership aimed at improving DOD's relationship with

our local citizens, but is part of their effort to meet an important DOD mandate of reducing their carbon footprint by sourcing and buying local food commodities and to support local food production systems that provide sustenance to civilian and military citizens living in the region.



The idea has caught on. Under the leadership of General (ret.) Craig Whelden, those from MarForPac charged with designing the planned military training range complex have developed a plan (see map below) to relocate certain farms into areas outside and around the ranges, allowing many to remain in their current locations. In addition, DOD plans to assist with water infrastructure developments, fence line development, the identification of funding (not necessarily from DOD) for the purchase of materials for farms that are relocated, and have offered to create opportunities for 5-year leases, making it possible for ranchers within the military leased areas to once again avail of USDA funding, something that we have not been eligible for since July of 2016, due to the lack of a long term lease from DOD to the CNMI for agricultural land use purposes. A team that includes none other than the DoD, USDA, US Fish and Wildlife Service, and others have come together and begun to make these plans a reality. The project is loosely been labeled as Tinian's Green Readiness Project. It is our hope and desire that the Department of Public Lands will support this project.



**Tinian Military Training & Potential Agricultural Use in the Military Lease Area-** Map (to the left) was created by the US Naval Facilities Engineering Command (NAVFAC) at the request of the Marine Forces Pacific (MarForPac) leadership as part of the effort to plan for the integration of Tinian farms within the planned military range complex, as part of the Environmental Impact Statement process. The areas in Yellow and Green are identified as potential grazing areas.)

Also included as a reference, is the 2013 beef herd survey, which serves as a basis for a current estimate of about 1,500 cattle, and provides some estimates as to the value of cattle production to our community.

As mentioned earlier, with the assistance of the CNMI Governor's Office and the Tinian Leadership, a meat processing facility (a kill unit) was purchased and will soon be on its way to Tinian. Although, this is a base unit and many other components of the program still need to be funded. As such, the funding requested would be used for:

1. Coral, shoots, and animal handling system adjacent to the modular slaughter unit
2. Training of butchers, inspectors to facilitate the USDA certification process
3. Payment for development of the HAACP and SSOP plans for USDA Certification
4. Construction/renovation of office space, toilets, and adjacent covered areas for de-hairing and scalding tanks for hog processing and slaughter.
5. Supplies for the unit, such as saws, gloves, Personal Protective Equipment (PPE's)
6. Development of a adjacent value-added meat processing facility that will handle cutting, wrapping, further processing, labeling, and so forth, of meat products
7. Chilling and freezing systems adjacent to modular unit for curing and temporary holding of carcasses.
8. State of the art regenerative waste management system that can grow food (such as bananas), from effluent water and solids.

It is our desire to provide our region with wholesome, naturally raised beef for local residents, tourists, and our military counterparts to enjoy and benefit from. In order to do this, it is imperative that we have a USDA meat processing facility on Island. We therefore would like to ask that the project "Tinian Cattlemen's Association Slaughterhouse" be given priority as a revenue-generating project that will sustain and nourish our citizens. Thank you....Tinian Cattlemen's Association [tiniancattlemen@gmail.com](mailto:tiniancattlemen@gmail.com)



## **NORTHERN MARIANAS BODYBUILDING AND PHYSIQUE FEDERATION**

P.O. Box 501791, Saipan, MP 96950

Tele: (670) 789-9211



28 March 2019

CNMI Economic and Development Strategy (CEDS) Commission

CNMI Office of Planning and Development

CNMI Department of Commerce

Saipan, MP 96950

Dear Commission Members,

My name is John Davis and I am the president of the Northern Marianas Bodybuilding and Physique Federation, the official recognized bodybuilding federation for the Commonwealth. I am a certified fitness trainer, certified track coach, and a certified boxing coach/trainer, as well as a certified South Pacific Bodybuilding Federation judge. I am a retired PSS schoolteacher and since 1986 the CNMI has been my home where I have raised three children.

I am submitting these comments in support of the ten NMSA proposals presented to the Office of Planning and Development on 15 February 2019. While I'm in favor of all of the proposals, I feel not enough attention is ever paid to strength training for all athletes in all sports. Nevertheless, each of the proposed sports related facilities may host competitions in the 2021 Pacific Mini Games. Additionally, the national federations that helped create these proposals are committed to expanding their sport and have the capacity and motivation to facilitate these projects.

Building and/or improving sports venues may directly benefit the CNMI's future economic potential by expanding sports tourism. The Marianas Visitors Authority (MVA) includes sports tourism as part of its overall vision. Sports tourism is a \$90 million industry worldwide with 10% market-share in the Asia-Pacific region alone. To achieve MBAs potential market goals, facilities investment is essential. Sports facilities infrastructure improvements would position the CNMI as a desired location for professional



sports teams from across Asia. It supports the CNMI becoming a regional leader in Oceania sports training and an events destination which supports the tourism industry. The economic strength of these projects is to develop facilities that allow opportunity for outside investment in the sports tourism industry, which is an underdeveloped target market of the MVA.

However, the greatest benefit is to provide facilities for our national athletes to more successfully train and compete at higher levels. In addition, these projects will support and promote the overall wellness of our community by providing facilities for physical fitness, sports, and water safety. Further, these projects provide safe and healthy places for youth to congregate, providing safe, healthy environments for community building and violence prevention. Thank you.

