



Northern Mariana Islands

OFFICE OF TRANSITION STUDIES AND PLANNING
NORTHERN MARIANA ISLANDS
P.O. BOX 9
SAIPAN, AMERICAN MARIANAS 96950

Amended
file

otsp news

PLANNING FOR THE FUTURE - A UNIQUE OPPORTUNITY IN NATION-BUILDING
A BI-WEEKLY NEWS PUBLICATION OF OTSP VOLUME I NO. 4 DECEMBER 9, 1977

REPORT FROM THE DIRECTOR Pete A. Tenorio

From Nov. 14-18, 1977 I was in Honolulu participating in the Public Ground Water Supplies Seminar-Workshop sponsored by the Environmental Protection Agency, Region IX for the Pacific area scientists, engineers, and waterworks personnel. New and innovative approaches and programs for the solution to various water supply system problems were presented and discussed in the seminar. When time permits, I plan to share my experience at the seminar with the waterworks personnel and other interested individuals in the Northern Marianas.

Several days were spent in the federal Regional offices in San Francisco to follow-up outstanding matters relating to the Rota Harbor project and the various EPA programs which will be extended to the Northern Marianas. According to the Agency's officials, the FDAA grant for the new Rota Harbor will be extended in order to complete the project. Final arrangements are being made between the U.S. Army Corps of Engineers, Honolulu Office, and FDAA to expedite approval of the extension request and the issuance of the dredging permit by the Corps of Engineers.

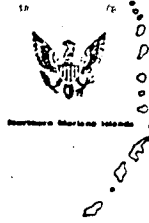
I also wish to report that EPA's Solid and Hazardous Wastes Division has approved

the application of the NMI for the development of a solid waste management work plan. A total of \$8,000 has been earmarked for the project which is being coordinated by OTSP through its physical planning consultants. Additional funds for the development of a State Solid Waste Management plan will be made available under phase II of the program. Implementation will follow completion of the State Plan.

A grant application for a Coastal Zone Management program for NMI has recently been completed by OTSP and submitted by the ResCom for funding. A total of \$150,000 has been requested from OCZM by NMI for the State Plan development.

On another matter, OTSP was invited to participate in the committee planning the inaugural ceremonies on Jan. 9, '78. Steve Loftus and Agnes McPhetres have been actively engaged in formulating plans for this historic event. Unfortunately, the legislation which funded the OTSP did not anticipate the need for money to pay expenses associated with the installation of the new constitutional government. The OTSP staff, however, will continue to do all it can to make this event a most memorable one.

Report from the Director-----	p. 1
Food Stamp Survey-----	p. 2
Report on Organization of the Judiciary-----	p. 2-7
The Development of a Comprehensive Physical Planning Programs for the Northern Marianas--	p. 7-21
Summary of Socioeconomic Plan Exh. A	



FOOD STAMP SURVEY CONDUCTED IN NMI
J. G. Villagomez/Agnes McPhetres

Five United States Department of Agriculture (USDA) officials recently completed an on-site survey of the potential economic impact of the introduction of the food stamp program in the Northern Mariana Islands.

Led by Dr. Steve Hiemstra, Economic Analysis and Program Evaluation staff, Food and Nutrition Service, USDA, the team consisted of representative from USDA Washington, D.C., Region IX (San Francisco) and Guam. The group departed Saipan on Nov. 9 to prepare their report. It is expected that their conclusions and recommendations will be ready in late December.

During their stay in the NMI, the team held meetings with the Resident Commissioner, Community Development Staff, the Economic Development Officer, Agriculture officials, the Chamber of Commerce, NMI Legislature and other government officials.

In an effort to determine the type and quantities of food consumed in the islands, seventeen retail stores were visited and sales information was obtained covering the quarter ending September 30, 1977.

Carefully studied also was the difference between the present Family Food Distribution program and the Food Stamp Program as it is operated elsewhere. Some preliminary conclusions were tentatively reached by the group:

1. Food stamp programs are more complicated to administer than food distribution.
2. Eligibility requirements for food stamps are much more stringent than for the food distribution program.
3. Food Stamps have the potential of a larger and broader economic impact in the island economy whereas the

food distribution program primarily benefits only the recipients of the food.

4. Food Stamps provide some flexibility in food selection whereas the distribution program is dependent on available commodities.

The final report will point out the facts revealed by the survey concerning food requirements, distribution and consumption patterns.

In addition, the report will address itself to whether or not the Northern Mariana Islands government is capable of administering the Food Stamp program and make recommendations for improvements which may be needed to make implementation feasible.

The Food Stamp program is tentatively scheduled to replace the food commodities program in the Northern Mariana Islands in mid 1978.

REPORT ON ORGANIZATION OF THE JUDICIARY

Pedro M. Atalig
Assistant Director for Public
Administration and Government
Organization

The following are some of the preliminary recommendations submitted by the Institute of Public Administration government programs consultant to OTSP on the organization of the new Commonwealth Trial Court.

Organization of the Commonwealth Trial Court

Four factors have guided the basic structuring of the Commonwealth trial court: constitutional requirements, costs of court administration, projected case-loads, and areas of specialization.

The constitution establishes a civil and a criminal jurisdiction for the



Commonwealth trial court. It requires establishment of a special division of the court for land actions. In addition, article I, section 4(j) provides, "Persons who are under eighteen years of age shall be protected in criminal judicial proceedings..." Aside from the requirement for a land division, the constitution does not specifically mandate separate divisions or parts for the civil and criminal jurisdiction of the Commonwealth trial court or for proceedings involving juveniles.

We favor separate civil and criminal divisions to reflect these factors: (1) economies of scale, continuity of proceedings, and orderly schedules for the judges and attorneys who regularly do business with the Commonwealth trial court, (2) specialization, and (3) the possible infringement of the right to a speedy trial in criminal prosecutions (article I, section 4(d)) if civil and criminal cases were placed on an omnibus calendar. That is, a combined civil and criminal division might have the effect of deferring some criminal proceedings. Further, in the event that the legislature, pursuant to article I, section 8 of the constitution authorizes jury trials in criminal but not civil cases or vice versa, a combined civil and criminal division could cause confusion in the paneling and selection of jurors and administration of jury systems.

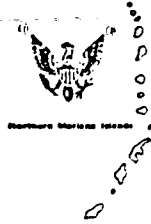
Assuming, therefore, that there should be at least separate civil and criminal divisions, should additional divisions be proposed? (A separate land division is mandated by the constitution.) Separate divisions might be proposed for civil-type actions, particularly equity proceedings, in rem actions, domestic relations and probate matters, and the like. On the criminal side, the constitutional requirement on juvenile proceedings suggests the feasibility of a special juvenile division. Such

proceedings might be made part of an omnibus domestic relations or family division.

Larger jurisdictions have gone to considerable lengths in establishing separate judicial units of their court system. The analysis to the constitution at page 91 speculates that tribunals might include municipal courts, juvenile courts and specialized courts to hear particular categories of matters such as those involving immigration, naturalization, citizenship or questions of Northern Marianas descent. At page 95 the analysis notes that article IV, section 3 "...permits the creation of other divisions of the Commonwealth Trial Court, such as those for small claims, divorce and child support matters, misdemeanors or traffic violations. These divisions need not be courts of record."

It is our judgment that the Commonwealth trial court structure be kept as simple as possible, with maximum flexibility to deal with situations and caseloads as they develop. This suggests that some aspects of the structure of the court be done by legislation, some by rule, and some left to the discretion of the presiding judge. Recommendation Four: We recommend that the Commonwealth trial court initially consist of three statutory divisions: (1) a civil division, (2) a criminal division, and (3) a land division.

A review of the caseload of the High Court trial division and the District Court demonstrates a prima facie basis for specialized units within the basic statutory structure of three divisions, particularly traffic and juvenile matters. The court itself, once established, can best determine what separate calendars or parts are needed. Tentatively, we suggest separate parts within the appropriate divisions, for traffic offenses, misdemeanors and lesser felonies, felonies, small claims, civil suits generally, pro-



bate, and equity matters.

