2023 ANNUAL REPORT



Office of the Governor DEPARTMENT OF PUBLIC LANDS

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Department of Public Lands



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Honorable Governor Arnold I. Palacios Honorable Lt. Governor David M. Apatang

Protecting Our Most Precious Resource

Our relationship with the land we call home is the most important element that keeps us grounded in our indigenous way of life. Our culture, identities, and tales are shaped by the earth beneath our feet, and it is our responsibility to preserve them for the benefit of the present and future generations. Under the direction of Secretary Teresita A. Santos, the Department of Public Lands (DPL) is making remarkable strides toward carrying out its fiduciary obligation of managing and safeguarding our public lands for the benefit of our people of Northern Marianas Descent (NMD).

This past year, DPL executed the long-awaited Master Concession Operator Agreement for Managaha Island with Mariana Global, Inc., effective July 1, 2023 for a term of 10 years. The new Concessionaire is responsible for the overall operation and maintenance of Managaha Island.

DPL's District Offices on Tinian and Rota successfully completed their homestead lotteries for village and agricultural homesteads. A total of 20 village homestead lots were distributed on Tinian; 5 village homestead lots and 11 agricultural homestead lots on Rota.

In addition, DPL collected \$4,051,537.38 in FY 2023, mostly from leases, permits, and BGRT fees. Moreover, the department continues to clear all audit findings by the Office of the Public Auditor; a positive sign of financial stability and responsibility.

We applaud Secretary Santos and the committed DPL team for their tireless efforts on behalf of our territories and people. We may still have a long way to go, but we won't stop fighting for NMDs' rights in the future.

Arnold I. Palacios

David M. Apatang



Office of the Governor Department of Public Lands



In reviewing the accomplishments and challenges of the Department of Public Lands (DPL) in 2023, we are reminded of the strides we have taken in our commitment to sustainable land management and community enrichment. This year has been marked by significant milestones, reinforcing our dedication to the well-being and progress of the CNMI.

Central to our achievements this year was the successful completion of key development projects. We proudly realized the development of 446 residential lots in Marpo Heights Phase II Village Homestead and 245 agricultural lots in Kastiyu, Tinian. These efforts have been complemented by the issuance of 31 Quitclaim Deeds, and 32 Permits to eligible residents across Saipan, Rota, and Tinian, fostering the growth of vibrant, self-sustaining communities.



In managing the complexities of land leases, we have overseen 78 leases across the CNMI, with 7 in critical phases of renewal or review. This task underscores our role in ensuring responsible land utilization, aligning with our goals of sustainable development and community welfare.

The year also brought its share of challenges, particularly in facilitating homestead permits in areas lacking essential infrastructure. Through proactive engagement with various agencies/departments, we have approached these challenges with resilience and strategic problem-solving, underscoring our commitment to finding lasting solutions.

From a fiscal perspective, the year has been marked by robust financial health, with a 24.49% increase in revenue. This financial upturn has allowed us to strategically enhance our budget by 20.52%, ensuring judicious allocation of resources for the sustainable management of public lands.

The achievements of this year have been greatly bolstered by the steadfast support and collaborative efforts of the Governor, Lt. Governor, and their administration. Their guidance has been instrumental in our success and continuous growth.

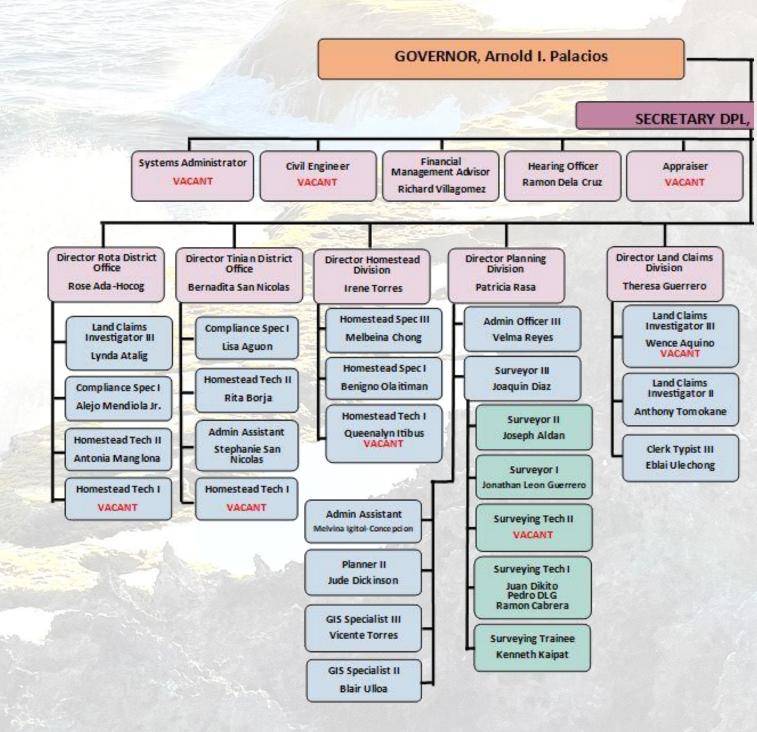
As we look forward, DPL remains unwavering in its mission to innovatively manage and develop public lands. Our focus is on nurturing economic prosperity and social enrichment for both the current and future generations of the CNMI. We are committed to a harmonious balance of cultural richness and economic development.

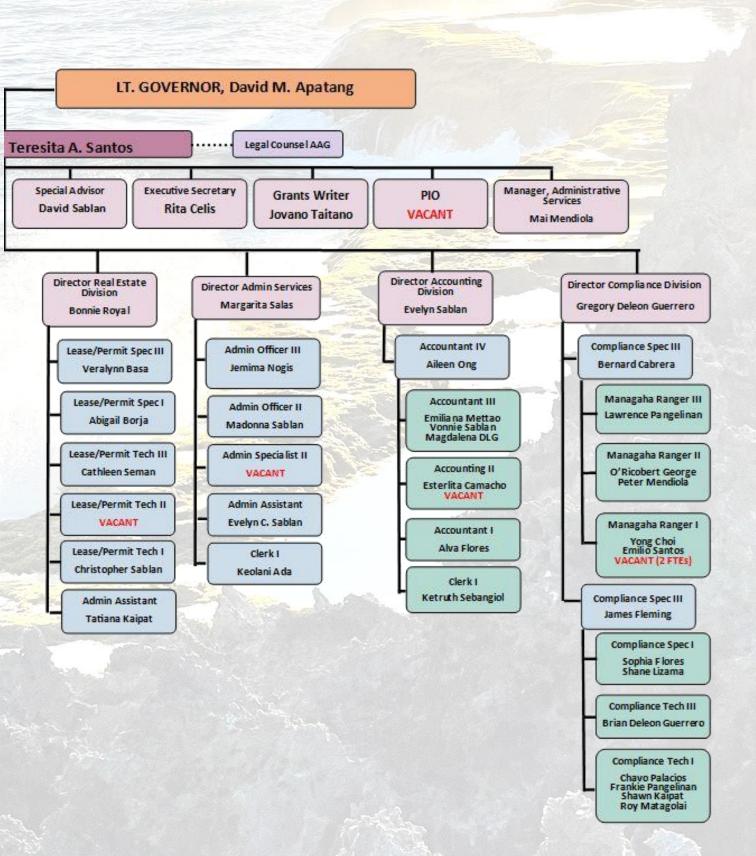
We extend our sincere gratitude for the unconditional support and trust. As we continue our journey, we are inspired by a vision of a future where cultural and economic growth coexist, bringing enduring benefits to the CNMI.

Humbly, un guinaiya' yan kon respetu,

Teresita A. Santos Secretary, Department of Public Lands

ORGANIZATIONAL CHART





2021 HIGHLIGHTS AND ACCOMPLISHMENTS

The Department of Public Lands takes pride in ensuring the fulfillment of our constitutional mandate to the CNMI. Although the COVID-19 pandemic continued to have a great impact on department operations in 2021, DPL continuously worked on leases and permits to generate revenue.

