

American Samoa Economic Development Implementation Plan FY 2014 -2017



Submitted by:
Territorial Economic
Development Implementation
Plan Task Force
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Overview

On July 8, 2013, American Samoa Governor Lolo M. Moliga issued Executive Order No. 014-2013 (EO)¹, commissioning a 16 member task force (Territorial Economic Development Implementation Task Force or “Task Force”) representing stakeholders in the public and private sectors, whose primary mission was to prepare an economic development implementation plan for American Samoa.² Upon its completion the plan would be submitted to the Territorial Planning Commission for review and approval prior to it being recommended to the Governor and Legislature in accordance with the process set out in A.S.C.A. 10.0102(f). The final economic plan is a comprehensive platform for the Territory of American Samoa entitled, “Economic Development Implementation Plan for American Samoa Fiscal Years 2014 – 2017” (EDIPAS).

The Task Force followed the methodology suggested in the EO when preparing the EDIPAS. This entailed reviewing accumulated studies and development plans for various economic sectors to identify actionable strategies and projects still relevant and viable to pursue in the 21st century global, regional, and domestic economies. Where formal studies and development plans were non-existent for specific locations, and current circumstances compelled the development of goals and actions, (such as was the case with Swains Island), these were gleaned from interviews with person(s) having firsthand knowledge and experience with the subject focus area. The Task Force disseminated the draft EDIPAS to lead implementing agencies to take into consideration current ongoing projects, to leverage existing projects with recommended projects for funding and phased in realistic time tables, and to maximize joint agency partnerships and resources.

The EDIPAS is divided into seven focus areas: Transportation Services and Infrastructure, New Business and Industry, Federal Government Constraints and Business Climate, Agriculture, Tourism, Fisheries, and Workforce Development. Goals for each of these

¹ Appendix A. Executive Order No. 014-2013.

² Department of the Interior, Office of Insular Affairs awarded the American Samoa Government a \$100,000 technical assistance grant to assist in the development of an Economic Development Implementation Plan (TAP-AS-2013-1).

seven focus areas provide needed context for action. The goals and actions were both determined to be relevant and achievable according to priorities. These goals and actions are targeted for special attention through the year 2017 because of their high potential for significant trickle down economic benefit or their chain reactive affect in bolstering the local economy.

The EDIPAS is a living document and is prioritized as funding becomes available. The implementation of the EDIPAS will be led by a core EDIPAS Task Force subcommittee with staff housed in the Department of Commerce specifically dedicated to the EDIPAS implementation. Each of the seven areas identifies lead and supportive agencies to assist in implementation, potential funding sources, and a set of performance metrics to gauge implementation success. The performance metrics are critical to tracking the collective success of the various recommended actions, their impacts, and the potential return on investment. The reader is referred often to performance measures already stated in studies and in master plans which are referenced where such plans exist. Where no planning document exists, the Task Force will determine goals and actions by other means. Performance metrics are either stated as TBA (to be announced) meaning supplementation of the metrics will be forthcoming or UCA (upon completion of the action), in which the action itself is its own measure of success. The TBA metrics will need to be established by the EDIPAS Task Force with the lead implementers.

The EDIPAS will serve as the Territory's overarching economic development plan for FY 2014 -2017. The document endeavors to be an implementation plan around which both the public and private sectors can coordinate and supplement their developmental efforts as we share information and work together in order to contribute to the overall growth of American Samoa's economy.

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TRANSPORTATION SERVICES AND INFRASTRUCTURE

I. AIR SERVICE

A. TUTUILA

GOAL#1: INCREASE PASSENGER AIR CARRIER SERVICE TO PAGO PAGO INTERNATIONAL AIRPORT; UPDATE AND CONTINUE IMPLEMENTATION OF AIRPORT MASTER PLAN FOR PAGO PAGO INTERNATIONAL AIRPORT

Strict federal cabotage law prohibiting foreign air carriers from transporting revenue generating passengers (or cargo) between American Samoa and other parts of the U.S. has long been identified as creating monopolistic conditions in international air passenger travel that have kept the visitor count for American Samoa from the tourist sector far below its potential. Meanwhile, projects to improve infrastructure at the Pago Pago International Airport to date include: a two-story terminal building, new cargo offices, larger parking lot, the extension and resurfacing of existing runways, and relocating the fuel tanks. These projects, some yet to be funded and completed, are included in the 20 year Master Plan for Pago Pago International Airport.³ These projects will greatly assist efforts to promote the Territory as a competitive tourist and business destination.