Sincerely,

John H Davis





**Office of Senator Vinnie F. Sablan**  
 The Senate  
 Twenty-First Commonwealth Northern Marianas Legislature



April 9, 2019

Ref No. VFS-L2019-010

**MEMBER**  
 Association of Pacific  
 Island Legislatures

**SENATE  
 STANDING  
 COMMITTEES:**

**CHAIRMAN**  
 Public Utilities,  
 Transportation and  
 Communications

**VICE CHAIRMAN**  
 Judiciary, Government,  
 Law and Federal  
 Relations

**MEMBER**  
 Fiscal Affairs

**MEMBER**  
 Health, Education and  
 Welfare

**MEMBER**  
 Executive Appointments  
 and Government  
 Investigations

Kodep Ogumoro-Uludong  
 Director  
 Office of Planning & Development  
 CNMI Office of the Governor

***Re: Input for the Projects Under the Comprehensive Economic Development  
 Strategy (CEDS)***

*Hafa adai*, Director Ogumoro-Uludong:

Thank you for the opportunity to provide an input for the projects under the Comprehensive Economic Development Strategy (CEDS), and I apologize for any inconvenience for submitting this letter past the March 31, 2019 deadline. However, after closely looking at the CEDS Project Prioritization and the Master List of CNMI Projects, I would like to request that the following be included:

1. **Pavement of the Seaport Strip.** *This is the road from the Saipan Stevedore Company leading towards the Gov. Eloy S. Inos Peace Park in Puerto Rico.*
2. **Architecture and Engineering Design of Garapan Core Zone.** *A need for a parking study to the Garapan core zone to create more parking areas in hotel street.*
3. **Cancer Control Program and Facility.** *The development of comprehensive national cancer control programs designed to reduce the number of cancer cases and deaths and to improve the quality of life of cancer patients through evidence-based strategies for prevention, early detection, diagnosis, treatment, and palliation. Having this program in place will decrease the number of cancer related deaths in the CNMI. Early detection is always the key. The facility will also help lower cost of medical referral related trips and will ultimately bring in funding for the CNMI, thus families will have more time to spend with their loved ones in the care of the facility.*
4. **Magnetic Resonance Imaging (MRI) Scanner.** *So many patients referred off-island for this procedure, which in return costs the Government much more as oppose to acquiring our own MRI Scanner.*
5. **Certified Utilization Review Nurse (URN) for Medical Referral Office, Guam.** *The URN is to manage patient care through daily case reviews and create discharge plans that help patients transition smoothly and safely back to their homes or other facilities. They should have the ability to provide clinical and administrative work for the CNMI Referral Office.*

Honorable Jesus P. Mafnas Memorial Building, Capitol Hill, Saipan  
 P.O. Box 500129 Saipan, MP 96950 • Tel: (670) 664-8803 • Fax: 664-8824 • sen.sablanv@gmail.com

Letter dated April 9, 2019  
Addressed to Director Kodep Ogumoro-Uludong  
Office of Planning & Development  
Re: Input for the Projects Under CEDS  
Page 2 of 2

6. **Children's Park, Capitol Hill.** *Play is the key to physical, mental, intellectual and social well-being of children. It is vitally important to children for their fun and relaxation as well as for their good health and well-being. Currently, people who live in Capitol Hill and other villages on this side of the island have to drive to Kagman, Tanapag or Garapan to let their children enjoy playground activities.*

Please do not hesitate to contact me if you have any questions. *Si Yu'us Ma'ase.*

Respectfully,



**Vinnie F. Sablan**  
*Senator*



Christopher Sablan <chrissablan.opd@gmail.com>

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## Comments on CEDS

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Tina Sablan <tinasablan@gmail.com>

Sun, Mar 31, 2019 at 11:56 PM

To: Kodep Ogomoro-Uludong <kodep.uludong@gmail.com>, chrissablan.opd@gmail.com

Hafa Adai OPD team,

Thank you for the opportunity to submit feedback on the master project list. I went through each agency and NGO's list of projects, and ranked top 1-3 projects for most groups.

I also offer the following general comments:

1) We need more renewable energy projects on this list, and should refer to the Integrated Resource Study, and various energy action plans and feasibility studies that have been conducted for the CNMI in recent years. More input from Division of Energy, CUC, OIA, and National Renewable Energy Lab would be helpful.

2) We need a cultural center.

3) Agingan wastewater treatment plant also needs rehabilitation and upgrading and is not on the list of master projects.

4) Islandwide sewer connections for Saipan (especially in Kagman and Dandan) should be on this list, as well as wastewater treatment for Tinian and Rota.

5) A universal solid waste collection system, to include a recycling program, is needed for all three islands.

6) Sanitary landfills for Tinian and Rota, and repairs/upgrades to the landfill on Saipan, should be on this list.

7) There must be more projects from Public Works? Roads that should be on this list: Mt. Tapochau, Obyan, Kannat Tabla, Texas Road.

8) Demolition of blighted/irreparable public restroom facilities, pavilions, and other structures on public parks and beaches. Replace public restroom facilities with environmentally friendly, low maintenance compost toilets at popular key locations on the west and east beaches, such as Sugar Dock Beach, Laly 4 Beach, Laulau Beach, Obyan Beach.

9) Susupe Lake Wildlife Park was designated just this year and enhancements such as the boardwalk, signage, etc. should be on this list.

10) A Chalan Kanoa/Susupe heritage trail, to include the development of interpretive signage, maps, and rehabilitation of key historic sites in these villages, should be on this list.

11) Susupe Beach Park needs major rehabilitation work - repair pavilions and stage, pave the road leading into the park, demolish the blighted restroom facility, improve/install signage at World War II structures, landscaping.

12) Village streetlight replacement from Susupe all the way south is needed. Lighting should be energy efficient.

13) All pedestrian crosswalks need to be repainted and marked with signage and solar-powered lights to alert motorists.

14) We need more sidewalks and bike paths on this list - all throughout the island, but especially along main thoroughfares.

15) Flood mitigation in Susupe should be on this list, including road and drainage improvements.