- Executed Lease Agreements: 1) 1-year lease extension for FEMA (General Services Administration-Koblerville); 2) New 25-year lease for A&M Corporation; 3) New 40-year lease for Saipan Portopia Hotel Corporation dba Hyatt Regency Saipan
- DPL secured over \$3.6 million in Public Benefit contributions: 1) Westlake Motors-rebuild of San Roque Fire Station; 2) Asia Pacific Hotel, Inc.-\$3.5 million for Garapan Revitalization Project, Beautification projects on tourist sites, Homestead Infrastructure, Oleai Sports Complex and Sports Association funding, and Educational Scholarship; 3) Mobil Oil (Rota)-\$1,000 monthly fuel expense for Municipality of Rota for 15-year lease extension; 4) \$6,000 plus for educational scholarship (A&M Corporation, Bibong Corporation, Saipan Stevedore, Ken Coward, Asia Pacific Hotels, Inc. dba Fiesta Resort, to name a few)
- o 77 active leases on Saipan, Tinian and Rota.
- o 405 survey work, 65 Land Use Reviews (LUR), 20 Temporary Authorizations, and 10 public land designations were performed by DPL's Planning Division.
- Agreement for Designations of Use of Public Domain Lands include, but are not limited to: 1) DCCA (Marianas Racing Association); 2) CUC (Kagman water tank); 3) NMTI (Lower Base); 4) Superior Court (Adult Probation Services Supervision Facility); 5) Office of the Governor (Substance Abuse In-patient Treatment Facility); 6) CHC (Transitional Living Center and Community Guidance Center Main Office);
 7) CNMI Judiciary (Courthouse, Tinian)
- Quitclaims Deeds were awarded to qualified homesteaders: 1) 6 village homesteads in Saipan; 2) 104
 village homesteads and 11 agricultural homesteads in Tinian
- o DPL, in collaboration with Infrastructure Recovery Program (IRP) and CUC, was approved funding for the ongoing homestead infrastructure projects: \$15.7 million for water and \$69.1 million for sewer.
- o DPL issued and paid out approximately \$834, 911.00 for land compensation: \$115,980.00 in partial payments and \$718,931.00 in full payments.
- o In FY2021, DPL remitted \$4,968, 067.00 to Marianas Public Land Trust (MPLT) as a result of FY2019 audit.







2022 HIGHLIGHTS AND ACCOMPLISHMENTS

- The new lease agreement for Saipan Portopia Hotel Corporation, doing business as Hyatt Regency Saipan, took effect on January 1, 2022 with a term of forty (40) years with an option to extend for another fifteen (15) years.
- o FEMA-GSA (Koblerville) was extended another six (6) months and expired on April 30, 2022.
- o Jicheng (USA) Corporation was approved for a 25-year lease effective February 1, 2022.
- o D&W Saipan, Inc. secured another 25-year lease which took effect on April 1, 2022.
- Saipan Palau Evangelical Church has been on holdover since 2012. Renewal of lease executed on August 1, 2022 for a 25-year term.
- o Creative Capital renewed their lease for another forty (40) years.
- o 79 long term leases and 95 new and renewal permits. There are 149 active Temporary Occupancy Agreements (TOAs).
- Through the efforts and collaboration of DPL, IRP, CUC, and the Office of the Governor, DPL secured \$80M+ for water and sewer for the ongoing homestead infrastructure projects.
- Village homesteads surveyed and are ready for distribution once infrastructure is available: 1) As Gonno, Saipan-330 lots; 2) Marpo Heights Phase II, Tinian-456 lots; 3) Finafa, Rota-125 lots; 4) Dugi, Rota-145 lots
- On September 14, 2022, DPL held its Ribbon Cutting Ceremony for Plumeria Estate in As Gonno, Saipan. The ceremony included homestead-lottery drawing for the permit-ready 28 qualified homestead applicants. The capacity for the Plumeria Estate is 330 homestead lots.
- Quitclaim Deeds were awarded to qualified homesteaders: 1) 17 village homesteads in Saipan; 2) 13 village homesteads and 2 agricultural homesteads in Tinian.
- During the summer, DPL participated in the Governor's Summer Youth Employment Program (GSYEP) and hosted student workers for about 6 weeks to help influence and develop the competencies of our future workforce.
- o DPL held its 2nd Annual Scholarship Award Ceremony; Over \$18,500.00 in scholarship funding secured through new and renewed leases.
- o DPL, through its Land Claims Division, achieved a payout of over \$3,108,845.00 in land compensation settlement to 17 claimants.
- o DPL successfully received an unqualified audit for the 6th consecutive year.
- o \$1,140,895.00 was remitted to MPLT in September 2022.



2023 HIGHLIGHTS AND ACCOMPLISHMENTS

Department-wide highlights and accomplishments from 2023 include the following:

- Coldwell Energy 1, LLC is a new lease that took effect on November 1, 2022 for a term of 25 years as a warehouse and storage facility. Public Benefit Contribution is \$1,000 annually for educational scholarship for students of Northern Marianas Descent (NMD).
- Mariana Global Inc. has been awarded the Master Concession Operator for Managaha Island effective July 1, 2023. The Concession Permit is for 10 years and its responsibility is to handle the overall operation and maintenance of Managaha Island.
- o To date, DPL has 78 long term leases and 141 Temporary Occupancy Agreements (TOAs).
- o The Survey Crew under DPL's Planning Division traveled to Tinian and Rota to perform various survey requests that have been previously put on hold. With additional staff hired and equipment/tools upgrades, they have been able to perform their survey tasks expeditiously.
- o Completed 446 lots for Marpo Heights Phase II Village homestead on Tinian.
- o Completed 245 Agricultural homestead lots in Kastiyu, Tinian.
- Managaha Pier Rehabilitation/Railing Project inclusive of the Managaha Ranger's housing station has been completed.
- o 23 homestead permits were given to homestead applicants on Tinian after the successful August 2023 lottery.
- DPL's Rota District Office successfully conducted the Village and Agricultural Homestead Lottery on September 27, 2023 for 7 village and approximately 10-15 agricultural homesteads.
- Quitclaim Deeds were awarded to qualified homesteaders: 1) 4 in Saipan; 2) 2 village and 4 agricultural in Rota; 3) 35 village and 1 agricultural in Tinian.
- o Achieved a payout of over \$1,218, 611.44 in land compensation settlement to two (2) claimants.
- o DPL adjusted its budget up 20.52% in 2023 in anticipation of additional expenses. Total expenses increased 21.03% due to additional expenses for maintaining the former Marianas Resort and other properties, including but not limited to Managaha Island.





EXECUTIVE STAFF

At the forefront of the Department of Public Lands, our Executive Staff is a fusion of vision, expertise, and dedication. This team, a driving force behind our department's achievements, is composed of seasoned professionals, each playing a pivotal role in steering the department towards its strategic goals. United by a shared commitment to excellence, they ensure that policies, procedures, and regulations are meticulously followed, fostering an environment of accountability and progress.

From orchestrating department-wide initiatives to navigating complex regulatory landscapes, the Executive Staff functions as the backbone of our operations. Their collaborative efforts with the Secretary and various DPL divisions are instrumental in actualizing the necessary tasks that keep the department thriving. In their capable hands, the Department of Public Lands not only meets but often exceeds expectations, setting benchmarks for public land management.



David C. Sablan // Special Advisor to the Secretary

David assists the DPL Secretary in completing all projects, correspondence, and tasks. He advises the Secretary on all public land matters, including but not limited to, creating draft responses on proposed legislations, perform special assignments or projects, and assist with the processing for all renewals of TOAs, TAs, AGPs, and APs. David is also responsible for representing the Secretary in meetings, and advise on best actions for DPL during public hearings, legislative oversight hearings, etc.



Mai C. Mendiola // Manager, Admin. Services

Mai collects, monitors, and maintains a wide variety of database information. She also serves as a liaison between assigned department and other departments and organizations. She works with DPL division directors to ensure all pending tasks are completed, and tracks all incoming and outgoing documents for the department. Mai has been handling the Cabinet Monthly Reports, the Citizen Centric Report (CCR) since 2021, and will revive the Annual Report beginning this year.