ACTION(S)

1. Assess the feasibility of a public/private partnership of owning or operating an airline in American Samoa.
2. Increase demand for travel to American Samoa through intensive and sustained promotion of the islands as a desirable visitor destination.
3. Assess viability of enticing or negotiating revenue generating air traffic to the Territory by studying regional visitor markets and air traffic routes, (i.e. Independent State of Samoa, Cook Islands, Tahiti, Tonga, Fiji, New Zealand, Australia, etc.). This can provide economic information and data to support exempting American Samoa from cabotage in the form of air passenger opportunities and missed opportunities for a self-sufficient and self-sustaining Territorial island economy.
4. Continue to work with Congressman Faleomavaega to address cabotage in Congress. Use services of DC consultants to resolve cabotage problem if needed.

³ Airport Master Plan for Pago Pago International Airport, 2010 AECOM, Orange County, California. Note: Infrastructural improvements to be carried out incrementally in five year periods beginning in 2010 up to 2030.

5. Additional foreign airline(s) entering air carrier service for American Samoa routes is conditional on success of actions 2, 3, and 4 of this section.
6. Continue negotiating seasonal increases in Hawaiian Airlines flights from two to three flights a week and a fourth flight during peak periods of December, April, and “summer.” This is conditioned on sufficient revenue generating traffic as determined by Hawaiian Airlines.
7. Continue implementing infrastructure developments in the 20 year Airport Master Plan for Pago Pago International Airport, and coordinate and update for relevancy with stakeholders.
8. Assess the feasibility of locating an aviation center to included aviation maintenance technology and flying training programs in American Samoa.

AGENCIES INVOLVED: GO, DOC, Congress, DPA, ASVB, Private Sector, DC Consultants

TIMEFRAME: On-going

ESTIMATED FUNDING: N/A (Not available)

PERFORMANCE METRICS: TBA (To be announced)

GOAL#2: UPDATE CURRENT CARGO SERVICE AND INFRASTRUCTURAL NEEDS

A current assessment of air cargo transport and infrastructure needs at the Pago Pago International Airport, (based on a survey of local business owners who rely on air cargo service), should be undertaken to update the most recent Airport Master Plan for Pago Pago International Airport (2010) for cargo services. The 20 year Airport Master Plan calls for the construction of new cargo offices. Changes in business sector development since the 2009 tsunami and shifting market trends make it relevant to undertake such a current assessment to prioritize cargo service needs and cargo infrastructural development.

ACTION(S)

1. DPA and DOC to coordinate survey efforts and assess current needs of businesses relying on air cargo service and related infrastructure development at Pago Pago International Airport.
2. DPA continue to implement planned improvements to Pago Pago International Airport as modified by current assessment of improvements needed in air cargo services and supporting infrastructure.

AGENCIES INVOLVED: GO, DOC, Congress, DPA, ASVB, Private Sector, DC Consultants

TIMEFRAME: On-going

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

GOAL #3: DOC TO WORK WITH DPA AND OTHER AGENCIES TO ESTABLISH WEBSITE PUBLISHING CURRENT ADOPTED MASTER PLANS WITH LINKS TO THE LEAD AGENCY FOR PERIODIC UPDATES

Development of Pago Pago International Airport and inter-island air service from the main airport must be coordinated with tourism, immigration, and general economic development planning for the Territory. A shared information system is vital so that other agencies and the private sector may have access to master plans and project status for their own planning needs. DOC needs to maintain a website that publishes current master plans, (with links to other agency websites mandated to provide reasonable periodic updates). This will provide improved inter-agency coordination, planning, and reporting as well as transparency for better public and private sector access to information.