Recommendation Five: We recommend that the Commonwealth trial court propose rules, subject to legislative review, with respect to establishment of separate parts within the statutory divisions. Recommendation Six: We further recommend that the rules afford the presiding judge of the Commonwealth trial court authority to develop an effective calendar arrangement and system of judicial assignments. Recommendation Seven: We recommend that the initial jurisdiction of a small claims part be limited to matters in which the value of the matter in controversy does not exceed \$500. Adjustments in that amount, upwards or downwards, also can be made on the basis of experience.

Judges

Recommendation Eight: We recommend that the Commonwealth trial court consist initially of two full-time judges. These judges would handle all matters within the jurisdiction of the Commonwealth trial court in Saipan, Rota and Tinian, and two should be a sufficient number for all trial matters. Logistical arrangements can be devised with respect to the division of time spent by the full-time judge for Tinian and the full-time judge for Rota between time spent on Rota and Tinian and on Saipan to assure consideration of cases in all three locations. One arrangement would be for each judge to spend one day a week on the respective island and the balance of the week in Saipan. The schedule could be adjusted so that there is always one judge present in Saipan.

An important consideration in a court system is the judges' time. Judges not only preside at trials, but they also write opinions and orders, review written materials and petitions, and handle administrative matters. We are cognizant of

these responsibilities but see no basis for predicting that two full-time hard working judges cannot do all of these things while assuring a high quality performance of the Commonwealth judiciary. A leading study of court management noted,

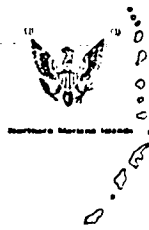
The absence of statutory specialization does not prohibit specialization by assignment. A court can still assign certain judges to criminal, other judges to civil, and still other judges to equity work. Case specialization by assignment provides a mechanism for matching needs, interests, and competencies... specialization by assignment provides a control mechanism for monitoring results.*

*Ernest G. Friesen, Edward C. Gallas and Nesta M. Gallas, Managing the Courts, 1971, p. 178.

It may be desirable to consider the appointment of a part-time judge to deal with traffic violations and possibly small claims. One alternative also not presented as a formal recommendation, would be to appoint the present District Court judge in Saipan as a Commonwealth trial judge on a full-time basis to handle small claims, traffic violations, and other lesser offenses.

Qualifications

A critical issue is whether the judges of the Commonwealth trial court should be attorneys. Article IV, section 4 of the constitution provides, "A Judge shall be at least thirty years of age, a citizen or national of the United States, and possess other qualifications provided by law" (emphasis added). The analysis states, "Although the language of this section does not explicitly require that Common-



wealth judges be attorneys; it is intended that all judges have legal training. This section affords the legislature the flexibility to define precisely what legal training will be required."

We have concluded that the legislature in establishing the judiciary of the Northern Mariana Islands should adopt a high standard of professional quality in the selection of judges. Recommendation Nine: Accordingly, we recommend that the following statutory qualifications be required in the nomination and appointment by the governor of the judges of the Commonwealth trial court.

1. Graduation from an accredited law school in the United States.

2. Admission to practice before the bar of the Trust Territory of the Pacific Islands or admission to practice before the bar of a state, territory or possession of the United States and eligibility for admission to the bar of the Trust Territory.

3. Active practice for a minimum of five years as a trial attorney or a minimum of two years of service as a judge of a court of record with jurisdiction at least comparable to either the civil or criminal jurisdiction of the Commonwealth trial court or a combination of legal practice, research, court administration, or law school teaching for a minimum of ten years.

4. No person convicted of a felony in the Commonwealth or in any area under the jurisdiction of the United States may be eligible for service as a judge of the Commonwealth trial court.

Recommendation Ten: We recommend that no Northern Mariana Islands residence requirement be imposed as a condition of appointment as a Commonwealth trial judge.

Recommendation Eleven: We recommend that an intensive search be initiated immediately by the resident commissioner

to locate suitable candidates for judges of the Commonwealth trial court.

Even if the early search process is undertaken, it may be difficult for the new governor to nominate persons for full terms early in his administration. The constitutional provision on the holdover of current District Court judges assures short-term continuity of judicial proceedings *pro tempore*. Recommendation Twelve: We recommend that the new governor consider as an alternative securing of a highly qualified attorney who would be willing to serve for an interim period.

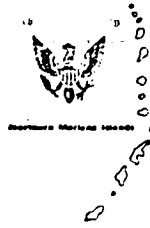
The proposed qualification requirement of law school training of course would render ineligible for appointment as a Commonwealth trial judge of the incumbent full-time judge of the district court in Saipan. Recommendation Thirteen: We recommend that if the legislature authorizes an exception to the proposed statutory criterion on law school training and the governor chooses to nominate the incumbent for appointment to the Commonwealth trial court, the appointment be restricted to a single six-year term.

Part-time judges

Recommendation Fourteen: We recommend that the eligibility criteria for appointment as a Commonwealth trial judge be modified with respect to part-time judges, to two years of prior legal practice. This would permit appointment to such positions of younger attorneys who are residents of the Northern Mariana Islands once such a person reaches thirty years of age.

Expertise in land matters

Recommendation Fifteen: We recommend that the base salary for one full-time judge should be set at \$19,500. This judge would be designated the chief of the



Commonwealth trial court. The salary for the second proposed full-time Commonwealth trial court judge, designated senior associate judge, should be set at a base annual rate of \$19,000. The \$500 difference would reflect the additional administrative responsibilities of the chief judge.

Recommendation Seventeen: We recommend that an allowance for expenses accompany the annual salary of each judge, not to exceed \$1,000 annually for the chief judge and \$750 for the senior associate judge.

Recommendation Eighteen: In the event that a judge is appointed who is a resident of one of the American states, or a territory or possession of the United States, he should be paid a differential reflecting an amount equal to no more than 100 percent of annual salary, and one round trip transportation from his home base to Saipan for himself and his immediate family. The salary differential is intended to cover special costs of housing, education of children, and related matters.

Recommendation Nineteen: We recommend that in the event the legislature authorizes part-time judges, they should be paid an hourly rate of between \$5-\$10 per hour. If a non-lawyer is employed, compensation should not exceed \$5 per hour.

Admission to the bar

Persons who practice before the District Court or the trial division of the High Court are members of the bar of the Trust Territory of the Pacific Islands. At present there is no separate Northern Mariana Islands bar. Persons can be admitted to the Trust Territory bar on the basis of admission in another jurisdiction or upon successful completion of the multistate bar examination [details should be added on the High Court rules on admission]. The Commonwealth trial court will have the constitutional capacity to establish the rules for the court,

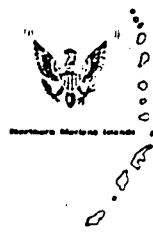
including rules pertaining to bar admission, subject to legislative review pursuant to article IV, section 8 of the constitution. Until such rules are established the existing rules of the High Court continue to apply.

The following recommendations are made with respect to practice before the Commonwealth trial court.

Recommendation Twenty: We recommend that persons who have been admitted to practice before the bar of the Trust Territory of the Pacific Islands and who have not been barred from practice by virtue of disciplinary actions or other impediment be eligible to practice before the bar of the Northern Mariana Islands and that they be required to indicate in writing on a form to be provided by the Commonwealth trial court their intention to accept admission to the NMI bar and to pay an annual registration fee, not to exceed \$10.

Recommendation Twenty-One: We recommend that the active members of the Northern Mariana Islands bar organize a Northern Mariana Islands bar association, open to any member of the Trust Territory bar; associate membership be available to any member of the bar of any state, territory or possession of the United States. This should be a professional organization designed to facilitate the lawyers' contribution to the improvement of the law and participation in civic and community affairs.

Recommendation Twenty-Two: We recommend the advisory commission on the judiciary that will be established pursuant to the constitution review in detail the existing rules governing admission and discipline of attorneys and propose rules to the Commonwealth trial court. As recommended above, it would be appropriate for the present government to establish such a commission on an interim basis in 1977.