16) Restoring, protecting, and preserving our most important historic sites should be part of this master plan, as well as replacing old, faded, and dilapidated signage. Input from the CNMI Historic Preservation Office is needed.

17) Affordable housing development should be on this list. Input is needed from Northern Marianas Housing Corporation.

18) Projects from our public libraries on Saipan, Tinian, and Rota? Any input from the Northern Marianas Humanities Council? The NMC Archives? The NMI Museum?

19) A new Hopwood Middle School, and a high school for the northern villages of Saipan should be on this list.

May I ask, what is the next step in this process?

Thank you again. Pls let me know if you have any questions.

Sincerely,

Tina Sablan



Christopher Sablan <chrissablan.opd@gmail.com>

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**Re: Comprehensive Economic Strategies**

1 message

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**A. Kodep Ogumoro-Uludong** <kodep.uludong@gov.mp>

Tue, Apr 9, 2019 at 4:41 PM

To: "Lorenzo I. Deleon Guerrero" <rep.dlguerrerol@gmail.com>

Cc: Christopher Sablan <chrissablan.opd@gmail.com>, kayleena seman <kayleena.opdcip@gmail.com>

Thank you, Vice Speaker Deleon Guerrero for your input. This will be submitted to the CEDS Commission along with all other feedback received.

Thanks,

**A. Kodep Ogumoro-Uludong**

Director, Office of Planning & Development

CNMI Office of the Governor

(670) 664-2287

On Tue, Apr 9, 2019 at 4:39 PM Lorenzo I. Deleon Guerrero <rep.dlguerrerol@gmail.com> wrote:

Dear Mr Uludong:

Thank you for the opportunity to submit proposed projects within our communities to improve the livelihood of our Commonwealth.

Road infrastructure is critical to the sustainability of economic development. The Kagman homestead was opened decades ago and gravel roads and drainage systems must be prioritized.

The Kagman community is vibrant with adequate water supply, schools, churches, retail stores, a community center, sports facilities and a diverse community with abundance of potentials.

We also hope to realized a community Youth Center for our youths to enjoy like any other communities.

Again, "Thank you" for the opportunity.

SINCERELY,



Christopher Sablan <chrissablan.opd@gmail.com>

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## CEDS Projects List Electronic Version

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senator.hofschneider <senator.hofschneider@gmail.com>

Thu, Mar 28, 2019 at 5:13 PM

To: Christopher Sablan <chrissablan.opd@gmail.com>

Cc: sen.hofschneiderj@cnmileg.gov.mp, Senator Hofschneider Staff <senator.juh.staff@gmail.com>

Hafa adai Chris,

Thank you for the reminder. The package shared on project listing are all very vital for the CNMI.

For Tinian, some of this may have already been included in the package but would like to reiterate the importance of such projects for consideration in numerical order;

1. Underground power-line to critical agencies like, hospital, DPS, public schools, Water reservoir & emergency command center. This will work handily during storms. Hardening & resiliency is the title objective we in the CNMI should all focus on heretoforth (bad experience from ST Yutu & Soudelor). This is a start then we work on the rest as we move forward.

2. USDA Slaughter House. Food security. We must not give up on being self-reliant on food source. Imported products are not getting any cheaper & may not be for a while. State laws provided incentive to agriculture producers by offering tax incentive..

3. Public address speaker (stationary) in San Jose Village, Marpo Heights & Carolinas heights for near real-time dissemination of information in addition to social media capability. Must include horns to get attention. It works on Japan prefectures so it will work on Tinian.

This i believe are vital and are achievable projects that must be highly considered. Let me know if you have any questions.

V/r

Sen. Hofschneider

[Quoted text hidden]





Appendix D: Project Prioritizations

## Agency List Prioritization

Requesting CNMI Agency:	Priority Level	Project Name:	Estimated Cost
Division of Coastal Resources Management (DCRM)	1	Gapgap Road Paving & Realignment	\$ 1,500,000.00
	2	Garapan Storm Drain Improvement	750,000.00
	3	Jeffrey's Beach Boardwalk	750,000.00
	4	Saipan East Beaches Public Access Enhancement	1,500,000.00
	5	Quartermaster Shoreline Enhancement	7,200,000.00
	6	CNMI Coral Nursery	1,500,000.00
Commonwealth Health Corporation	1	Modernization & Expansion of CHCC Hospital, Outpatient, Public, Behavioral and Environmental Health Offices	60,000,000.00
	2	Mobile Medical Clinics Retrofitted with Broadband Equipment	1,000,000.00
	3	Transitional Living Center Facility Upgrade	500,000.00
	4	Implement National Electronic Disease Surveillance System (NEDSS) Base System for Reportable Health Conditions	500,000.00
	5	Design and Implementation of CHCC Operated Financial Management and Logistics System	500,000.00
CNMI Department of Commerce	1	Implementation Plan to Establish a CNMI Business One-Stop System (BOSS)	200,000.00
Commonwealth Office of Transit Authority	1	Architectural/Engineering Design & Construction of the COTA Fixed Route Bus Transfer Stations	900,000.00
	2	A/E Design for COTA Saipan Public Transit Fixed Route Bus Stops	300,000.00
Commonwealth Ports Authority-Saipan International Airport	1	Runway Resurfacing-Saipan International Airport	22,000,000.00
	2	Passenger Loading Bridges Replacement-Saipan International Airport	16,000,000.00
	3	Air Traffic Control Tower Renovations-Saipan International Airport	1,000,000.00
	4	Fuel Distribution System-Saipan International Airport	3,000,000.00
	5	Miscellaneous Typhoon Repairs-Saipan International Airport	5,000,000.00
	6	Main Water Tank Supply-Saipan International Airport	1,000,000.00
	7	Incinerator Facility-Saipan International Airport	800,000.00
	8	Common Use System-Saipan International Airport	800,000.00
	9	Additional Runway Construction-Saipan International Airport	1,000,000.00
	10	Additional Flights-Saipan International Airport	500,000.00