ACTION(S)

1. DOC to work with DPA and other agencies to develop a website to be maintained by DOC that publishes current master plans adopted by ASG with links to agency websites for periodic and relevant updates on status of master plans and projects being implemented. Website and links will facilitate future economic and infrastructural development planning, performance tracking, funding sources, reporting while interagency coordination will improve collaboration between the public and private sectors.

AGENCIES INVOLVED: GO, DOC, Congress, DPA, ASVB, Private Sector, DC Consultants

TIMEFRAME: FY 2015 to FY 2017

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

B. MANU'A

GOAL #1: INCREASE AND IMPROVE RESIDENT AND VISITOR PASSENGER AND CARGO TRANSPORTATION TO OFU

Increase and improve resident and visitor passenger and cargo transportation to Ofu by completing improvements to its runway in accordance with the best option in Ofu Master Plan: AECOM, Interim Report 2.

Option 2b is identified as the most cost-effective option and partially meets airport design standards and federal aviation regulations. Option 2b also entails the minimum safety improvements to meet safety requirements [Option 2a in summary requires: Widen runway 15 feet south; Reclaim lagoon; Clear coconut stand; Apply to FAA for Modification to Design Standards to reduce runway safety and object free areas , and obstacle free zone. Option 2b in summary requires: Widen runway 15 feet south; translate runway 300 feet west; Reclaim lagoon; clear coconut stand for the runway; Apply to FAA for Modification to Design Standards to reduce width of runway safety and object free areas].

AECOM determined both Options 2a and 2b to be negligible. Thus, from a cost perspective, there is no apparent benefit for translating or not translating the runway.

An additional option provided is Option 3: Enhanced Runway. Option 3 in summary requires: Enhance runway by lengthening to increase usability; widen runway 15 feet to south; extend runway 600 feet west; Reclaim lagoon; Apply to FAA for Modification to Design Standards to reduce width of runway safety and object free areas.

ACTION(S)

1. Implement Option 2b (Minimum safety requirement with runway translation).
2. Implement Option 3 (Enhance runway).
3. Coordinate with ASPA for utilities relocation, including Renewable Energy development.
4. Coordinate with DPW for road expansion or relocation.

AGENCIES INVOLVED: DPA, DPW, DOC, DMWR, EPA, ASPA

TIMEFRAME: TBA

ESTIMATED FUNDING: TBA

Option 2b: approximately \$18,357,500; 12 months to implement

Option 3: approximately \$31,850,000; 15 months to implement

PERFORMANCE METRICS: TBA

C. SWAINS ISLAND

GOAL#1: CONSTRUCT RUNWAY FOR SWAINS ISLAND AND INTRODUCE REGULAR AND RELIABLE AIR CARRIER SERVICE⁴

An aggressive campaign to market and brand Swains Island as a unique eco-tourism destination is currently underway.⁵ Swains Island will be promoted for: eco-tourism, dive charters, amateur radio expeditions, science and research expeditions and fishing charters – all of which

⁴ Note: There are no studies or economic development plans for Swains Island, let alone any concerning the need for air transport to and from the island. As a result, there is no formal written assessment of its potential local economic development and contribution to the overall economic development of the Territory. However, objectives for focus sections as they pertain to Swains Island and relevant and viable actions for implementation can still be determined by interview with knowledgeable persons with first hand experience. The objectives and actions for Swains Island, therefore with respect to infrastructure and transportation services and all other focus sections, are provided based on interviews with its present legislative representative, Alex Jennings. Representative Jennings is a native of Swains Island, and has been its legislative representative since 2005. As such, he has been active, along with other Swains Island constituents in development projects to improve the Island's economy and its links to Tutuila and elsewhere.