Land Division

The constitution mandates a separate land division. The analysis properly points out that "the special division has its own calendar so that land matters do not compete with other civil matters for priority in being heard.

Adjudication of land cases has involved not only the court system but also the Land Commission. Many facets of land claims are administrative. The constitution does not require that the Land Commission be abolished. It may be desirable to continue it for those matters which are principally administrative or to make the Land Commission a unit of the land division of the Commonwealth trial court. This matter is being reviewed and should be considered tentative.

Recommendation Twenty-Three: We recommend that physical space and maintenance of that space be the responsibility of the public works department. The chief judge should be consulted on space and furnishings for the court. Recommendation Twenty-Four: We recommend that a single law library be maintained for the judicial branch of the Northern Mariana Islands. It may be feasible for a law library to be established as part of the logistical support for the U.S. District Court for the Northern Mariana Islands. It may be desirable to begin the process of building a combined law library for the courts, the attorney general, and others. This subject is being treated separately as part of an omnibus consideration of libraries for the Northern Mariana Islands.

Advisory Commission on the Judiciary

Article IV, section 6 of the constitution requires the legislature to establish "...an advisory commission on the judiciary whose members include lawyers and representatives of the public. Upon recommendation of the advisory commission,

the governor may remove, suspend or otherwise sanction a judge for illegal or improper conduct." In addition to these constitutional duties, we have recommended that the advisory commission review and propose changes in the rules of the court, help draft a code of judicial conduct and ethics, propose qualifications for admission to the bar, and advise the government on matters pertaining to the effective operation of the judiciary.

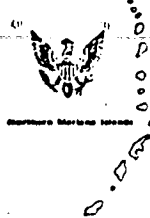
Recommendation Twenty-Five: We recommend the advisory commission be composed of seven persons appointed by the governor with the advice and consent of senate; that no person employed by the government be a member of the advisory commission, and that of the seven persons, four be attorneys admitted to practice before the High Court of the Trust Territory (or the Northern Mariana Islands bar after it is established). The governor should consult with the judges of the Commonwealth trial court and the U.S. District Court for the Northern Mariana Islands on their suggestions for nominees to the advisory commission. Recommendation Twenty-Six: We recommend that members of the advisory commission receive no compensation for their services on the commission but may be reimbursed for actual and necessary expenses in connection with such service within budgetary appropriations.

THE DEVELOPMENT OF A COMPREHENSIVE PHYSICAL PLANNING PROGRAMS FOR THE NORTHERN MARIANA ISLANDS

Pedro Sasamoto

Assistant Director for Physical Planning

Power and transportation are other major areas of study. The following are the findings and recommendations of Pacific Planning and Design Consultants as presented by OTSP to the islands of Saipan,



Tinian and Rota.

SAIPAN POWER SYSTEM

Existing Conditions

MANAGEMENT/OPERATION

The Public Works Division of the Northern Mariana Islands (NMI) government now operates the entire electric power system. Within this division, there has been set up a Saipan Utilities Agency, that operates the electric power, water and sanitation system in Saipan. Current peak usage is about 11,200 KW (11.2 MW). During FY 1976, about 50 million KWH were generated by the system.

PHYSICAL SYSTEM

GENERATION: Table 1 summarizes the present generation capability of the power system. The army power barge "Impedance" is the primary power plant. Commissioned in 1943, she has 2 boilers capable of delivering 30,000 KW. The barge is on loan at no cost to the NMI, but must be kept in good repair and is examined yearly by a team of army engineers.

At best, the "Impedance" is inefficient. Since its installation in November, 1975, the "Impedance" has had unscheduled outages for repair approximately once per month. Its age and present condition indicates a high maintenance cost in the near future, and it is due for drydocking in 1979.

A standby power plant consisting of the 2 Nordbergs and 2 White Superior generators is capable of supplying 7,400 KW. The plant in which these diesels are located was designed so that it could be expanded with 2 more small diesels, adding up to a total capacity of 10,400 KW. A third White Superior 1.5 MW unit is scheduled to be relocated to the plant. Miscellaneous equipment includes five (5) GE .6 MW units and two Caterpillar units totalling 4.4 MW.

Only the Nordberg and White Superior Units should be considered for operation as

stand-by units. After about 1990 the Stand-by Plant and the miscellaneous equipment should be retired as they are too inefficient to operate.

DISTRIBUTION: The distribution system on Saipan consists of about 72 miles of primary line (13.8 KV) and approximately 96 miles of secondary lines. These circuits consist of various size conductors. Circuits 3 and 4 which serves the area south of the power plant carries 80% of the system load.

The condition of the lines ranges from fair to poor, with numerous unscheduled outages due to lightning, burned out transformers and storms. Maintenance is less than optimum, with repair and replacement of corroded wires, hardware, and rotten poles, falling well below reasonable levels.

PLANNING FACTORS

LOAD GROWTH

The seven percent annual load growth projection given in the basic power consultant report (see "Development of Saipan Power Programs for the Government of the Northern Mariana Islands"; Contract No. NMG-S77-001) was re-examined with respect to Saipan's unique growth prospects. The constant percentage basis of projection can be applied to relative large systems having a historical data base. Saipan, in contrast, is a relatively small area facing dramatic quantum growth from international interests such as the economy of Japan and the U.S. military plans. It should be noted that on a system the size of Saipan's 500 KW increase is a major impact. Therefore, projections of anticipated load growth based on anticipated socio-economic factors were developed. They are summarized in Table 2.

The new Nauru office building is projected to add a minimum of 500 KW to the system peak load. Design calls for two 500

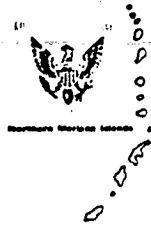


TABLE 1

SAIPAN POWER GENERATION CAPABILITY

CENTRAL POWER PLANT

Power barge "Impedance" = 30 MW
(Commissioned in 1943)

STAND-BY POWER PLANT

a) 2-Nordberg units, 2.2MW ea. = 4.4 MW *
b) 2-White Superior units, 1.5MW ea. = 3.0 MW *
c) 1-White Superior unit, 1.5MW (1971) = 1.5 MW * ++

MISCELLANEOUS POWER EQUIPMENT

a) 1-Caterpillar = 0.6 MW
b) 2-GE units, 0.6 MW ea. = 1.2 MW
c) 1-Caterpillar, 0.8 MW (being overhauled) = .8 MW
d) 3-GE units, 0.6 MW ea. (being overhauled) = 1.8 MW

NOTE: * Indicates units considered suitable for retention as stand-by power, capacity of 8.9 MW. Units to be phased-out by 1990.

++ Unit is to be relocated to the stand-by power plant.



OTSP NEWS

VOLUME I, No. 4

DECEMBER 9, 1977

TABLE 2
SAIPAN POWER DEMAND 1977-1985
FOR PROBABLE MAJOR CONSTRUCTION

		EST LOAD	KVA
1978	Nauru Building (under construction)	500	
	White Sands Hotel (60 rooms completed)	120	
	Grand Hotel (under construction)	400	
	150 New Single Family Homes	300	
	Hook Up of Sugar King I (approximately 160 homes)	320	
	10 New Elementary Classrooms	10	
	TOTAL		1650
1979	New Junior High School (25 Classrooms)	100	
	Public Health Center - 10,000 sq. ft.	50	
	160 New Single-Family Homes	320	
	TOTAL		470
1980	New Hospital 90 to 100 bed (Phase out of old)	500	
	1st 15 room correctional facility (max. security)	25	
	5 New Classrooms Elementary	5	
	170 New Single Family Homes	340	
	Far East Broadcasting	750	
	TOTAL		1620
1981	New Commercial Center - Garapan size, of Town House	750	
	180 New Single Family Homes	360	
	TOTAL		1110
1982	Two hundred (200) room hotel	400	
	190 New Single Family Homes	380	
	New Fire Station (Garapan)	50	
	TOTAL		830
1983	Canning Processing Plant (Maximum 8,000,000)		
	Lime Plant - (size unknown)	Estimate 1500	
	200 New Homes (20% Apts and/or Condominiums)	400	
	TOTAL		1900
1984	New Harbor Facilities - Lighting		
	600 ft. berth - breakbulk warehouse	600	
	210 New Homes	420	
	TOTAL		1020
1985	220 New Homes (20% Apts & Condominiums)	440	
	Misc. a) Probably more commercial area		
	b) Potential for another 100 room hotel		
	c) Increase in light industrial	Est 700	
	TOTAL		1140



KVA transformers. This alone represents a system load increase of 4.5 percent. The Grand Hotel presently nearing completion will add a similar load. These two projects alone will increase peak load by about 9% in 1978.