	11	Infrastructure Improvements-Saipan International Airport	10,000,000.00
	12	Commuter Terminal Improvements-Saipan International Airport	800,000.00
	13	Water System & Fire Alarm Upgrade-Saipan International Airport	2,000,000.00
	14	TSA Recapitalization Program-Saipan International Airport	10,000,000.00
	15	Main and Secondary Road Improvements-Saipan International Airport	5,000,000.00
	16	Terminal Expansion/Renovation-Saipan International Airport	30,000,000.00
Commonwealth Ports Authority-Saipan International Airport	17	Conveyor System Upgrade-Saipan International Airport	1,000,000.00
	18	Main Parking Lot Expansion-Saipan International Airport	800,000.00
	19	Overall Airport Lighting Improvements-Saipan International Airport	600,000.00
	20	Administration Office Renovations/Construction-Saipan International Airport	450,000.00
	21	Customs/Quarantine Office Renovations-Saipan International Airport	800,000.00
	22	Airport Personnel Certification-Saipan International Airport	250,000.00
	23	Cargo Facility-Saipan International Airport	3,000,000.00
Commonwealth Ports Authority-Port of Saipan	1	Delta Dock Improvements-Port of Saipan	6,000,000.00
	2	Ports Police Boat Ramp-Port of Saipan	200,000.00
	3	Main Access Road Paving-Port of Saipan	3,000,000.00
	4	Road paving of North and South Seaplane -Port of Saipan	3,000,000.00
	5	Four-men basket bucket truck-Port of Saipan	200,000.00
	6	Harbor Patrol Upgrades-Port of Saipan	1,600,000.00
	7	Vehicle Procurement-Port of Saipan	150,000.00
	8	Echo Dock Expansion-Port of Saipan	3,000,000.00
Commonwealth Ports Authority-Rota International Airport	1	Perimeter Security Fence Replacement-Rota International Airport	4,000,000.00
	2	Fuel Storage Facility-Rota International Airport	5,000,000.00
	3	Parking Lot Expansion-Rota International Airport	1,500,000.00
	4	Roof Canopy Replacement -Rota International Airport	3,000,000.00
	5	Existing Apron Rehabilitation-Rota International Airport Requesting CNMI	2,000,000.00
	6	Runway Extension-Rota International Airport	5,000,000.00
	7	International Terminal Construction-Rota International Airport	50,000,000.00

	8	Airport Drainage Improvements-Rota International Airport	1,500,000.00
Commonwealth Ports Authority-Rota West Harbor	1	Seaport Building-Rota West Harbor	5,000,000.00
	2	Public Marina Expansion/Repairs -Rota West Harbor	5,000,000.00
	3	Expansion of Berth 2 -Rota West Harbor	2,000,000.00
	4	New Commercial Float-Rota West Harbor	1,000,000.00
	5	Breakwater Installation-Rota West Harbor	115,000,000.00
Commonwealth Ports Authority-Tinian International Airport	1	Miscellaneous Typhoon Repairs-Tinian International Airport	300,000.00
	2	ARFF Building Renovations-Tinian International Airport	2,000,000.00
	3	Parking Lot Expansion-Tinian International Airport	2,000,000.00
	4	Parking Apron Expansion -Tinian International Airport	5,000,000.00
	5	Perimeter Fence Replacement-Tinian International Airport	2,000,000.00
	6	Fuel Storage Facility-Tinian International Airport	5,000,000.00
	7	Standby Generator-Tinian International Airport	600,000.00
	8	Connecting taxiway-Tinian International Airport	5,000,000.00
Commonwealth Ports Authority-Tinian International Airport	9	International Terminal Construction-Tinian International Airport	15,000,000.00
Commonwealth Ports Authority-Tinian Harbor	1	Fire Hydrant Installation-Tinian Harbor	300,000.00
	2	Breakwater Replacement-Tinian Harbor	160,000,000.00
	3	Dock Lighting Installation-Tinian Harbor	310,000.00
	4	Fence Replacement -Tinian Harbor	200,000.00
	5	Fender/Bollard Replacement-Tinian Harbor	2,500,000.00
	6	Concrete Cap Reconstruction and Sheetpile Installation-Tinian Harbor	2,000,000.00
	7	Entrance Channel and Turning Basin Dredging-Tinian Harbor	12,600,000.00
	8	Roll on/Roll off ramp-Tinian Harbor	500,000.00
	9	Center Finger Pier Removal-Tinian Harbor	5,000,000.00
	10	Cargo Area Expansion-Tinian Harbor	500,000.00
	11	Boat Storage-Tinian Harbor	300,000.00
	12	Public Launch Ramp-Tinian Harbor	300,000.00
	13	Trailer Parking and Boat Wash Down-Tinian Harbor	250,000.00
	14	Public Restroom Construction-Tinian Harbor	300,000.00
	15	Vehicle Parking-Tinian Harbor	100,000.00
	16	Picnic and Recreational Area-Tinian Harbor	100,000.00