⁵ Note: A private viewing of Jean Michel Cousteau's documentary "Swains Island, One of the Last Jewels of the Planet" on August 22, 2014. The documentary will be released to PBS and possibly Discovery Channel in 2015. --- Excerpts from interview with Rep. Alex Jennings, July 8, 2014.

will benefit the Territory's overall economy. The only means of passenger and cargo transport to and from Swains Island, however, is by an approximate 24 hour boat ride from Tutuila, American Samoa. Active eco-tourism promotion⁶ and concrete plans already underway to establish a fish jerky processing plant on island and export coconut crabs will create employment opportunities and require emergency service transport by air. Swains Island has sufficient space to facilitate an airstrip of up to 4000 ft., which can safely accommodate the Inter Island Dornier 228 and Polynesian's Twin Otter airplanes. This will greatly boost air travel to Swains and the Tokelau's, as well as improve emergency medevac for both islands.

ACTION(S)

1. Increase focus of ASG grant application effort for economic and transportation developmental planning and project funding for Swains Island.
2. Develop a runway strip and supporting facilities for Swains Island and secure small aircraft services for Swains Island.

AGENCIES INVOLVED: DOC, DPA, Swains Island Representative

TIMEFRAME: FY 2015 to FY 2019

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

II. SEA TRANSPORTATION

A. TUTUILA

GOAL#1: CONTINUE IMPLEMENTATION OF PROJECTS IDENTIFIED IN PORT MASTER PLAN FOR PAGO PAGO HARBOR DEVELOPMENT PLAN

Due to its location in the central business district, development around Pago Pago Harbor supports a variety of ocean-related activities such as fishing, sailing, cruise ships, and commercial business activity. The Port Master Plan, 1999-2019 (PMP) is the latest comprehensive plan for the Department of Port Administration.⁷ It identifies insufficient space at the container yard in Pago Pago Port to store and handle all of American Samoa's container needs and necessary improvements to the main port and to the land area around the Harbor.⁸ As marketing actions to increase visitor count and trade volume produce intended results, needed infrastructure, management and systems must be in place to address current and projected requirements for space among varied users of the main port and around Pago Pago Harbor. Below are actions from the PMP that are still relevant for completion and additional actions based on current conditions assessed by Task Force members.

⁶ Note: Interview with Rep. Alex Jennings, July 8, 2014.

⁷ Port Master Plan, 1999-2019, Lyon Associates Inc., Final Plan, February 2001

⁸ Note: actions 1 through 6 are adopted from the Port Master Plan

ACTION(S)

1. Develop a new container freight station, relocate DPA offices and remove existing Port Warehouse.
2. Revisit feasibility of creating a new container terminal adjacent to former Samoa Packing.
3. Develop new marina facilities, boat repair facilities, rebuild Malaloa Fishing Pier.
4. Develop a berthing pier for cruise ships and a tourist terminal facility.
5. Develop the Pago Pago Boardwalk Plan and ancillary business structures.
6. Repair and upgrade wharves and the container yard, including lighting and utilities.
7. Expand the yard area and repair service wharf and the old Customs Warehouse.

AGENCIES INVOLVED: GO, DOC, DPA, DPW, OP, VB, Private Sector, CoC

TIMEFRAME: On-going

ESTIMATED FUNDING: Funded by OIA, housed in DOC

PERFORMANCE METRICS: TBA

GOAL #2: DOC TO WORK WITH DPA AND OTHER AGENCIES TO ESTABLISH WEBSITE THAT PUBLISHES CURRENT ADOPTED MASTER PLANS WITH LINKS TO THE LEAD AGENCY FOR PERIODIC UPDATES

ACTION(S)

1. DOC to work with DPA and other agencies to develop a website to be maintained by DOC that publishes current master plans adopted by ASG with links to agency websites for periodic and relevant updates on status of master plans and projects being implemented. Website and links will facilitate future economic and infrastructural development planning, performance tracking, funding, reporting and interagency coordination as well as improve collaboration between the public and private sectors.

AGENCIES INVOLVED: GO, DOC, DPA, DPW, OP, VB, Private Sector, CoC

TIMEFRAME: On-going

ESTIMATED FUNDING: Funded by OIA, housed in DOC

PERFORMANCE METRICS: TBA

B. MANU'A

GOAL #1: SECURE RELIABLE AND APPROPRIATE SEA TRANSPORT FOR MANU'A

Sea transportation is pivotal to the economic development of the Manu'a Islands. In order to develop a vibrant economy in the Manu'a Islands sea transportation to and from the islands

must be appropriate, reliable, dependable, and consistent. The DPA will review the business models for sea transport that have either worked in the past or were unmitigated failures. A possible business model for sea transport is that of the Samoa Shipping Corporation which has regularly scheduled, (i.e., reliable, dependable, consistent), service between the Independent State of Samoa and Pago Pago.