Table 3 synthesizes the gains and losses through the planning period. This data indicated an average annual growth rate of 9.5% to Saipan's power requirements. In 1985 the peak demand is expected to reach 22.98 MW. If the 9.5% growth is projected forward, the system will peak at 30 MW in 1989 and 40 MW in 1992. Major sociological and economical changes will naturally affect this projection.

ALTERNATE GENERATOR CONFIGURATIONS

The load projections indicate that the initial plant requires a basic delivery capacity of at least 20 MW (20,000,000 watts). Table 3 shows a 1985 demand of nearly 23 MW, which if projected at the 9.5 percent growth rate would necessitate a delivery capacity of 30 MW in 1989, and 40 MW in 1992. The statistical risks of projecting linear increases for small areas still remains, however, and it is emphasized that deviations from these projections can be dramatic. System flexibility is therefore an important consideration.

In developing alternate plant configurations, back-up power and stand-by power must be considered. Besides generating the required projected load, the plant should have back-up generators which permit periodic maintenance to be performed on individual units. In other words, an additional unit is needed to allow "rotation" for maintenance and inspection. Stand-by capability is required for stand-by. The existing two Nordberg units and three White Superior units can provide the standby requirements until about 1989/1990. At this time they will have to be replaced.

Table 4 details alternate plant

configurations based on 7.5 kilowatt (KW) and 10.0 KW units. Each configuration uses multiples of an identical unit, which is considered necessary for operation and maintenance efficiency.

Both alternative configurations are currently under study by the Office of Transition Studies and Planning and Public Works personnel. During the initial years of the planning cycle, there appears to be a relative advantage in using multiples of 7.5 MW units. However, towards the end of the Short Range planning horizon (1985) and beyond, the relative advantage tends to support multiples of 10.0 MW units. Adoption of one of the alternatives will depend on further analysis of relative costs, system performance, and possibly on fuel type.

FUEL TYPE

Presently two types of fuel are being considered for utilization in the proposed power plant. Diesel Fuel No. 2 and No. 6 Residual Fuel. In essence either fuel can be utilized; however, No. 6 Residual Fuel does have problems which should be mentioned. The use of residual (Black oil) fuel will result in higher maintenance costs, a more complicated plant to operate even with experienced operators, the final need for duplicate (DF-2 and residual) fuel systems and the final necessity to start-up, shut-down and operate at lower loads on DF-2.

In conclusion, despite its lower cost the utilization of No. 6 residual fuel should be carefully weighed prior to commitment to its usage.

The current U.S. effort to curtail the use of oil and gas as fuel sources and substitute coal, nuclear power, sun, wind or thermal power will, in practice, have little effect in the Northern Mariana Islands. While the costs of power will undoubtedly increase, there seems to be no



TABLE 3
SAIPAN SYSTEM GROWTH THROUGH 1985

YEAR	EXISTING GROSS PLANT GEN. MW	EST. NEW CONST. MW	OTHER INCR. (1%) MW	STA. LOSS (NEW) 8% MW	TOTAL NEW INCR. DEMAND MW MW		% INCR.
1977	11.2						
1978	11.2	1.65	0.11	0.13	1.89	13.09	16.88
1979	13.09	0.47	0.13	0.04	0.64	13.73	4.89
1980	13.73	1.62	0.14	0.13	1.88	15.61	13.69
1981	15.61	1.12	0.15	0.09	1.36	16.97	8.71
1982	16.97	0.83	0.17	0.07	1.07	18.04	6.31
1983	18.04	1.90	0.18	0.15	2.23	20.27	12.36
1984	20.27	1.00	0.20	0.08	1.28	21.55	6.32
1985	21.55	1.14	0.21	0.08	1.43	22.98	6.64

AVERAGE % INCREASE 9.48



OTSP NEWS

VOLUME I, No. 4

DECEMBER 9, 1977

TABLE 4
ALTERNATE PLANT REQUIREMENTS

7.5 MW UNITS

	1979	1985	1989	1992
Demand	14MW	23MW	30MW	40MW
Basic Units	2 (15 MW)	3 (23 MW)	4	6
Back Up	1 (7.5MW)	1 (7.5 MW)	1	1
Total	3 22.5MW	4 30MW	5 37.5MW	7 52.5MW
Standby	8.9MW Plus Misc. standby equipment	8.9MW Plus Misc. standby equipment	1 @ 7.5MW	1 @ 7.5MW

10.0 MW UNITS

	1979	1985	1989	1992
Demand	14MW	23MW	30MW	40MW
Basic Units	2 (20MW)	3 (30MW)	3 (30 MW)	4 (40MW)
Back Up	Standby plant 8.9MW	Standby plant 8.9MW	1 (10MW)	1 (10MW)
Total	3 28.9MW	4 38.9MW	4 40MW	5 50MW
Standby	Misc. standby equipment	Misc. standby equipment	1 @ 10MW	1 @ 10MW



practical alternative to the use of oil in the generation of power in the Northern Mariana Islands. For the small population involved, coal/steam plants are uneconomical and other sources, wind, sun, nuclear and thermal power are still in the development stage and lack practical application for the Short Range (1985). However, they should not be discounted as potential future sources of Northern Mariana Islands energy needs.

POWER PLANT LOCATION

Three alternate locations are being considered in the vicinity of the industrial Park (Lower Base). The preferred location appears to be the Outer Seaplane Ramp area and sufficient lands should be set aside for the plant location at that site. This site is near to a proposed Bulk Fuel storage area also located in the park. Impact assessment of the potential sites are presently being made and will be available shortly.

HARDENING

Recent experience has emphasized the need to "harden" the power system against tropical storms and typhoons. Both on Saipan and neighboring Guam, the distribution system is the first to fail. Therefore, as lines are extended or replaced, an evaluation of the cost effectiveness of various hardening techniques will be made. The eventual burial of the line on Beach Road from Micro Beach to Wallace road, for example has already been identified. This action will markedly reduce the recovery time of restoral operations to customers throughout the entire area.

CONSERVATION

Forced dependence on oil fuel will mean drastic increases in Saipan's energy bill throughout the planning horizon and beyond.

Although technological breakthroughs may come any time it is almost certain that energy will remain an ever precious commodity. Therefore, an electrical energy conservation plan similar to the type in the planning stage in the U.S. must be implemented on Saipan. The plan would establish a power budget for various types of clients with a heavy penalty for any power consumed beyond the established budget. As stated, there are no existing conservation programs in use today although some states and territories have completed initial studies with federal grants. Guam has completed the first phase of its study and will probably go into the second phase, implementation of the plan, shortly.

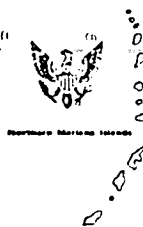
DISTRIBUTION SYSTEM PLAN

The proposed system will serve an island growth to 40 MW, matching the proposed power plant's ultimate capacity. All four circuits will have a 10 MW capacity. Circuits are run along major roads. Major developed areas and facilities such as the airport, new hospital, industrial area, resort area and commercial area will have a back-up circuit. One circuit from the new power plant paralleling West Coast Highway should be hardened immediately to provide assurance of rapid renewal of power service following storms or typhoons.

BEYOND THE PLANNING HORIZON

About 5 years before the 40MW system peak is reached, a study should be made to determine the next power plant requirements and major changes necessary for the distribution system.