Commonwealth Utilities Corporation-Tinian Waste Water	1	New Modular (250,000-300,000 gallon/day) Reuse Wastewater Treatment Process Facility for Tinian	4,000,000.00
	2	New Collection Systems for each Homestead on Tinian to work with New Modular Treatment Process	10,000,000.00
Commonwealth Utilities Corporation-Tinian Power Generation	1	New 3.0 MW Solar Photovoltaic Power Plant for Tinian	6,000,000.00
Commonwealth Utilities Corporation-Saipan-Water & Wastewater	1	Rehab/Replace/Upgrade the Sadog Tasi Waste Water Treatment Plant (WWTP)	25,000,000.00
	2	Expand Lower Base Sewer Project	2,000,000.00
	3	Leak Detection and Repair - All three islands	5,000,000.00
	4	New Backup Generators for Both Wastewater Treatment Plants	1,500,000.00
	5	Isley to As Perdido Distribution System Waterline Replacement	3,000,000.00
	6	Relocate Lift Station Wet Wells in Beach Road	5,000,000.00
	7	New Ford 750 Cues TV and Grouting Truck	400,000.00
	8	Two (2) New Boom Trucks for Water and Wastewater	600,000.00
	9	As Matus Water Storage Tank Replacement	4,500,000.00
	10	New Modular Reuse Wastewater Treatment Process for Kagman Homesteads	4,000,000.00
Commonwealth Utilities Corporation-Saipan-Water & Wastewater	11	New Collection Systems for each Homestead in Kagman to work with New Modular Treatment Process	15,000,000.00
	12	RO System for As Matus TSA	12,000,000.00
	13	Purchase New Sewer Vactor Truck with Jet Rodding Equipment and Cutter Head	600,000.00
	14	As Perdido Road Sewer Collection System	3,000,000.00
	15	Six (6) F350 Ford Utility Trucks for Water and Wastewater	300,000.00
	16	Six (6) new F350 Utility Trucks for Power Transmission & Distribution	300,000.00
	17	Trailer Mounted Nano-Filtration, Reverse-Osmosis Equipment System	2,000,000.00
Commonwealth Utilities Corporation-Saipan-Power Distribution	1	Smart Grid Technology including Power Meters	1,000,000.00
	2	Overhead Redundancy Transmission Lines For Saipan	10,000,000.00
	3	Smart Grid Technology: Fault Clearing Devices for Power Lines	6,000,000.00

	4	Supervisory Control and Data Acquisition (SCADA) for Power Systems	6,000,000.00
	5	Bucket Truck, Crane, Low Boy for Power Transmission and Distribution	3,000,000.00
	6	Concrete Pole Installations	500,000.00
		LED Lights for Street Lighting Program on all three islands	800,000.00
Commonwealth Utilities Corporation-Rota-Power Generation	1	New 6.0 MW Power Plant for Rota	12,000,000.00
	2	New 2.0 MW Solar Photovoltaic Power Plant for Rota	5,000,000.00
Commonwealth Utilities Corporation-Saipan-Power Generation	1	New 99 MW Power Plant, Saipan	180,000,000.00
	2	New Transformers, Saipan	32,000,000.00
	3	New Gas (LNG) Tank Farm, Saipan	20,000,000.00
	4	Wind Integration Study	750,000.00
CNMI Department of Labor	1	CNMI Comprehensive One-Stop Workforce Development and Career Training Center	1,000,000.00
CNMI Department of Revenue & Taxation	1	Revenue Management Information System Upgrade	5,000,000.00
	2	Document Scanning & Imaging Project	300,000.00
	3	Architecture and Engineering Design for Renovation of Current Facility	75,000.00
	4	Furniture and Fixtures for Department	500,000.00
	5	New Vehicles for Tax Enforcement and Compliance Division	250,000.00
	6	Architecture and Engineering Design for possible New Building for Department	75,000.00
CNMI Department of Revenue & Taxation	7	Construction of new Department Building	3,750,000.00
CNMI Department of Lands and Natural Resources		Farmers Market Facility	200,000.00
CNMI Department of Lands and Natural Resources		Fisheries Facility	7,500,000.00
		Nursery Propagation	150,000.00
CNMI Department of Public Works	1	Construction of Route 36 Phase II	9,300,000.00
	2	Construction of Route 323-Industrial Drive Road	6,500,000.00

CNMI Department of Finance	1	Department of Finance Paperless Research Project	200,000.00
Office of the Mayor of the Northern Islands	1	Repair, Rehabilitation and Extension of the Pagan Airfield	9,000,000.00
Municipality of Rota	1	Rota West Harbor Modernization Project	1,500,000.00
	2	Rota Landfill Relocation Improvement Project	10,000,000.00
	3	Rota 360 Project (Freedom is Nature Trail)	85,000.00
	4	Rota Culvert Improvement Project	40,000.00
	5	Fish and Farmers Market	50,000.00
	6	Melchor Mendiola Leadership Park Enhancement Project	85,000.00
	7	Rota Industrial Park	5,000,000.00
	8	Rota Round House Renovation Project	100,000.00
	9	NMC – Rota Center Dormitory (Student Housing)	1,000,000.00
Office of the Mayor of Saipan	1	Improvement of Old Man by the Sea Parking Lot and Footpath	300,000.00
	2	Paving of Secondary Roads	5,000,000.00
	3	Motor Pool	1,000,000.00
	4	Office of the Mayor of Saipan Municipal Complex Building	2,000,000.00
Municipality of Tinian and Aguiguan		Repair of the Tinian Gymnasium	600,000.00
		Restoration of the Tinian Youth Center Repair of the Tinian Gymnasium	750,000.00
		Repair of the Tinian Gaming Commission Office	1,000,000.00
		Expansion of Tinian International Airport	20,000,000.00
		Tinian Municipal Square	3,000,000.00
		Tinian Cattlemen Association Slaughterhouse	700,000.00
		Tinian Municipal Operations Center	1,500,000.00
		Revitalization of Tinian Children’s Park	500,000.00
		Tachogna Beach Park Project	2,000,000.00
		Underground Power Lines to Critical Facilities	3,000,000.00
Marianas Visitors Authority		Recycling Program	250,000.00
		Upgrades to the Saipan International Airport	50,000.00
		Underground Power Cables	20,000,000.00
Northern Marianas College		Re-routing of Storm Runoff	50,000,000.00
	1	NMC Buildings and Facilities (to replace buildings lost to Super Typhoon Yutu)	58,000,000.00
	2	Construction of Campus Student Housing/Dormitories	10,000,000.00