Richard S. Villagomez // Financial Management Advisor

Richard advises the department on strategic business planning and financial analysis. He manages DPL's financial affairs by designing, developing, implementing, and maintaining procedures for fiscal operations and the enhancement of financial management systems. This year, Richard played a key role in formulating regulation amendments for a new category of leases known as matured leases, and the analysis for its lease negotiations.





Ramon S. Dela Cruz // Hearing Officer

Ray conducts all administrative status and scheduling conferences and evidentiary hearings on land claims that are timely appealed in writing by any claimant who disputes a written determination by DPL. He hears matters appealed including village and agricultural homestead revocations or denials, agricultural homestead waiver, land compensation and land exchange, and public land lease termination. He issues final written findings of fact and conclusions of law, and final decisions and orders.

Jovano Q. Taitano // Grant Writer

Jovano is responsible for researching grants, grant writing and grant reporting for DPL. He works closely with the Secretary to ensure that any and all grants that DPL avails of is closely monitored, including maintaining current records in database and in paper files, and grant tracking and reporting.



Rita M. Celis // Executive Secretary

As the Executive Secretary, Rita reviews all incoming correspondence, memoranda, and other materials and distributes to the appropriate divisions. She entertains clients via phone calls and communicates with divisions about assigned tasks to ensure that assignments are being handled; she follows up on pending matters, when necessary. Additionally, she is assigned to assist our Special Advisor, Financial Management Advisor, and Hearing Officer. She is also handling the Public Lands Advisory Board









ADMINISTRATIVE DIVISION



PEGGY SALAS Administrative Division Director

The primary objective of the Administrative Services Division is to offer comprehensive administrative support to all divisions within the Department of Public Lands (DPL). This includes the recruitment and retention of skilled and dedicated personnel, essential for the effective implementation of the Department's programs and the achievement of our collective mission, goals, and objectives.

In addition to these core functions, the Administrative Services Division is responsible for contract processing, as well as managing asset and inventory control. The division also plays a key role in organizing and coordinating staff development initiatives, including Professional Development Days, and staff recognition events such as the "Employee of the Year" awards.

In recent years, the COVID-19 pandemic has presented significant challenges for DPL, notably in the form of budget constraints that hindered our ability to hire permanent employees. This challenge was temporarily mitigated through the employment of over 35 ARPA-funded temporary employees. However, this arrangement concluded in March 2023 due to funding limitations.

Currently DPL faces the challenge of filling these vacancies with permanent staff. We have made substantial progress in this area, having recently recruited over 25 new permanent employees, furthering our commitment to fulfill our mission and serve the community effectively.



COMPLIANCE DIVISION

DPL's Compliance Division is the official custodian of all public land records for long-term leases and temporary occupancy agreements (TOA). Its primary duties and responsibilities include stringently enforcing all provsions of public land leases, TOA's, and promulgated rules and regulations. This process is achieved through regular on-site inspections and audit reviews of all record files to ensure the following:

- I. premises are used pursuant to the stated purpose clause of their respective agreements;
- II. timely remittance of lease rentals and TOA fees; and
- III. submission of all requisiste documents.

Types of Temporary

GREGORY DELEON GUERRERO Compliance Division Director

Types of Temporary	
Occupancy Agreements	Expiration Dates
Agricultural and Grazing	January 31 st
Permit	
Parking Permit	February 28 th
Signboard and Maintenance	March 31 st
Encroachment, Container	April 30 th
Storage and Staging	
Roadside Vendor,	May 31 st
Telecommunication Tower,	
Rock Quarry, Others	
Beachfront Concession	December 31 st
(moratorium)	

Currently, DPL has 80 long-term leases and 168 TOA's. Regular and scurpulous on-site inspections are conducted to ensure lessee/permittee are compliance with their respective agreements. Also, audits are reviewed to ensure that all accounts are up-to-date and timely submission of financial records.

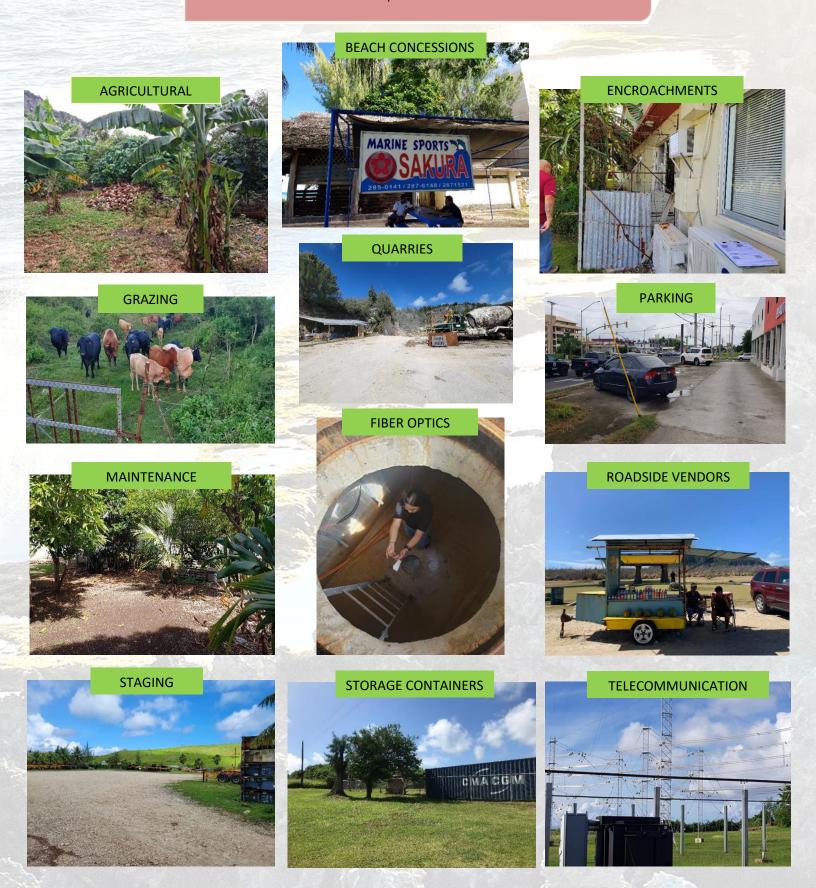
Periodic partrols around the island are conducted regularly for encroachments and unauthorized activities and address them to comply with DPL's policies.

Unfortunately, Kan Pacific Saipan Ltd., opted not to enter into a new lease with DPL for the Marpi public land properties. In that regards the Compliance Division made adjustments on its operation to ensure that its assets i.e., the cottages, hotel, and golf course resort facilities are protected from any damages, disrepair, theft and vandalism These added duties come with expenditures however, DPL foresee in the recovery and benefit in the long-run in terms of uprise in appraise fair market value as well increase in lease rental.

For more information, please contact Compliance Director Gregory Deleon Guerrero at (670)234-3751 or greg@dpl.gov.mp.



The following are various types of activities operated on public lands:



MANAGAHA

In August 2020, DPL was awarded \$220,652 to fund the Managaha Pier Rehabilitation project. Thus, DPL is proud to highlight the significant progress made towards the rehabilitation of the Managaha Pier. Recognizing the urgency of the situation, this critical project, undertaken in collaboration with the Department of Public Works, Office of Insular Affairs, Office of Grants Management, Bureau of Environmental Coastal Quality, and the Department of Natural Resources. The revitalized pier will not only serve as a vital lifeline for residents and tourists alike, but also as a testament to the DPL's unwavering dedication to preserving and protecting the island's natural treasures.

Recently, the Office of Insular Affairs Assistant Secretary Carmen Cantor visited Managaha Island with her staff as well as DPL staff. This site visit was to discuss the ongoing efforts to rehabilitate and revitalize the Managaha pier, the Managaha Ranger's booth, and address the island's erosion challenges, which fall under the OIA TAP-Map grant program.