When the systems exceed 40MW, a major change must be made to the distribution systems. If the southern half of the island exceeds 20MW, then a higher voltage transmission line must be built and a substation be located as near to the load center of the southern end.



TRANSPORTATION FACILITIES

a) INTRODUCTION

Transportation and transportation improvements will play a vital role in the development of the Northern Mariana Islands. Development and promotion of stronger logistic transport links with overseas is vital to support expanding economic activity. Continual development and promotion of international air travel to facilitate a growth in tourism must be pursued. Internally a program of road improvements is necessary to serve the needs of the evolving NMI economy and to increase the safety and convenience of land transport in the islands. Finally it will be important to improve interisland service between Saipan and the neighbor islands.

Roadways and Highways

The 1968 master plan identified approximately 42.5 miles of secondary and village road requiring improvements. A subsequent study prepared by the District Director of Public Works in 1969-70 prioritized the road rebuilding program. Other than a minimal maintenance program no reconstruction or new construction has been undertaken. In 1974 the District Planner prepared a new Road Program recommending that some 90 miles be improved or reconstructed on Saipan. Estimated cost for the program was \$19.5 million in 1974. Other than the resurfacing of airport road no construction or road work other than maintenance has been initiated. An estimate of cost for the 1977-81 5 year plan indicated that in the Marianas some 200 miles needed to be reconstructed approximately 100 miles of which are on Saipan. Estimated cost of the entire Northern Marianas road projects was \$43,000,000.

Generally, it can be stated that the

surfacing on the existing paved roads is worn out. Cracks indicating pavement failure and pot holes and slumps indicating subgrade failure are evident everywhere. More important it should be realized that a good portion of the road system life could be extended with the implementation of an overlay program; however unless completed relatively soon (within 2 to 4 years) the roads will require major reconstruction due to further deterioration.

During the plan period a Northern Mariana Islands Road Improvement Program will be undertaken. The objectives of this program will be to:

- a) improve and construct/reconstruct roadway to serve expanding economic activity and evolving physical development in the Northern Marianas.
- b) upgrade standards of road maintenance for all roadways in the islands.

The plan period road program will extend over seven and three-quarter years, and will be the first phase of a longer term effort - 20 to 25 years - aimed at upgrading the entire roadway system of Saipan. As such, the construction/reconstruction activities of this first plan period program will deal with the most pressing roadway needs.

Two types of roadway projects can be identified in the plan period. Those primary and secondary roads where Federal Highway Administration will assist in road construction on a 70/30 federal-local matching basis and those village roads and local scenic roads which will not meet the Federal Highway Administration criteria and therefore will have to be funded entirely from local revenues.

During the initial 7-3/4 year plan the following roadway projects have been tentatively identified for inclusion in the Federally-assisted highway program. See the following table.



Federally Assisted Highway
Program for Saipan

<u>Segment of Road</u>	<u>Length (in miles)</u>	<u>Estimated Cost (000)s</u>
Wallace Highway	1.5	900
As Perdido Road	2.2	660
Beach Road	1.2	360
Oleai-Susupe	(.2)	
Chalan Kanoa-Chalan Piao	(1.0)	
Chalan Kanoa-Susupe Main Street	1.0	1,000
Micro Beach Road	.5	150
West Coast Highway (Oleai-Capitol Hill turnoff)	5.5	1,704
New Hospital Road	.3	90
San Vicente Approach	.5	150
Kagman Road	<u>1.0</u>	<u>300</u>
TOTAL LENGTH	14.9	TOTAL COST \$5,314



The village street and rural scenic roadway program will include some thirteen miles of roadway during the initial plan period. Estimated cost will be about \$1,760,000. The first project to be initiated will be improvements to Texas Road. Other projects have not been prioritized and will ultimately depend on the land use plan and the overall master plan project.

To complement reconstruction/construction efforts in the plan period, an improved program of regular road maintenance will be necessary. To promote the organization and effectiveness of the road maintenance program all municipal personnel and equipment currently available to the NMI road subsector will be transferred to the Government of the Northern Mariana Islands Public Works Department. Additional equipment as deemed necessary for adequate roadway maintenance will be purchased during the plan period.

b) HARBOR DEVELOPMENT

To accommodate projected growth in cargoes, and in general to support and stimulate economic activity in the Northern Mariana Islands, a program of port development will be implemented during the plan period. The program will feature major improvements to the ports and shore-side facilities of Saipan, Tinian and Rota. Funding for the program will be provided in large part from the NMI's CIP grants under the Covenant and from its internally generated financial resources. It is anticipated, however, that wherever possible, U.S. federal program assistance for port development will also be requested, especially in such areas as harbor and channel dredging, and break-water construction. Saipan's harbor complex consists of a commercial port plus a small boat quay and a pier at which the

Public Works power barge is currently docked. The commercial port of Saipan - Charlie Dock - was constructed by the Japanese prior to World War II. It is concrete block construction, with one ocean-going berth and roughly 99,000 square feet of dock space. No major renovation or reconstruction work has been carried out on the port area since it was built, although emergency repairs were made in 1972 and minor repairs resulting from typhoon damage in 1977 are planned. Dockside facilities include a transit warehouse leased to the private firm which has responsibility for stevedoring operations in the port. The firm has some of its own cargo handling equipment and a staff which includes both permanent personnel and on-call stevedores.

A preliminary investigation by PPDC's Harbor consultant indicates that Charlie Dock is in a state of incipient failure or even total collapse and costs to rehabilitate the dock would be about \$4,000,000. It is suggested that a new wharf be constructed between the B Mole and Charlie Dock. It is estimated that a new dock can be constructed for approximately 2.8 to 3.0 million dollars. The final configuration of the port development will depend in part upon the findings of a study of Charlie Dock and a detailed master plan architectural and engineering design of a new commercial port complex.

Approximately \$127,000 will be allocated in 1978 to fund emergency repairs to Charlie Dock and to conduct the investigation of Charlie Dock and then prepare the engineering design of a new or renovated port complex.

The specific details of port expansion will be determined in the engineering planning stage, but will include construction or reconstruction of a bulkhead; reinforcing and paving of dock surface area; creation of additional ship berthing



space; construction of a breakbulk warehouse, provision of security fencing for the dockside facilities and container yard; and new lighting and fenders at dockside itself.

Interim repairs proposed for Charlie Dock include the installation of a full rail (wood timber curbing) around the periphery of the dock. Also a temporary fender system and improved lighting should be installed. Estimated cost is approximately \$50,000.

c) AIRPORTS

The Mariana Islands Airport Authority was created by the Congress of Micronesia in April 1975. The Authority is a public corporation which exists to "Plan, establish, develop, construct, enlarge, improve, maintain, equip, operate and regulate" all airports in the Northern Marianas. It is self-sustaining, deriving revenues from enplaned passenger fees and aircraft landing fees, and from rental of airport properties. In addition, it has the capacity to issue revenue bonds to acquire, construct or repair airports and airport facilities. The Authority is thus an independent agency, functioning completely outside the budget and administrative structure of the GNMI executive, and bearing full responsibility for the development and operation of airports in the NMI.

The Trust Territory Department of Transportation is presently formulating an Airport System Plan for the entire Trust Territory including the Northern Marianas. This Plan presents forecasts of air traffic, followed by recommendations concerning airport development for Rota, Tinian, Saipan, and Pagan, complete with phasing and estimated costs. The Mariana Islands Airport Authority is shaping its airport development program to a large extent according to this consultant's Plan.

Presently the NMI is served by only one major air carrier and a range of smaller air service operators. Growth in air passenger traffic has been striking over the past decade. In the eight years between 1968 and 1976 passenger traffic on the major carrier for Saipan increased fourfold from about 26,000 to the current annual level of about 110,000 passengers. Counting air traffic on smaller scheduled airlines, charters and air taxis, total annual passenger enplanements/deplanements are probably now in the range of 140,000 for Saipan, 25,000 for Rota and 20,000 for Tinian. Further, with the establishment of the long delayed direct air service between Japan and Saipan, passenger volumes are likely to increase at a rapid rate during the next ten years.