Northern Marianas Trade Institute		Development of an Accredited Vocational Institution	8,200,000.00
CNMI Office of Grants Management & State Clearinghouse		Sugar Dock Revitalization and Enhancement Project	2,200,000.00
		Office of the Governor Executive Building Construction Project	18,500,000.00
		Power Plant I 13.5-Megawatt Diesel Generator Acquisition	7,000,000.00
		CNMI Medical Referral Patient Care Lodging Facility	6,000,000.00
		Garapan Industrial Reverse Osmosis Water System	4,500,000.00
		Ma'afala Breadfruit Agroforestry and Processing Facility	1,500,000.00
		As Gonno Subdivision Utilities Infrastructure Project	5,700,000.00
		Disaster Recovery & Relief Storage Facility	4,600,000.00
		CNMI Recycling & Transfer Station	3,200,000.00
		CNMI Business Innovation Incubator	2,750,000.00
		Office of Grants Management & Office of Planning & Development Official Building Construction	1,750,000.00
		Criminal Investigation Bureau Facilities Modernization and Expansion	1,680,000.00
CNMI Public School System		Career & Technical Educational School Site	-
		Elementary Classrooms	-

CPA Project List Prioritization with Short-, Medium- and Long-Term Horizons

<b>CPA FUTURE PLANS/IMPROVEMENTS</b>				Short Term
				Medium Term
				Long Term
<b>Saipan International Airport</b>				
<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
3	Runway Resurfacing	Replacement of two inches (2") of asphalt of the entire runway surface to meet FAA life expectancy.	FAA/CPA	1
1	Passenger Loading Bridges Replacement	CPA has current contract for replacement of three bridges. Typhoon Yutu caused damage to all six. CPA to allocate funds for replacement of additional three.	FAA/CPA/EDA	2
5	Air Traffic Control Tower Renovations	Consists of renovations to tower including typhoon repairs such as plumbing repairs, water proofing, window repairs, elevator replacement,	CPA/Insurance	3
20	Fuel Distribution System	Improve the distribution system of the fuel from the facility to the airport apron side.	Pending	3
6	Miscellaneous Typhoon Repairs	Due to Super Typhoon Yutu, the airport has sustained major damage which will cost CPA millions of dollars. These include fencing, water proofing, window and door replacements, bridges, A/C units, signage, markings, office renovations, etc.	Insurance	4



21	Main Water Tank Supply	Build a additional water tank to be able serve and supply the growing and improving facilities of the airport	Pending	5
22	Incinerator Facility	Procure and improve the facility for the incinerator for foreign waste. To be in compliance with local and Federal (USDA and EPA) regulations	Pending	6
24	Common Use System	To be able to use facility at its maximum capacity	Pending	7
12	Additional Runway Construction	Improve, expand, and convert the Temporary Runway 6/24 for more flights and make necessary repairs on Runway 7/25. To have parallel runways so if one runway needs repair work, CPA will have one runway available for use.	Pending	8
16	Additional Flights	Reaching out and attracting major and low-cost carriers as well as inter-island travel and services	Pending	9
15	Infrastructure Improvements	Water, Electrical, and sewer line improvements. Typhoon and Earthquake on structural improvements.	Pending	10
7	Commuter Terminal Improvements	Demolition and reconstruction of larger commuter terminal to accommodate multiple carriers and regulatory agency processing	CPA	11
2	Water System & Fire Alarm Upgrade	Includes replacement of airport's water lines and upgrading of fire alarm system	FAA/CPA	12
4	TSA Recapitalization Program	Replacement of two CTX machines with new, faster machines	TSA	13

17	Main and Secondary Road Improvements	Repave the roads of the primary and secondary leading around the airport property. To provide the needed signages under the DOT for highways	Pending	14
13	Terminal Expansion/Renovation	To accommodate growing number of flights. Additional office space for tenants, modernization of the terminals, code compliance, energy efficient materials and designs	Pending	15
14	Conveyor System Upgrade	Improve the departure and arrival terminal conveyor systems. Modernizing and improve arrival conveyors to accommodate additional flights.	Pending	16
11	Main Parking Lot Expansion	Expansion of existing parking lot for designated airport employee parking and car rental vehicles. Will also include additional ADA and airport designated parking spaces throughout. Eventual repaving and installation of additional lighting will be installed as well.	CPA	17
19	Overall Airport Lighting Improvements	Provide better lighting on Airport Main Roads for better illumination and provide needed signages	Pending	18
9	Administration Office Renovations/Construction	CPA intends to either renovate its current office to include a wheelchair lift for ADA accessibility, individual office renovations, electrical upgrades, plumbing improvements or build a completely new Administration office to	CPA	19

		house Executive offices, Accounting and Engineering.		
10	Customs/Quarantine Office Renovations	Renovations to Customs/Quarantine Office due to damages caused by roof leaks	CPA	20
18	Airport Personnel Certification	Certification of personnel under FAA, TSA, DOT, and other organizations under airport field of work and profession.	Pending	22
23	Cargo Facility	To be able to receive large cargo for import and export of goods	Pending	23