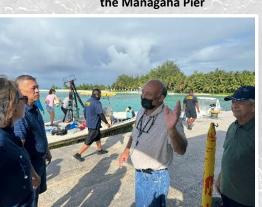


DPL Planning Division Acting Director Velma Reyes with Assistant Secretary Cantor and staff posing on the Managaha Pier



DPL and OIA group pic in front of new signage on Managaha Island







FINANCE DIVISION



EVELYN SABLAN Accounting Division Director

The Finance Division of the Department of Public Lands (DPL) plays a crucial role in overseeing and managing the fical responsibilities of our department. As guardians of DPL's financial health, this division ensures the integrity and accuracy of our financial records, aligning our fnancial strategies with the department's overall goals. In Fiscal Year 2023, the division faced unique challenges and opportunities, largely shaped by the ongoing global recovery from the COVID-19 pandemic. Despite these challenges, the division demonstrated resilience and adaptability, effectively managing our resources and identify new revenue streams.

In a year marked by gradual economic recovery and operational adjustments, the division's strategic financial management was pivotal in navigating the uncertainties. The highlights of our financial performance for Fiscal Year 2023, detailed below, reflect our commitment to fiscal responsibility, tranparency, and strategic

2022

\$4,487,022

\$4,418,053

\$3,954,277

\$463,776

growth. These figures represent not just numbers, but our dedication to the efficient management of

Total Revenues Total Expenses

Net Revenues

Budget

(Unaudited)

public lands and the generation of revenue to support the public trust.

Fiscal Year 2023 Revenue-

DPL Collected \$4,051,537.38 in Fiscal Year 2023:

\$2,495,817.62 in Long-term

Leases

- \$774,397.55 in Estimated Revenue BGRTs/\$26,609.63 in Temporary Permit BGRs
- > \$187,064.06 in Royalties/\$68,337.03 in Temporary Royalties
- > \$452,723.93 in Temporary Permits
- > \$7,551.35 in Commercial Permits
- > \$15,036.21 in AGPs
- > \$24,000.00 in Submerged Land



2023

\$5,407,896

\$5,500,219

\$4,785,890

\$714,329

Challenges-

- To date, the biggest factor that continues to affect not only our department but the CNMI as a whole and across the globe, is the COVID-19 pandemic resulting in the absence of tourists visiting the CNMI. In addition, the reduction of tourists affects the business gross receipts revenue (BGR).
- Although tourism is slowly inclining, the challenge still remains in the collection of leases, TOAs, BGR, Royalties, and AGPs with the continuous decline of revenue.

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Expenses-

DPL adjusted its budget up 20.52% in 2023 in anticipation of additional expenses. Total revenues increased 24.49% from FY2022 which was more than expected. Total expenses increased 21.03% due to additional expenses for maintaining the former Marianas Resort and other public lands, including but not limited to Managaha Island. As a result, net revenues were actually higher in 2023 versus 2022.

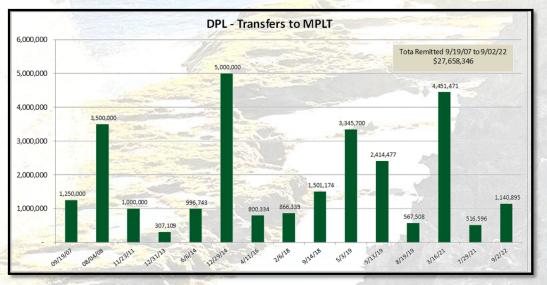
Fiscal Year 2024 Goal-

For Fiscal Year 2024, the primary objective of the Accounting Dvision is to secure unqualified audit reports for FY2021 and FY2022, a goal that aligns with our overarching commitment to exceed our revenue collection forecasts and benefit the Northern Marianas Descent (NMDs). In tandem, the Finance Division is focusing on maintaining financial prudence, urging all departments to monitor and streamline their cost vigilantly. This cost management strategy is pivotal in averting budget defecits. A notable initiaitve for the upcoming fiscal year is the reactivation of Directive No. 005, which is poised to significantly enhance the division's efficiency in the renewal and appraisal of leases, Temporary Occupancy Agreements (TOAs), and Agricultural Grazing Permits (AGPs). This directive will also aid in streamlining the collection of delinquent accounts, a critical component in achieving our projected revenue targets. Collectively, these efforts are geard towards maximizing the net operations revenue remitted to the Marianas Public Land Trust (MPLT), thereby fulfilling our mandate and serving the interests of the NMDs efficiently and effectively.



MPLT

The Marianas Public Land Trust (MPLT) is entitled to receive all remaining funds from the Department of Public Lands (DPL) at the end of each fiscal year, except for the amount necessary to cover "reasonable expenses essential for the performance of its tasks," as stipulated in Article XI of the CNMI Constitution. These reasonable expenses include homestead development, land surveying, as well as administrative and management cost, as defined under Civil Action Case 84-119, Marianas Public Land Trust vs. Marianas Public Land Corporation (the latter being the predecessor to MPLA and DPL). However, it's important to note that capital expenditures and improvements, such as the construction of roads, water lines, sewer, and other infrastructure on public land designated under the homestead program, do not fall under the category of reasonable expenses. Consequently, DPL is restricted from using its funds for these infrastructure projects.



Under the guidelines of Article XI of the CNMI Constitution, a long-standing arrangement exists between MPLT and DPL. In this arrangement, MPLT is responsible for collecting and managing funds generated from public lands, representing the interests of those descended from the Northern Marianas.

Since its establishment in 2006, DPL remitted a total of \$27,658,346.00 to MPLT. The accompanying chart details the transfer dates of these remittances, spanning from September 2007 through September 2022.

Currently, the financial audit for DPL's Fiscal Year 2021 is underway, with the audit for FY 2022 set to follow. The remittance for these corresponding years will be determined upon the finalization of the audit findings.

7/19/1983 MPLC	\$ 5,000,000.00
1/20/1984 MPLC	100,000
2/17/1984 MPLC	14,080,046
4/13/1984 MPLC	5,958,700
8/27/1984 MPLC	803,856
5/22/1991 MPLC	500,000
12/20/1991 MPLC	500,000
9/19/2007 Check	1,250,000.00
8/4/2008 Check	3,500,000.00
11/23/2011 Fund Transfer to BOG Accourt	1,000,000.00
12/31/2013 Fund Transfer- FY2012 Audit	307,109.00
6/6/2014 Fund Transfer- FY2013 Audit	996,743.00
12/29/2014 Fund Transfer- (PL #18-71)	5,000,000.00
4/11/2016 Fund Transfer- Closed BOS A	800,334.16
2/6/2018 Fund Transfer- FY2016 Audit	866,339.00
9/14/2018 Fund Transfer- FY2017 Audit	1,501,174.00
5/3/2019 Fund Transfer- FY2018 Audit	3,345,700.00
5/13/2019 Fund Transfer- FY2018 Audit	2,414,477.23
8/19/2019 Fund Transfer- FY2018 Audit	567,508.00
3/16/2021 Fund Transfer- FY2019 Audit	4,451,471.00
7/29/2021 Fund Transfer- FY2020 Audit	516,596.00
9/2/2022 Fund Transfer- FY2020 Audit	1,140,895.00
Total Remittance	\$ 54,600,948.39

HOMESTEAD DIVISION

The DPL Homestead Division is responsible for managing the homestead programs, as outlined in Article XI of the CNMI Constitution. This program aims to provide eligible individuals with one village homestead and one agricultural homestead lot. The Division manages the application process, establishes eligibility standards, and oversees the issuance of homestead permits, quitclaim deeds, and the administration of notices and appeal rights in accordance with the Village Homestead Act of 1979, as amended.



In 2006, a moratorium was palaced on the homestead program for Saipan, meaning the Division is not currently accepting new applications for village and agricultural

IRENE TORRES Homestead Division Director

homesteads in Saipan. However, the newly developed village homestead subdivision in As Gonno, known as the Plumeria Estate, comprises approximately 300 lots, which are pending distribution subject to the availability of infrastructure.



In the Northern Islands, particularly in Regusa, Pagan, there are 88 agricultural lots slated to become available to eligible applicants upon completion. DPL is activiely collaborating with the Northern Islands Mayor to secure funding for this project. While these homestead projects are in progress, securing funding for infrastructure from alternative sources remains a priority. DPL is continuously working to identify suitable homestead lots to accomodate the list of pending applicants.