In 1976 a major program of airport development was completed for Saipan at a cost of over \$9 million, financed in large part from FAA program grants and concessions franchise fees. The resulting facility - Saipan International Airport - is constructed to FAA standards to handle all types of jet aircraft, with a runway sufficiently long to permit non-stop flights from Saipan to Tokyo. Recently the Airport Authority engaged an engineering firm to design minor improvements to the Saipan International Airport. Costs of these improvements will be borne by the Airport Authority.

It is not anticipated that any major improvements will be required to the Saipan International Airport during the planning period, although the development of some airport related industry is being considered for relocation from Hawaii by Air Micronesia.

d) PUBLIC TRANSPORTATION

Although public transportation does not now exist on Saipan an investigation of the financial feasibility of a small



bus system should be investigated as part of a broader study of possible federal funds available to the Northern Marianas government. Presently various federal programs through the Urban Mass Transportation Administration (UMTA) provide money for both the capital and operating costs of public transportation. The primary source would be UMTA Section 5 and Section 3 monies. The provision of local matching funds in an adequate amount to support a viable system would require an extensive look at possible sources such as local gas taxes, excise taxes, auto registration fees or use of general fund revenues.

On the surface, the heavy use of Beach Road with its commercial and tourist attractions and the major trip generators such as Capitol Hill and the Airport indicate a possible latent demand for a bus system. However, further study of the matter should be undertaken to determine its cost and value to the citizenry of Saipan.

DRAINAGE AND FLOOD HAZARDS

Three areas where drainage problems have been identified are being studied as part of the master planning effort. These areas include:

- 1) The puntan muchot sub-division in Garapan where construction of low elevations results in ponding during heavy rains.
- 2) Areas of development in Chalan Kanoa that occupy low lying lands bordering lake Susupe and its adjacent swamplands.
- 3) Several homes and land areas in San Roque that are flooded by heavy stream flow and storm run-off.
- 4) Bridge on Tanapag.

TINIAN

Power System

Tinian presently has two (2) 300 KW generators; however, the demand for power has greatly increased and it has become necessary to put both units into 24 hour usage to meet a peak demand of 345 KW. In Fiscal Year 1978, \$250,000 has been requested to procure a 500 KW generator to provide additional island power and necessary back up power. The addition of the 500 KW Unit should provide adequately for civilian power requirements until such times as accelerated growth occurs in conjunction with military activity. Subsequent to greatly expanded military activity, power generation needs for the civilian community should be pursued jointly with the military.

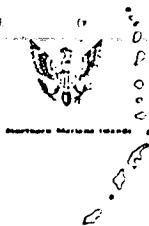
An additional \$86,000 was requested in 1978 to cover the replacement of worn out power distribution fixtures (lines, poles, insulators). Additional monies will be necessary in the plan period for power distribution to the proposed MIHA subdivision and to agricultural homesteads.

TRANSPORTATION

(a) Roads and Highways

Tinian has excellent main roads or highways constructed during or shortly after the war. Maintenance on these roads has been minimal. Generally it appears that the main roads or highways can be satisfactorily improved with a program including asphalt over-lay's and shoulder and drainage improvements. Major highway construction or relocation should not be pursued until plans can be conducted jointly with the Military.

Village roads on Tinian especially



those roads aligned in an east to west direction require improvements as they are generally unimproved coral base. The road providing access to Marpo valley area and new agricultural subdivision should be improved. Finally the extension of Broadway past the proposed MIHA subdivision should be upgraded.

(b) Air Transportation

The present West Tinian Airfield will continue to be available to the Civilian community of Tinian under a joint use agreement with the military.

The Airport Authority has contracted an A&E firm to include the following improvements:

Clearing and grubbing of runway safety area Taxiway and Apron areas.

Animal and Personnel security fencing

Wind Cone and Segmented Circle

Runway markings

The above items are scheduled for fiscal year 1978. A terminal and fire rescue equipment are scheduled for fiscal year 1979. The above improvements will meet all FAA requirements to ensure continued use of the airfield, during the initial seven year plan.

(c) Harbors

San Jose Harbor will initially be under the Government of the Northern Mariana Islands control under specific terms of the leaseback. Should the military exercise its option to implement plans for an operational joint service base on Tinian and require upgrading the wharf either the Northern Mariana Islands will be required to upgrade its approximately 600 feet of wharf space or reim-

burse the U.S. for having such services performed. Initial estimates by Moffatt & Nichol, PPDC harbor consultants, is that costs to upgrade the 600 feet of wharfage is approximately 1.2 million dollars.

Presently there are less than 10 small outboard motor boats and two larger vessels, the MV Tinian and the Fishing Coop boat which utilize the inner harbor area for either launching, retrieving boats or for dockage. The present technical agreement does not specify whether or not it will be possible to continue such usage should the military implement harbor development plans. This inner harbor area is the only suitable small boat area with adequate protection from storms and typhoon winds. A joint use agreement should be worked out with the military to secure this area as a small boat harbor.

ROTA

Power System

Presently Rota operates two (2) 300 KW generators full time to meet a peak hour load of 320 KW. It is anticipated that peak load will approach 550 to 600 KW with the hook up of the new MIC Hotel and Teneto subdivision. The present power plant has two (2) 200 KW generators assembled in place but awaiting step up transformers. Once these generators go on line Rota's power would be able to generate close to 1000 KW. The four units together should provide for adequate power with back up potential to meet power demands for the next two years.

Within the seven year plan period it will be necessary to install another diesel unit of 500 KW to meet future needs. Assuming all five units are still available, the Island would have the capability of providing from 200 KW to 1500 KW. Although it is likely that the power distribution system will expand to provide



additional services within the village area, it is not recommended that an immediate extension should be made to the airport area. Funds to improve the power distribution system and extend facilities to the Teneto subdivision were requested in fiscal year 1978.

TRANSPORTATION FACILITIES

Highways and Roadways

Generally the ultimate road system plan prepared by HA&E in 1972 appears adequate to provide access to most locations about the island. It does appear that the priorities have changed.

First Priority Roads

- a) Airport to village (Primary FHWA)
- b) Village streets (remainder of unpaved roads) Local
- c) Water Cave Road
- d) Teneto Subdivision road to water cave road
- e) Sabana Road - (Access from airport area)

Second Priority Roads

- a) Remainder of south island road
- b) Around Airport road
- c) Second access to the Sabana

Third Priority Roads

- a) Quato to Muchon road
- b) Hillside roads along the Northern Shoreline

In fiscal year 1978, \$50,000 was set aside for necessary improvements to the water cave road and \$75,000 was requested to conduct A&E design on the Airport to Village road. It is anticipated that due to costs of improvements to airport road that the project will be phased over the next several years as federal funds for construction become available.

Harbors

The engineering and design of West Harbor have been completed. The total development cost of the harbor is prohibitive. Therefore, construction have been phased. Phase I will widen the channel to 100 feet, and the harbor, channel and turning basin will be dredged to enable the ships and barges serving the island to dock.

Presently, there is approximately \$640,000 available for the renovation of West Harbor. Phase I development costs are double the funds presently available. Areas of funds are currently being looked into to meet the cost of phase I.

c) Airports

Daniel, Mann, Johnson and Mendenhall have completed the engineering and design for the Rota airport project. It is estimated that the costs for upgrading the present facility to meet FAA requirements is in excess of \$2,800,000. It is anticipated that funds necessary for this project will be forthcoming through the Northern Marianas Airport Authority revenues and from discretionary funds available from the Federal Aviation Administration. The terminal facilities have been funded by the Economic Development Administration, Local Public Works Program.

SUMMARY OF THE NMI SOCIOECONOMIC PLAN
FY 1978-1985

Manuel A. Sablan, Assistant Director for Economics/Finance
P. A. Tenorio, Director

11.