**Port of Saipan**

<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
1	Delta Dock Improvements	Includes structural repairs to dock as well as an extension to accommodate ferries, cruise ships, homeport vessels	CPA	1
2	Ports Police Boat Ramp	For easy access and quicker response time for emergencies	CPA	2
8	Main Access Road Paving	This project was originally proposed by DPW. CPA will follow up on the previous plans to see if this is still an option. The road is in terrible shape and needs proper pavement and drainage for the heavy equipment that operate on a daily basis.	Pending	3
4	Road paving of North and South Seaplane	For safe vehicular access to locations	CPA	4
5	Four-men basket bucket truck	To quickly repair burned out lights at dock area as to not hamper or delay night operations	CPA	5
7	Harbor Patrol Upgrades	Upgrade and replace Ports Police Harbor Patrol vehicles, boats and Jet skis.	CPA	6
6	Vehicle Procurement	Upgrade and replacement of vehicles for Operation, Maintenance and Admin due to age	CPA	7
3	Echo Dock Expansion	Includes roll on/roll off ramp for ferries, expansion for buses and vehicles and passenger access	CPA	8

**Rota International Airport**

<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
1	Perimeter Security Fence Replacement	Replacement of entire perimeter fence at Rota airport. Fence will be 8' high with an additional one foot of barbed wire as required by FAA and TSA standards.	FAA	1
4	Fuel Storage Facility	Construction of fuel storage facility for refueling of aircraft providing direct international flights Rota	Pending	2
5	Parking Lot Expansion	Expansion of parking lot to accommodate additional vehicles and buses	Pending	3
7	Roof Canopy Replacement	Project entails replacement of the entire roof canopy due to its deteriorating condition with a concrete structure for longevity and the ability to withstand inclement weather	CPA	4
2	Existing Apron Rehabilitation	Resurfacing apron due to deteriorated condition	FAA	5
6	Runway Extension	Extension of the existing runway from 7,000 to 8,600 feet to accommodate large, wide bodied aircraft in anticipation of international flights	FAA	6
3	International Terminal Construction	construction of an international terminal to accommodate anticipated direct international flights to Rota and relieve the federal mandates restricting international and domestic travelers from comingling. This will include larger holding rooms, airline check in and office space, federal screening checkpoint, installation of electronic trace detection systems for checked baggage, concession space, loading bridges, and airport offices.	Pending	7
8	Airport Drainage Improvements	Project is to replace all existing sewer drainage lines due to collapses and clogging in various locations of the airport	CPA	8

**Rota West Harbor**

<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
5	Seaport Building	Construction/Renovation for Seaport Office.	Pending	1
4	Public Marina Expansion/Repairs	Expansion of the public marina for additional use by private boat owners. Includes repairs to damages caused by recent storms.	Pending	2
2	Expansion of Berth 2	Expansion of 100 feet left to accommodate larger cargo vessels and for safer deployment of containers. This will include new bollards and fenders as well.	Pending	3
3	New Commercial Float	Construction of a new commercial floating dock for cargo operations of smaller vessels for safer cargo off loading	Pending	4
1	Breakwater Installation	Construction of concrete armor stones on the east side of the entrance channel to allow safe harbor entry and to reduce harbor wave agitation	Pending	5

**Tinian International Airport**

<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
7	Miscellaneous Typhoon Repairs	Due to Super Typhoon Yutu, the airport sustained damage including fencing, water proofing, window and door replacements, A/C units, signage, markings, office renovations, etc.	Insurance	1
2	ARFF Building Renovations	Project entails renovating the current Aircraft Rescue Fire Fighting station (ARFF) station that was built in 1989 to meet FAA standards and requirements for ARFF stations. Renovations will include a new dispatch room, bunk rooms, men's and women's restrooms, office space, an emergency operations center, additional storage and upgrade of the aircraft advisory service	FAA	2
5	Parking Lot Expansion	Expansion of parking lot to accommodate additional vehicles and buses	CPA	3
1	Parking Apron Expansion	Will increase parking apron by 780 feet to accommodate additional in anticipation of direct international flights from Asia	FAA	4
3	Perimeter Fence Replacement	CPA will be replacing the fence line at the Tinian International Airport. The height of the fence line does meet the requirements of FAA and TSA. Plans have gone out to replace the fence line and when they are replaced they will meet the standards.	FAA	5
6	Fuel Storage Facility	Construction of fuel storage facility for refueling of aircraft providing direct international flights Tinian	CPA	6
4	Standby Generator	Upgrade of existing generator and fuel tank to accommodate additional load from airport expansion, divert airfield and renovated ARFF station	FAA	7



8	Connecting taxiway	Construction of a connecting taxiway from runway to parallel taxiway	DOD	8
9	International Terminal Construction	Construction of international terminal for direct international flights. Will be separate from existing commuter (departure) terminal	Pending	9

**Tinian Harbor**

<b>NO.</b>	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>FUNDING SOURCE</b>	<b>PRIORITY RANKING</b>
16	Fire Hydrant Installation	A fire hydrant system will be for fire suppression at the seaport.	Pending	1
15	Breakwater Replacement	Due to its deteriorated condition and missing sheet piles in numerous locations, project proposes to replace the breakwater with concrete armor units up to 12' high. The original breakwater was constructed by the DOD after WWII.	Pending	2
2	Dock Lighting Installation	Installation of additional dock lighting for night operations	DOD	3
3	Fence Replacement	The current fence line at the seaport does not meet the standards of the Coast Guard. There are plans to change out all the seaport fence line and gates that separate the seaport and the public to standard height.	DOD	4
1	Fender/Bollard Replacement	Replacement of missing fenders from Berth 1 through 3 and installation of new bollards for secure vessel tie downs	DOD	5
4	Concrete Cap Reconstruction and Sheetpile Installation	Replacement of sheet piles along Berth 1 through 3 and reconstruction of concrete cap. The current dock face consists of sheet piles which were installed after World War II and capped in concrete in the 1980s.	Pending	6
14	Entrance Channel and Turning Basin Dredging	Consists of dredging the entrance channel and turning basin to -30 feet	Pending	7
12	Roll on/Roll off ramp	Construction of a roll on/roll off ramp for ferry and cargo vessels	Pending	8