The Homestead Division rigorously monitors program procedures to ensrue compliance with all regulations. This includes the oversight of currently available village lots, which are inspected for neglect or abandonment. These inspections are crucial in preparation for DPL's

homestead lotteries. If permit holders are unable to meet the requirements of their permits, they are advised to relinquish thier lots,

thereby reverting to applicant status and becoming eligible to reapply when new lots become available. Revoked or surrendered lots are subsequently included in the lottery pool.

The Homestead staff efficiently manages the lottery process, which includes gathering applications, investigating land interests, and finalizing eligible applicant lists. Regular updates of contact information by applicants are encouraged to facilitate effective communication.



Lottery orientations, conducted by the DPL Secretary and the Homestead Director, encompass the declaration of available lot locations, permit processes, program rules and regulations, and the criteria for obtaining a quitclaim deed. The orientations also cover the revocation process, compliance expectations, and appeal procedures. Successful participants are then granted homestead permits, complete with detailed descriptions and boundary demonstrations.

Regular on-site inspections are conducted for all homestead lots under permit. In cases of noncompliance, permittees are contacted and may be granted deadline extensions to meet the requirements. Persistent non-compliance leads to permit cancellation, with an option for the permittee to appeal before the DPL Hearing Officer. Revoked lots are added back to the lottery pool. A Certificate of Compliance and a Quitclaim Deed are issued three years after the issuance of a village homestead permit, provided all requirements are met. These deeds are nontransferable and cannot be sold for 10 years from the date of issue. In 2023, DPL issued 2 Quitclaim Deeds and 6 Grants of Public Domain to the NMHC.



For more information, contact the Homestead Division at (670) 234-3751







LAND CLAIMS DIVISION



THERESA GUERRERO Land Claims Division Director

The Division of Land Claims comprises two key components that function with effectiveness, efficiency, and uniformity to accomplish its mission. The Land Claims/Research and Investigation Section is dedicated to reviewing, researching, investigating, and affirming the validity of disputed land claims on a sound and authoritative basis. The Land Compensation/Land Exchange Section offers a comprehensive method for processing claims and disbursing monetary compensation to landowners whose properties were acquired by the Commonwealth for public purposes. These programs and activities operate at optimum efficiency, characterized by esprit de corps, teamwork, and effective communication between the staff and the Director.

Land Compensation (Saipan and Rota)- Under the Land Compensation Settlement Act of 2016, the Land Compensation Program provides payments to private landowners whose properties were acquired by the Commonwealth. Compensation is based on the property's appraised value at the time of acquisition and is mutually agreed upon by the landowner and the government. Currently, there are 199 pending monetary compensations, an increase from the previous year's 184 claimants, due to newly identified wetlands, ponding basins, and rights-of-way.

Saipan Public Law 19-87 appropriated \$3,000,000.00 for primary roads, while Public Law 20-61 allocated another \$3,000,000.00 for secondary roads and other land acquisitions. All these funds were fully utilized by 2022.

Rota Public Law 20-42 appropriated \$600,000 for land compensation in Rota, covering roadways, easements, rights-of-way, ponding basins, storm drainage, and wetlands. A total of twenty-four Rota landowners received compensation, with no remaining balance.

Land Exchanges- Established by Public Law No. 5-33, the Public Purpose Land Exchange Authorization Act of 1987 authorizes DPL to engage in written agreements with private landowners. These agreements allow the government to acquire a freehold interest in privately-owned land, facilitating the acquisition of land required for public use. Land exchanges, coupled with monetary compensation, represent an

effective method for acquiring private property for public use. In 2023, there was one land exchange in Saipan.

Land Claims, Research & Investigation- The Land Claims Division remains responsible for conducting comprehensive reviews, investigations, and validations of contested property claims. This includes claims related to public land with historical significance and those resulting from government land acquisitions.



The Division ensures the legitimacy and legal title to land ownership and investigates all claims for land exchange and compensation, ensuring lawful and fair resolutions.



PLANNING DIVISION

The Planning Division is tasked with homestead development, land use planning, surveying, and maintaining land information functions. It handles land use requests from government, business, or private sectors and is responsible for general mapping, land research assessment, cadastral survey plat certification, and identifying public land suitable for homestead construction.

Projects-

- Rota- The Division has completed the Fina'fa Village Homestead Subdivision in Rota. However, the issuance of permits is currently delayed due to a lack of infrastructure. The development of agricultural homesteads in the As Nieves, Gampa'pa, and Dugi areas is pending until access road construction is complete. Permit applications for these areas are being processed.
- Tinian- The Kastiyu Agricultural Homestead, consisting of 245 lots at 5,000 square meters each, has been completed. The opening of the access road is scheduled for early 2024.
- In Marpo Heights, Tinian, DPL outsourced Parceling Surveying Services to Duenas, Camacho, & Associates in 2021. The parceling and monumentation of 446 lots were completed in mid-2023. The Tinian office conducted a mini lottery on August 27, 2023, for 16 applicants.
- Saipan- The As Gonno Village Homestead Subdivision in Saipan, comprising 330 lots, is now complete. However, the necessary infrastructure is awaiting funding appropriation from the Legislature.



PATRICIA RASA Planning Division Director



Subdivision map for Marpo Heights, Tinian Village Homestead



Subdivision map for As Gonno, Saipan Village Homestead

- DPL is collaborating with the U.S. Army Corps of Engineers, under the Department of Defense, to prioritize submissions related to Formerly Used Defense Sites (FUDS) for the assessment and cleanup of unexploded ordinances and potential contaminants on public lands. A Brownfields Grant Report was completed in 2020 for Marpi North Field and Naftan Point.
- The Managaha Pier Reborn project, involving the renovation and upgrade of the Managaha Pier, has been approved. This initiative is expected to revitalize this important landmark, reinforcing its role in the island's resources and economy.

 Additionally, 17 Grants of Public Domain Designations for public purposes, including the proposed Rota Cultural Center, NMC Aquaculture Facility, and NMC Agricultural Experiment Station, were completed, along with 2 Reconveyances.









GIS Mapping- The Geographical Information System (GIS) section of the Planning Division is committed to daily updates of information, ensuring comprehensive accountability of all public land inventory, land exchanges, Rights-of-Way, and easements across Rota, Saipan, and Tinian.

The Land Use Review section is responsible for determining whether land is public or private and assessing its suitability for various uses. This process may include conducting as-built surveys to identify encroachments and delineate boundary lines.





Meet the Planning Division crew who plays an essential role in shaping the future of our lands. These talented individuals are the backbone of sustainable development, ensuring responsible land use and protecting our precious natural resources for generations to come. Left-Right: Pat, Pedro, Joe, Ray, Jonathan, Jude, Blair, Jack, Ken, JD, Mel, Velma, Ben

REAL ESTATE DIVISION

The Real Estate Division (RED) is responsible for executing leases and permits, including Temporary Occupancy Agreements (TOAs), Temporary Authorizations (TAs), authorization letters, and filming licenses, for various uses on public lands. These activities generate funds essential for the overall operation of the Department of Public Lands (DPL).

DPL continues to attract new investment, while the processing of renewals remains consistent. The RED is dedicated to its marketing campaign and works diligently with current lessees and permittees to facilitate their renewal process.

BONNIE ROYAL Real Estate Division Director

Moratoriums- A moratorium on Beach Concessions was implemented in February 2023, due to coastal land loss from

erosion. DPL is collaborating with CRM to identify new locations for concessionaires.

- The Moratorium on Agricultural Grazing Permits (AGP) was reinstated in February 2023.

Leases under Public Law 20-84- Public Law 20-84, enacted to amend 1 CMC §2806(c), increases the term of public land leases to up to 40 years, with an option to extend by another 15 years, totaling 55 years. This law applies to existing public land leases associated with schools, religious organizations, hotels, or golf courses having five years or less remaining. It authorizes DPL to negotiate new leases under revised terms and conditions without publishing an RFP. The new

REAL ESTATE DIVISION TEAM



lease arrangement requires two property appraisals, including improvements, new developments, Public Benefit Contributions, and plans to mitigate traffic or parking congestion.

Suwaso Corporation, doing business as Coral Ocean Point, is in the final stages of renewing its lease for another 40 years, effective February 2026. Simultaneously, RED is working with Consultant Int'l Ltd., doing business as Pacific Islands Club, and Asia Pacific Hotel Inc., doing business as Saipan Kanoa Resort, to finalize another 40-year lease term with DPL.