V. Summary of Sectoral Achievement of Plan Implementation

A. Agriculture

- 1) A doubling of output and increased productivity in plant industry, by upgrading the capabilities of extension service, expanding the applied research activities of the Kagman Agricultural Station, strengthening marketing and other functions of farmer organizations and exploring opportunities for new and export crop development.
- 2) Development of animal industry for local use and export through implementation of a new beef cattle production project and through efforts to produce animal feeds incorporating a maximum of locally grown ingredients.
- 3) Improvement of water resources for agriculture by expansion of irrigation and livestock water infrastructure.
- 4) New approaches to special problem areas including agricultural education, agricultural homesteading and credit, as well as new programs for home economics extension and for forestry and conservation.
- 5) The CIP allocation for Agriculture is strongly devoted to expansion and development.

Table 6. CIP - Agriculture - FY1978-FY1985
(\$000)

<u>Area/Project</u>	<u>Saipan</u>	<u>Rota</u>	<u>Tinian</u>	<u>Total</u>
Development of Kagman Station				
Facilities	\$115 ^{a/}	--	--	\$ 115
Extension Office	35 ^{a/}	--	--	35
Agricultural Machinery	195	\$190	\$190	575
Plant Protection Laboratories	75	--	--	75
Export Crop Development	60 ^{a/}	--	--	60
Beef Cattle Infrastructure	65	70	65	200
Small Livestock Development				
(As Lito Station)	52 ^{a/}	--	--	52
Slaughterhouse Refrigeration	50	50	--	100
Goat Development ^{a/}	22	--	--	22
Irrigation Expansion	55	415	380	850
Home Economics	15	15	15	45
Total	\$739	\$740	\$650	\$2,129

B. Fishing

- 1) The Fishing Cooperatives in Saipan, Rota, and Tinian will be greatly strengthened and will be able to provide adequate services and supplies to fishermen at reasonable prices.
- 2) Fish catch will be substantially higher on all 3 islands. Practically all the fresh and frozen fish consumed by the community will be produced locally and supplies will be readily available most of the time.

a/ Developmental facilities for all of the NMI.

- 3) A new small boat fishing center will be built in Saipan. During the plan period, \$525,000 has been allocated for this purpose phased over 4 years. Funds have also been provided for a reefer in Pagan. In addition, the possibility of large scale commercial fishing has not been omitted. The plan provides funds for supporting any experiments in large scale fishing that demonstrate their feasibility. Loans from the Development Bank and the Development Corporation are also available for this purpose when warranted.
- 4) Fishing activities on Rota and Tinian will also be stimulated and expanded during the plan period. Facilities necessary for such expansion must be postponed, pending the major port development programs that are being developed in both Rota and Tinian. As part of these programs, or as supplementary to them, additional facilities must be considered for small scale and possibly large scale commercial fishing.

C. Services, Trade, Construction and Manufacturing

- 1) The private sector in Services and Trade will be expanded substantially. Gross receipts will more than triple.
- 2) The Development Corporation will assist local businessmen or groups to develop or expand enterprises that provide additional jobs for local workers.
- 3) Construction will be maintained at a very high annual level throughout the plan period, usually in excess of \$5 million a year. This should provide sufficient jobs to attain a "reasonable" full employment situation in the NMI, providing construction can attract local workers.
- 4) There will be several small manufacturing plants in the Industrial Park. Most likely, these will be processing local agricultural products for domestic use and for export. In addition there is likely to be a furniture or wood working plant, and other small manufacturing and service plants in construction materials, clothing, household equipment and supplies, plastic products, souvenirs, and repair facilities.
- 5) Warehousing facilities will be greatly expanded and the general supply situation of food and building materials will be improved, thereby reducing costs to the consumers.

D. Visitors Industry (Tourism)

- 1) Approximately 200,000 visitors annually are projected for FY'85, requiring an infrastructure of over 1,400 rooms and supporting an employment of 2,100 persons.
- 2) The plan provides for expanded Marianas Visitors Bureau programs to accelerate the growth of the visitor industry abroad by promotion of the Northern Marianas as a visitor destination, and at home by activities that foster a favorable natural and social environment for the visitor industry.
- 3) A range of recommendations to manage the growth of the visitor industry and to maximize its benefits are provided in the plan: those concern investment incentive policies, mechanisms to control physical construction in the industry, employment policies, facilities development, and measures to emphasize development of visitor service enterprises.

E. Housing and Village Homesteads

- 1) Federal housing programs may provide over 1,100 houses (optimistic projection). Private construction may be 300-350 houses (conservative projection).
- 2) Village homestead program may produce 500 homes (optimistic). Each village homestead, to be properly developed, costs the NMI Government several thousand dollars, exclusive of the value of the land. The only justification of such a transfer from public to private assets would be that it is given to low income families who have no other way to acquire land and a decent home.
- 3) Since requirements by FY1985 are roughly estimated at 3,200 homes, the entire program of 1,900 new homes (optimistic estimate) will still leave a deficit of about 1,300 houses for future programs.
- 4) Government efforts, both in the housing and in the homestead programs, will concentrate on providing low income families with more satisfactory housing. The private sector, supported by appropriate government policies on financing, will be encouraged to meet the housing needs of higher income families.

F. Education

- 1) There will be 63 more teachers in the public school system, including special education, substitute teachers and teacher-trainers.
- 2) Teacher training programs will be more widespread and effective.
- 3) School administration, counselling and immediate supervision will also be strengthened substantially.
- 4) In addition to a new junior high school for about 600 students, there will be 25-30 new classrooms. All classrooms will have good-excellent teaching rating, since classrooms that cannot be renovated to an adequate status will be replaced.
- 5) All schools will have reasonable ground security, good play areas and clean, sanitary rest rooms.
- 6) Libraries will be available at most of the schools. A book-mobile will be more widely available, particularly at the smaller schools that can not have libraries.
- 7) School busses will be sufficient in number and adequately maintained.
- 8) Supply and equipment budgets will be adequate and will be protected against diversions to other uses.
- 9) Both Tinian and Rota will have high schools.
- 10) The Marianas High School in Saipan will have an open-walled recreation building, a new library/administration building and a new science classroom building, as well as renovated vocational education buildings.
- 11) CIP funds for educational facilities will have the following annual budgets:

Table 7. CIP Funds for Education, by Island, FY1978-FY1985
(\$000)

<u>Island</u>	<u>FY</u> <u>1978</u>	<u>FY</u> <u>1979</u>	<u>FY</u> <u>1980</u>	<u>FY</u> <u>1981</u>	<u>FY</u> <u>1982</u>	<u>FY</u> <u>1983</u>	<u>FY</u> <u>1984</u>	<u>FY</u> <u>1985</u>	<u>Total</u>
Saipan	725	425	630	800	957	320	370	390	4,617
Rota	45	380	--	--	--	--	--	--	425
Tinian	90	30	--	--	--	--	--	--	120
Total	860	835	630	800	957	320	370	390	5,162

G. Health

- 1) The increase in health personnel will be substantial; 86 persons consisting of

Physicians (full time)	- 4
Consultant (regular and occasional)	- 4
Doctor extenders	- 12
Nurses	- 30
Technicians	- 6
Dental	- 4
Others, including administration of hospital and Health Department, maintenance, environmental health	- 26
- 2) Administration of the hospital and the Department of Health will be considerably strengthened.
- 3) A new hospital in Saipan will make available modern diagnostic and treatment facilities for all of the NMI.
- 4) Modern primary care facilities will be available in the new hospital in Saipan and in two new dispensaries in Rota and Tinian.
- 5) Funds will be made available for adequate diagnostic and treatment equipments.
- 6) Medicaid and Medicare programs will be operational by FY1981.
- 7) Dental programs will be expanded and given adequate funds for modern equipment and supplies. Additional dental personnel will also be made available.
- 8) Public Health work will be greatly increased in scope and effectiveness, with emphasis on schools and domiciliary visits. A modern Public Health Center, with adequate diagnostic and treatment equipments for primary care, will be made available in the Civic Center in Susupe, Saipan.
- 9) The CIP requirements total \$6,820,000 and their projected sources are both internal and from Federal grants.