13	Center Finger Pier Removal	Removal of center finger pier to allow larger vessels to call to port without the space restriction between Berth 1 and the center pier and between the center and outer finger piers	Pending	9
6	Cargo Area Expansion	Paved space behind CPA office to accommodate additional containers	Pending	10
10	Boat Storage	Construction of paved, secured area for small boat storage and minor repairs on north side of public use area.	Pending	11
5	Public Launch Ramp	Loading ramp to be used by public for small craft	Pending	12
8	Trailer Parking and Boat Wash Down	Construction of 25 to 30 paved parking stalls for vehicles, trailers and boats to be washed down	Pending	13
7	Public Restroom Construction	Construction of public restrooms equipped with water and power to accommodate seaport users and general public	Pending	14
11	Vehicle Parking	Construction of a paved parking area for passenger vehicles and buses near loading dock	Pending	15
9	Picnic and Recreational Area	Existing shelter will be augmented with tables, benches and grills near the boat ramp for public use	Pending	16



Appendix E: End Notes and References

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- <sup>ii</sup> A. Chiu et al., *Extreme Category 5 typhoon, the worst U.S. storm since 1935, leaves Northern Mariana Islands devastated*. Washington Post. October 25, 2018. [https://www.washingtonpost.com/energy-environment/2018/10/24/extreme-category-typhoon-yutu-makes-devastating-landfall-northern-mariana-islands-us-commonwealth/?noredirect=on&utm\\_term=.ace39aa083e2](https://www.washingtonpost.com/energy-environment/2018/10/24/extreme-category-typhoon-yutu-makes-devastating-landfall-northern-mariana-islands-us-commonwealth/?noredirect=on&utm_term=.ace39aa083e2); E. Mack, *U.S. Island ‘Destroyed’ By Super Typhoon Yutu, The Most Powerful Storm of the Year*. Forbes. October 24, 2018. <https://www.forbes.com/sites/ericmack/2018/10/24/the-most-powerful-storm-of-the-year-typhoon-yutu-is-now-slamming-into-u-s-territory/#69f4b1ff9a14>.
- <sup>iii</sup> FEMA Report, PHC - Repair Mission Plan, Cost Estimate, and Technical Requirements for Implementation and Oversight In Response to Super Typhoon Yutu. December 4, 2018.
- <sup>iv</sup> Humanity Road. 2018 Typhoon Yutu Situation Report, October 24, 2018 – October 25, 2018. <https://static.spacecrafted.com/f0d3b97d12b34820b45425ab2ed7d2ef/r/bc2f89e932b24894840552576ef2a833/1/2018%20Typhoon%20Yutu%20Situation%20Report%201.pdf>.
- <sup>v</sup> CNMI Guidance Manual for Smart, Safe Growth. Prepared by Nimbus Environmental Services for the Federal Emergency Management Agency and Environmental Protection Agency, November 2018. <https://dcrm.gov.mp/wp-content/uploads/crm/CNMI-SSG-Guidance-Manual-Final-Double-Sided-Print-2018-11-14.pdf>.
- <sup>vi</sup> Covenant to Establish Commonwealth of the Northern Mariana Islands in Political Union with the United States of America, Pub. L. No. 94-241 (Mar. 24, 1976), codified as amended at 48 U.S.C. § 1801 note. Under the Covenant the Northern Mariana Islands became a Commonwealth in political union with the United States on January 1, 2018.
- <sup>vii</sup> Government Accountability Office (GAO). *Commonwealth of the Northern Mariana Islands: Implementation of Federal Minimum Wage and Immigration Laws*. May, 2017. <http://www.gao.gov/assets/690/684778.pdf>; with GAO citing U.S. Department of Commerce, Economic and Statistics Administration, 2012 Foreign Trade Division report: U.S. Trade with Puerto Rico and U.S. Possessions 2011.
- <sup>viii</sup> Marianas Visitors Authority. *Northern Mariana Islands Tourism Master Plan 2012-2016*.
- <sup>ix</sup> CNMI Office of the Governor. *Report To The President On 902 Consultations*. January 2017. <https://www.doi.gov/sites/doi.gov/files/uploads/902-consultations-report-january-2017.pdf>.
- <sup>x</sup> 2009-2014 Comprehensive Economic Development Strategic Plan
- <sup>xi</sup> Marianas Visitors Authority. *Northern Mariana Islands Tourism Master Plan for 2012-2016*.
- <sup>xii</sup> Government Accountability Office (GAO). *Commonwealth of the Northern Mariana Islands: Implementation of Federal Minimum Wage and Immigration Laws*. May, 2017.
- <sup>xiii</sup> CNMI Department of Commerce. *CNMI Economic Indicators: A Quarterly Report*. July-September 2010. <http://i2io42u7ucg3bwn5b3l0fquc.wpengine.netdna-cdn.com/wp-content/uploads/2011/05/EI-2010-Q3.pdf>.
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- <sup>xv</sup> CNMI Department of Commerce. *2017 Economic Indicator Report 1<sup>st</sup> – 4<sup>th</sup> Quarters*. <http://ver1.cnmicommerce.com/wp-content/uploads/2018/05/2017-Economic-Indicator-05302018.pdf>
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- <sup>xvii</sup> US Census Bureau. *2010 CNMI Census*. [www.census.gov](http://www.census.gov).
- <sup>xviii</sup> Government Accountability Office (GAO). *Commonwealth of the Northern Mariana Islands: Implementation of Federal Minimum Wage and Immigration Laws*. May 2017. <http://www.gao.gov/assets/690/684778.pdf>.
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