Additionally, Grace Christian Academy is seeking another 40-year lease, and Brilliant Star Montessori School has requested a 15-year extension of its current lease.



Managaha Island Master Concessionaire Mariana Global Inc. was awarded the 10-year Concession Permit for Managaha Island, effective July 1, 2023. Their proposal, which included Mariana Global Inc.'s Chief Executive Officer, Ms. Young Hee Yoon sign the Concessionaire Agreement.

an annual rent of \$800,000 and over \$10M for infrastructure improvements, along with a \$210,000 annual public benefit contribution to Indigenous Affairs Office, Carolinian Affairs Office, and DCCA Language Commission, was selected for its commitment to promoting indigenous culture, traditions, language, and arts.

Mariana Global Inc. will provide transportation for CNMI residents to and from Managaha Island, free of charge, on a 24-hour reservation basis. They will also offer discounts on various services to CNMI residents and allow local cultural groups, approved by DPL, to sell handicrafts and food on the island, provided they do not compete with existing concessions.



For more information about leasing and authorization for temporary use of public land, please contact Real Estate Division at (670) 234-3751-53. Information is also available on our website (<u>http://www.dpl.gov.mp</u>). Copies of DPL's Rules and Regulations, Basic Lease Requirement Checklist, RFP Announcement, etc. is available.

Public Benefit Contributions- For the past couple of years, DPL secured over \$7M in public benefit contributions from new and renewed leases, mostly allocated annually. DPL has negotiated public benefit contributions to include financial contributions for homestead infrastructure, improvement or development around a respective lessee's leased area, discounts to products and services, playground equipment, annual educational scholarships for NMD eligible recipients, a new fire station and contributions to support the promotion of Chamorro and Carolinian culture, traditions, arts and language, etc.

At all times, base rent and Business Gross Receipts (a percentage of any revenue derived from public land) holds precedence in lease negotiations and is never compromised in lieu of public benefit. The Department of Public Lands is mandated to get the best and highest use of rent and BGR for public lands leases but DPL still ensures to negotiate for public benefits to directly impact the lives of people of Northern Marianas descent.



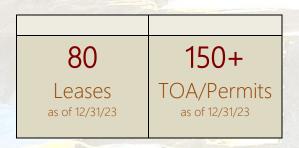
Lessee	Lease #	Contribution
A&M Corporation	LA91-045	Provide annual donation of \$500 towards educational scholarship for NMD eligible participants.
Advance Marine Saipan Corporation	LA19-001S	Provide \$5,000 each 5-year period in-kind through good or services for playground construction, maintenance or improvement project.
American Trading Saipan Corporation	LA07-003S	Provide proper lighting and security on premises; improve ingress/egress and ample space for vehicular traffic.
Art Man Corporation	LA08-005S	Provide recycling and related services to the CNMI residents at reasonable local rates.
Asia Pacific Hotel Inc., dba Fiesta Resort Hotel	LA86-44S	Provide \$1.5M Garapan Revitalization Project; \$500K Public Private Partnership; \$1M Sports Association and Oleai Sports Complex; \$500k Homestead Infrastructure.
Bibong Corporation	LA19-007S	Provide \$2,000 annual donation for educational scholarship for NMD eligible recipients, in-house job training opportunities.
Brilliant Star Montessori School	LA01-02S	Provide meeting areas for rent at 50% discount off rates; provide seminars, lectures and education courses for parents and other adults available at discounted rates.
Cargo Express (Saipan), Inc.	LA09-04S	Provide discounts to CNMI residents on services.
Coward, Ken and Connie	LA94-074S	Provide \$600 annually for educational scholarship for NMD eligible recipients.
Creative Capital Corporation (Smart Start)	LA22-004S	Provide \$500 annually for Indigenous Affairs Office and Carolinian Affairs Office for promotion of traditional arts and culture.
D&W Corporation, LLC	LA96-01S	Provide \$2,500 annual for educational scholarship for NMD eligible recipients; 20\$ discounts for man'amko, 10% for military veterans/reservists and discounts for
Devi's Corporation	LA19-004S	regular customers. Provide \$1,000 every 5-year period for community improvement project. Unused benefits in any term shall carry-over to the following 5-year term.

H&C International, LLC	LA20-0015	Provide proper lighting within the premises; install 15 pcs. LED streetlights within the premises; install surveillance cameras around the premises.
HPIL Limited	LA14-002S	Provide discounts to residents on services, job training and management opportunities.
HS Lee Company, Inc.	LA15-003S	Provide discount for residents, local employment, job training and management opportunities.
Immanuel United Methodist Church	LA07-135	Provide use of facility for community services such as afterschool program, disaster shelter, meeting site, etc.
Jicheng (USA) Corporation	LA21-001S	Provide \$2,000 annual for educational scholarship and \$1,000 to PSS for school supplies.
Manbao Corporation	LA97-005S	Provide Services to CNMI Residents at Reasonable Local Rates. Provide Proper Lighting & Security on Premises.
Marianas Fitness, Ltd.	LA95-05S	Provide Membership Discounts to Residents of the CNMI, Provide Reasonable Ingress/Egress of it's Establishment by Providing Ample Space for Vehicular Traffic, Provide Proper Lighting & Security on Premises.
Marianas Meat Harvesting Corporation	LA13-01S	Provide Services to CNMI Residents at Reasonable Local Rates, Provide Proper Lighting & Security on Premises.
Mobil Oil Marianas Islands, Inc. (Rota)	LA96-04R	\$1,000 monthly fuel expense for Municipality of Rota, 10 safety cones for Municipality of Rota, 1 bale of oil spill absorbent booms for Rota Fire Department, 8 drums of fire-fighting foam for Rota Fire Department.
NMI Buddhist Association	La07-011S	Allow Members of the Community other than Buddhist Members to Enter the Premises for Educational Purposes and to Share Buddhist's Religious Beliefs to those who are Interested in the Religion.
Pacific Marine Enterprises	LA16-002S	Provide Services to CNMI Residents at a Reasonable Local Rates, Provide Proper Lighting & Security on the Premises.
Rigel Corporation	LA11-04s	Provide Services to CNMI Residents at reasonable local rates, provide proper lighting & security on Premises
Saipan Adventure Tours	LA15-001S	To provide services to CNMI residents at reasonable local rates and to provide lighting and security on the Premises to ensure the well-being and protection of its guests and public land that it is utilizing.
Saipan Portopia Hotel C <mark>orp. dba</mark> Hyatt Regency Hotel	LA22-0015	 \$500,000.00 To Fund Homestead Infrastructure. \$500,000.00 Garapan Revitalization Project in accordance with PL20-84. \$5,000.00 annually toward Educational Scholarship for eligible NMD students. \$300,000.00 distributed equally between DCCA, IAO, and CAO to promote
and the second	S. C	indigenous Chamorro and Carolinian culture, traditions, arts and language.
Saipan Shipping Co., Inc.	LA07-005S	Obligated to Improve Ingress/Egress of it's Establishment by Providing Ample Space for Vehicular Traffic, Provide Proper Lighting & Security on Premises.
Saipan Stevedore	LA19-002S	Provide \$1000 Educational Scholarship annually
Saipan Triple Star Recycling, Inc.	LA08-001S	Provide Recycling and Related Services to CNMI Residents at Reasonable Local Rates.
Success International Corporation	LA11-03S	Provide Services to CNMI Residents at Reasonable Local Rates, Provide Proper Lighting & Security on Premises.
Triple J Saipan, Inc.	LA86-55S/	Provide Services to CNMI Residents at Reasonable Local Rates, Provide Proper
	LA12-007S	Lighting & Security on Premises.
Unity Trade Services, Inc.	LA89-01S	Annual maintenance of children's parks, youth centers and tourist sites on island. Labor worth \$2,000 (excluding materials) for fabrication and metal work for gov't agencies. 10% discount on welding, fabrication, cutting, bending and rolling of metal pipe
Vertical Aviation, LLC	LA19-003S	 Fifteen Percent (15%) discount on the following services at a corporate rate Search and Rescue assistance/ Police and Fire Department air support/Government assistance in reaching the Northern Islands
Wushin Corporation	LA07-008S	Obligated to Improve Ingress/Egress of it's Establishment by Providing Ample Space for Vehicular Traffic, Provide Proper Lighting & Security on Premises.
Westlake Motor, LLC		Build a new fire station in Marpi area in accordance with DFEMS specification



Lease/Permit Specialist, Vera Basa during a site visit with one of our beach concessionaires.