Table 8. Capital Improvement Requirements in Health Services
and the Sources of these Funds
(\$000)

Facility/Location	Fund Requirements					Sources of Funds			
	FY 1978	FY 1979	FY 1980	FY 1981 ^{a/}	Total	CIP Carry- over	HEW Grants	NMI Budgets	Total
<u>Saipan:</u>									
Acute Care Hospital	\$500	\$2,850	\$1,400	\$1,250	\$6,000	\$500	\$3,650	\$1,850	\$6,000
Public Health Bldg.	--	50	100	--	150	--	--	150	150
Equipment of Village Dispensaries	--	100	--	--	100	--	--	100	100
Dental Facilities	--	50	--	100	150	--	--	150	150
Dr. Torres Hospital Renovation	140	--	--	--	140	140	--	--	140
Subtotal	640	3,050	1,500	1,350	6,540	640	3,650	2,250	6,540
<u>Tinian:</u>									
Dispensary & Equipt.	150	50	--	--	155	--	105	50	155
<u>Rota:</u>									
Dispensary & Equipt.	75	50	--	--	125	--	--	125	125
Total	\$820	\$3,150	\$1,500	\$1,350	\$6,820	\$640	\$3,755	\$2,425	\$6,820

H. Island Beautification

- 1) The importance of restoring and maintaining the tropical beauty of the Northern Mariana Islands needs little explanation. A new division of the Department of Natural Resources will direct a landscaping program for planting flowering shrubs and trees along roads, in parks around public buildings and at scenic views. Long before FY1985, the islands should be on a maintenance level in this work, with flame trees and flowery shrubs, a common and welcome part of everyone's view.
- 2) CIP funds of \$1 million have been allocated to "invest" in this program, covering all of the islands. Since the program is difficult to plan in detail until operations actually begin, no attempt has been made to project expenditures by islands.

I. Emergency Services (Public Safety)

- 1) Police services will be greatly strengthened by establishment of a new preventive patrol plan, modernization of police telecommunications and records systems, by initiation of training and retraining activities for officers, and by development of a police-community crime prevention programs.

^{a/} All facilities are planned to be completed by the end of FY1981, as a result of the higher priority given to improving health services and of the need to meet U.S./HEW standards for supporting health programs like Medicare and Medicaid.

- 2) Fire services will also be improved by intensification of fire prevention programs, and by strengthening fire protection and response capabilities through procurement of new equipment, establishment of a new substation and staff training projects.
- 3) A corrections system will be created featuring the early construction of a joint juvenile - adult detention center, improvement of existing jail facilities, organization of appropriate vocational and educational programs for inmates, and establishment of an off-island contract incarceration arrangement for the most serious offenders.
- 4) Later in the plan period, it may be possible to build a youth correction farm, to improve the separation of the young persons from more serious offenders and to enhance the correction aspects of this program.
- 5) A total of \$1,270,000 of CIP funds have been allocated for improving public safety. While practically all of this is located in Saipan, obviously the services, to varying degrees, will be available to all of the Northern Mariana Islands.

Table 9. Emergency Services, Projected CIP Expenditures
FY1978-FY1985
(\$000)

<u>Project</u>	<u>Cost</u>	<u>Budget Year</u>
Renovation of Civic Center Jail (female block)	\$ 25,000	1978
NMI Correction Facility (joint adult & juvenile)		
Architectural design	40,000	1978
Construction	510,000	1979
Equipment	75,000	1979
Subtotal	625,000	
Youth Correction Farm		
Architectural design	35,000	1984
Construction & equipment	330,000	1984 & 1985
Subtotal	365,000	
Saipan Fire Equipment - Attack Pumper - Garapan Fire Station	25,000	1978
Design and construction	150,000	1983
Fire apparatus	80,000	1984
Subtotal	<u>230,000^{a/}</u>	
Total	<u>\$1,270,000</u>	

^{a/} Excludes \$50,000 in FY1976 CIP funds to be reprogrammed for purchase of attack Pumper for Rota and Tinian.

J. PowerSaipan

- 1) A new generating capacity (partial funding by borrowing). Capacity - 22,500KW.
- 2) Improvement and extension distribution lines including "hardening" of some major distribution lines against wind damage.
- 3) Establishment of the Saipan Electric Power Company as an independent government corporation that will operate strictly along business lines. Gradual increased charges for power services will cover all costs, including capital borrowing costs and depreciation.

Rota

- 1) New 500KW diesel generating capacity.
- 2) Improvement and extension of distribution lines.

Tinian

- 1) New 500KW diesel generating capacity.
- 2) Improvement and extension of distribution lines.

Table 10. Use and Time Phasing of CIP Funds for Power
(\$000)

	<u>Saipan</u>	<u>Rota</u>	<u>Tinian</u>	<u>Total</u>
Power Generation	\$ 50 ^{a/}	\$200	\$250	\$ 500
Distribution Lines	1,101	200	286	1,587
	<u>\$1,151</u>	<u>\$400</u>	<u>\$536</u>	<u>\$2,087</u>

K. WaterSaipan

- 1) About 10 new wells to provide adequate supply of water with no "water hours" due to shortage of supply.
- 2) More powerful pumps.
- 3) Reducing wastage by leaking distribution lines to tolerable levels.
- 4) Improved water storage to improve pressure.
- 5) All consumers metered, including government, and paying water bills.
- 6) Increased user charges to cover all costs.

Power generator for Pagan. Funds for a new power generating station in Saipan will come from two sources. There is a balance of \$3,310,000 of CIP funds prior to FY1978 and the additional funds required, probably about \$7 million, will be borrowed from private investment institutions in the U.S. or Japan.

Rota

- 1) A basic water supply study to ascertain availability of water for both irrigation and domestic purposes.
- 2) A new 1.5 million gallon storage tank to improve pressure and for at least two weeks emergency storage.
- 3) Renovation and completion of water distribution system in the village of Songsong.
- 4) Installation of a chlorinator and water metering system.
- 5) Improved maintenance of water system (a new road to the water cave is included in the road program).

Tinian

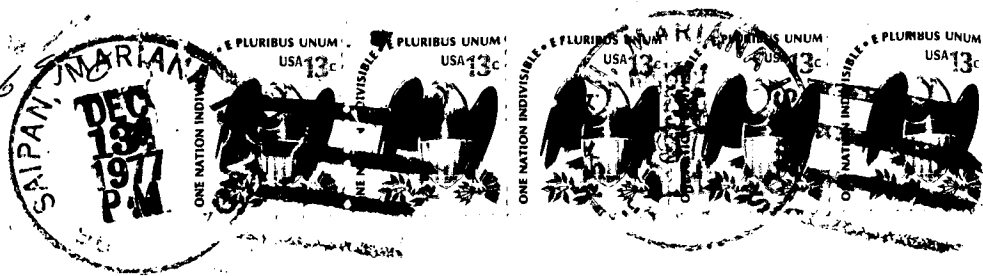
- 1) A new 1 million gallon storage tank to improve pressure and for emergency use.
- 2) Replacement of the main water transmission line.
- 3) Installation of water meters to measure water usage.
- 4) Water gauge capabilities to measure water production and flows.

Table 11. Allocation of CIP Funds for Water FY1978-FY1985
(\$000)

	<u>FY</u> <u>1978</u>	<u>FY</u> <u>1979</u>	<u>FY</u> <u>1980</u>	<u>FY</u> <u>1981</u>	<u>FY</u> <u>1982</u>	<u>FY</u> <u>1983</u>	<u>FY</u> <u>1984</u>	<u>FY</u> <u>1985</u>	<u>TOTAL</u>
Saipan	--a/	--a/	275	350	350	500	700	600	2,775
Rota	50	--	400	100	250	350	150	350	1,650
Tinian	76	--	300	300	200	200	--	--	1,076
Total	<u>126</u>	--	<u>975</u>	<u>750</u>	<u>800</u>	<u>1,050</u>	<u>850</u>	<u>950</u>	<u>5,501</u>

OTSP
Box 9
Saipan, M. I. 96

Printed
matter



Howard P. Willens, Esq.
Wilmer, Cutler & Pickering
1666 K Street, N. W.
Washington, D.C. 2006

S