Request for Proposals (RFPs)- A total of 6 RFPs has been advertised for 2023 to include the former Truong's Restaurant in Susupe and former Rudolpho's Pizza Pub in Sadog Tasi. Several properties are still available for lease in Lower Base, Puerto Rico, Sadog Tasi and Garapan.



As of December 31, 2023, DPL has a total of 80 leases with a wide range of uses to include but not limited to:

- Hotel Resort
- Golf Course
- Commercial Buildings
- Church
- School/Educational Facility
- Restaurant
- Warehouse
- Parking

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- Recycling Center
- Gas Station

Over 150 Temporary Occupancy Authorizations (TOA) have been issued for:

- Agriculture and Grazing
- Beach Concession
- Roadside Vendor
- Encroachment
- Parking

- Maintenance
 - Parking
 - Telecommunication
- Staging
- Filming
- Managaha Camping



Team work with Compliance Division, Planning Division and Real Estate Division to show client permit location and boundaries.

Lease/Permit Specialist, Abigail Borja meet

with interested clients at the former Rudolpho's Pizza in Sadog Tasi.

Review of RFP proposals.

ROTA DISTRICT OFFICE

The Department of Public Lands Rota District Office (RDO) is situated in the De'Ana Building in Songsong Village, Rota, and is staffed by four personnel: the Resident Director, a Land Claims Investigator, a Homestead Technician, and a Compliance Specialist. The RDO manages various responsibilities for the island of Rota, including the CNMI Village and Agricultural Homestead Program, temporary land use permits, long-term leases, land claims, public purpose land acquisition, conservation of natural resources, and other duties.



ROSE T. ADA-HOCOG Rota Office Resident Director

Village Homestead Program- Rota currently has 357 active and 363

inactive homestead applicants. Inactive applicants are those who have not responded to DPL's requests to update and complete their files within the designated timeframe. There are 317 active Village Homestead Permits on Rota. Inspections are carried out every three to four months to monitor

homesteaders' progress and compliance with the Village Homestead Rules and Regulations. To date, five village homestead inspections and three lot showings have been conducted. A significant number of village homestead permittees have been noncompliant for several years and risk having their lots revoked. A compiled list of permits up for revocation will be submitted to Saipan for approval. Revoked lots will then become available for future lotteries.



Newly Maintained VH Dugi

Agricultural Homestead Program- The Rota Agricultural Homestead Program has 736 pending applicants, some of whom are considered inactive due to a lack of response. In 2023, two agricultural homestead permits and six quitclaim deeds were issued. A lottery was held on September 27, 2023, drawing 11 agricultural lots. Permits for these lots will be issued upon the completion of boundary marker retracement and subsequent lot showings. A thorough review of all agricultural documents is underway to ascertain the availability of lots for future lotteries. Inspections of the 107 lots currently under permit will determine compliance with the Agricultural Homestead program's rules and regulations. Compliant homesteaders will be eligible for quitclaim deeds after a three-year permit

period. Non-compliant homesteaders may face revocation of their lots, making them available for future lotteries.



AH Neglected (As Nieves)



Newly Maintained AH (As Nieves)

Leases and Temporary Permits - Rota currently has five long-term leases: Docomo Pacific Inc., IT&E (three sites), and Mobil Oil Mariana Islands Inc.'s Rota Bulk Plant. IT&E's Sinapalo lease has expired, and DPL is awaiting the complete lease packet to review their extension request. There are three active Temporary Permits: two for agricultural and grazing and one for quarry operations. The RDO has received two new temporary permit



Mobil Rota

applications for farming, currently under administrative and Land Use review. Site inspections and file audits are conducted on both short-term and long-term leases to ensure compliance. Lessees or permittees not in compliance will receive a Notice of Violation and time to rectify issues before a followup inspection. These inspections and audits help DPL determine whether a lease or permit should be renewed or terminated.

Unauthorized use of Public Lands - Rota has a number of encroachment issues that have been investigated and the inspection reports and photos were forwarded to our Saipan office for further review. Once Saipan has been able to finish their review of those reports we will be better able to determine the next steps to take with regards to these unauthorized uses of public lands.



Illegal Farming (Chudang)

Land Claims- The Rota District Office continues to work with our Saipan counterparts in the review of unsettled land claims cases in the effort to get them settled as soon as reasonably possible. A number of these cases are pending either probate settlements, appraisal reports or submissions of other pertinent documents by the claimants. Once these pending items have been resolved, the files will be forwarded for legal review. After the legal review has been completed and approved, those requesting monetary compensation will be forwarded to the Department of Finance for processing of payments, pending funds availability, while the documents for those requesting land exchange will be finalized and routed for signatures.



TINIAN DISTRICT OFFICE

ADMINISTRATIVE SECTION: The cohesive administration of the Tinian DPL District Office, comprising the Director, Compliance Specialist, Inspector Specialist, and Administrative Assistant, plays a pivotal role in ensuring the smooth and efficient operation of the Tinian Office. The successful handling of administrative requests highlights the division's dedication to creating a conducive work environment and providing the essential resources necessary for effective execution of responsibilities.



HOMESTEAD: This year, a homestead lottery for Carolinas and Marpo Expansion was hosted, awarding 20 village homestead lots. This award reduces the

number of village homestead applicants to 598 and agricultural homestead applicants to 575. The office issued 16 village quitclaim deeds and 1 agricultural deed, along with conducting required village and agricultural inspections.



BERNADITA SAN NICOLAS Tinian Office Resident Director



VH Quit Claim Deed Recipient



Village Homestead Lottery – August 17, 2023



Agricultural Homestead Inspection – April 2023



Village Homestead Inspection – March 2023

The Planning section is responsible for homestead development, land use planning, surveying, and maintaining land information functions. This includes general mapping, land research review, certification of cadastral survey plats, and identification of public land appropriate for homestead development.



DPL Surveyors Retracing VH Lots for Lottery - July 2023

Inspections have been conducted for all long-term leases, including those with Mobil Oil, Docomo Pacific, and FPA Quarry. AGP clients are also regularly inspected to ensure compliance.



Mobil Oil



IT&E



Docomo Pacific

Tinian District Office, with the assistance of Saipan Office (Real Estate Division), has made significant strides in expanding its quarry rental portfolio during the fiscal year, acquiring new clients and contributing substantially to the division's revenue stream. The division currently maintains a single rental client, demonstrating a strong and mutually beneficial partnership. This fiscal year, the division successfully secured three additional quarry rental clients: Hawaiian Rock, Marianas Growth, and USA Fanter Quarry Rental. These partnerships represent a strategic expansion and are expected to positively contribute to the division's overall performance. The division continues to seek opportunities to strengthen and diversify its client base.

As of the fiscal year's end, the division has active partnerships with nine AGP clients, four of which participate in the USDA program. This alignment with the USDA highlights the division's commitment to sustainable development and leveraging governmental initiatives for a positive impact.



FPA Quary

Hawaiian Rock



Marianas Growth, LLC

CHALLENGES:

Anticipated challenges for the upcoming year.

- Technology Services Tinian DPL recognizes the need to enhance and modernize our technology infrastructure to support our operation effectively. Addressing this challenge will require strategic investment in technology services, including software updates, system integration, and digital tools that align with our evolving operational needs.
- Recruitment of an Inspector The recruitment of an additional inspector presents a significant challenge as we strive to identify and onboard a qualified applicant who aligns with our division's standards. This process will require a concerted effort to attract and retain an applicant to strengthen our inspection capabilities.
- 3. Relocation of administrative Assistant The upcoming relocation of our administrative assistant to another state will result in a vacant position within our team. This transition poses a challenge in ensuring the seamless continuation of administrative support and operational efficiency during the interim period before a suitable replacement is identified and hired.

The accomplishments we have achieved during the past year are a testament to the hard work and commitment of our staff, clients and partners. We remain focused on driving sustainable growth and delivering long-term value to our stakeholders. We look forward to opportunities and challenges that lie ahead, and we are confident in our ability to thrive in an ever-changing environment.

GOALS:

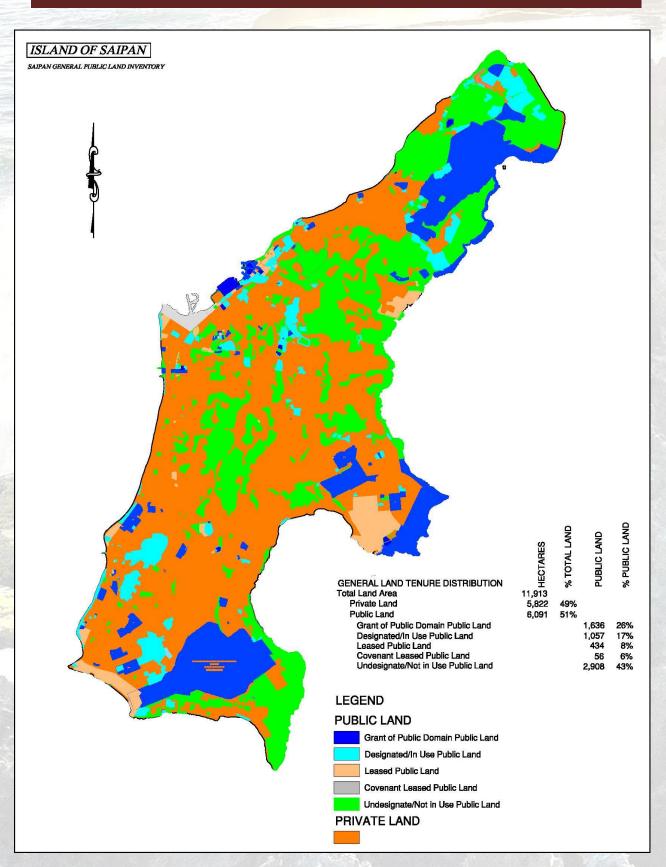
- 1. Recruitment of another Inspector
- 2. Conduct village and agricultural lottery
- 3. Capacity building for staff

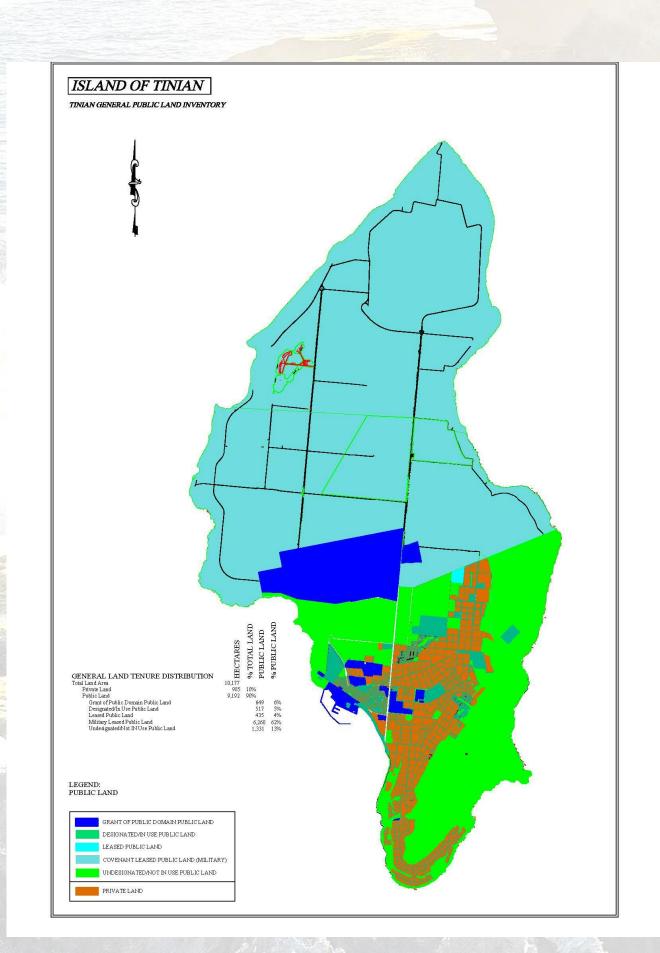
The DPL Tinian District Office is steadfast in its commitment to achieving this goal in the coming year. These goals set a clear direction for the upcoming year, emplacing its dedication to growth, compliance and community engagement.

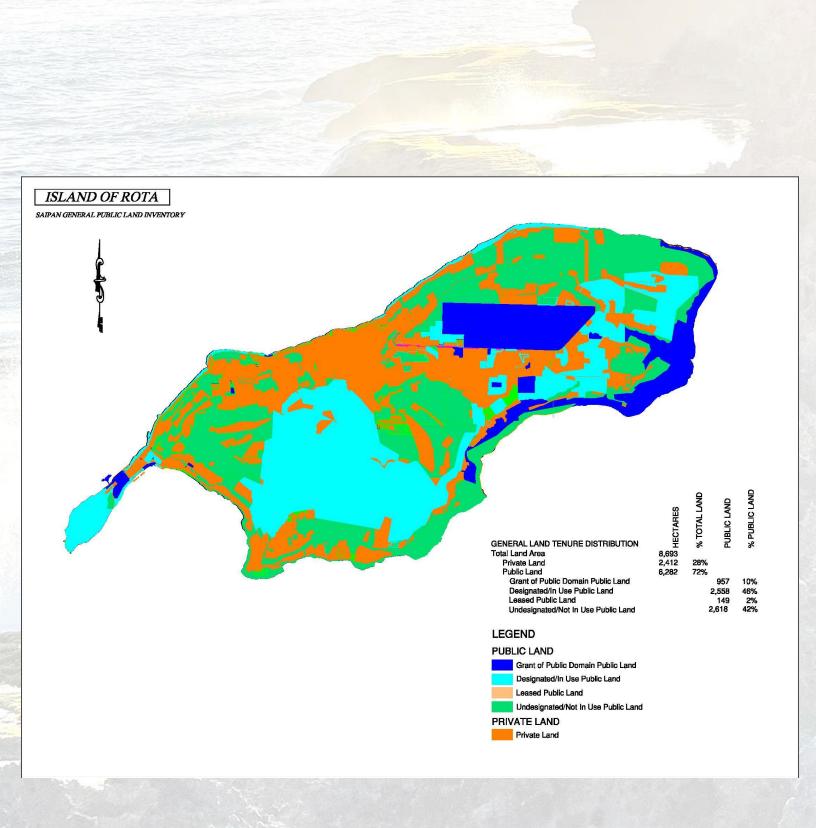




Public Land Inventory







D P L 2023 TeamPhotos

















- Henry Ford

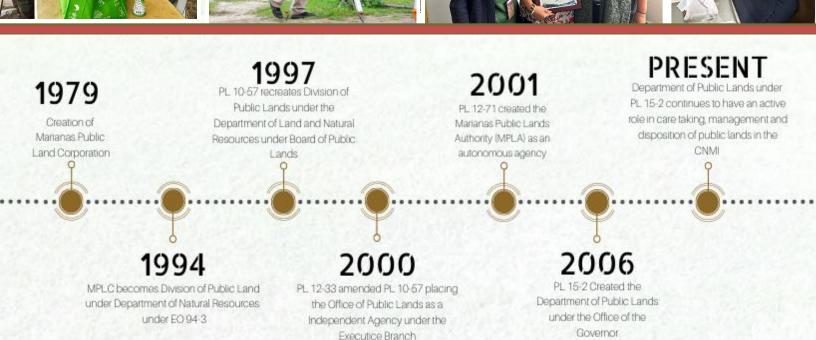


"I can do things you cannot, you can do things I cannot; together we can do great things."

- Mother Teresa



































"Don't aspire to be the best on the team. Aspire to be the best for the team."

-Brian Tracy