ACTION(S)

1. Continue the use of MV Sili in the interim while a new passenger vessel is being acquired.⁹
2. Procure a new passenger vessel. Spread the operating costs over a variety of uses and routes that will provide comfort and viable business and personal use options for cargo, passengers, and vehicles; DPA to partner with a private company that can apply cost-effective commercial practices to the service's operations. DPA will provide the stability of government to the joint venture.
3. Procure a new barge for the remote islands of Manu'a and Aunu'u to remove all scrap metals and other recyclables to be eventually shipped to New Zealand or Asia.
4. Increase economic activities in Manu'a through economic development and growth based on the improved transportation services.

AGENCIES INVOLVED: DPA, DPW, ASEPA, GO, ASPA, DOC

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

C. AUNU'U

GOAL#1: SECURE RELIABLE AND APPROPRIATE SEA TRANSPORT FOR AUNU'U

Reliable, reasonable and appropriate sea transportation is the key to sustainable economic development of the small island of Aunu'u. Although no current assessment or survey has been made of passenger and cargo needs, this is readily attainable by interview as the transport services are very few and the resident population of the island is very small.

ACTION(S)

⁹ Note: A catamaran has been purchased by the ASG to service Ta'u and Ofu, capable of carrying up to 25 passengers is to be delivered to American Samoa in late July 2014. Planned operation of a second large inter-island vessel transporting passengers and cargo between Tutuila and Ofu and Manu'a, to supplement the MV Sili vessel, is scheduled for the end of 2015. The current Governor has also earmarked funds to support the continued operation of MV Sili.

1. Incorporate the needed sea transport services to Aunu'u into the priority listing for funding.

AGENCIES INVOLVED: DOC, DPA

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

D. SWAINS ISLAND

GOAL #1: SECURE RELIABLE AND APPROPRIATE SEA TRANSPORT TO SWAINS ISLAND

Swains Island is without reliable cargo or passenger service. The only access to the island is a 24-hour boat ride on the government vessel M.V. Sili. Trips are limited to 4 trips a year (once a quarter). Costs of operating this vessel consistently exceed the annual budget for Swains Island transportation. Highest priority in development of Swains Island is to secure reliable, regular and reasonably priced cargo and passenger boat service.

ACTION(S)

1. Increase focus of ASG grant application effort for economic and transportation developmental planning and project funding for Swains Island.
2. Explore costs of repairing "Foisia" boat for additional Swains Island sea transport.
3. Dialogue with Independent State of Samoa in sharing the service of their Samoa-Tokelau run.

AGENCIES INVOLVED: GOV, DOC, DPA

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

E. NEIGHBORING ISLAND COUNTRIES

GOAL #1: IDENTIFY SEA TRANSPORT SERVICES AND INFRASTRUCTURE SUPPORTING REGIONAL TRADE MARKETS

Expand American Samoa markets to include Independent State of Samoa, Tonga, Tokelau, Tuvalu, Wallis & Futuna, and the Cook Islands. Infrastructure to accommodate and support regional trade must be planned.

ACTION(S)

1. Initiate dialogue with boat owners and private sector.

2. ASG to consider successful Pacific Island business models to determine changes to organization or the development of authorities. Such as, the Samoa Shipping Corporation and the policies (i.e., subsidization) of the Independent State of Samoa Government towards sea transportation and the use of donated boats. Also, study how the Independent State of Samoa trains sailors and navigators as the Mulifanua-Salelologa ferry is efficiently operated by skilled crews.

AGENCIES INVOLVED: DOC, Boat Owners, Private Sector

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

III. FEDERAL HIGHWAY ROUTES

GOAL #1: COMPLETE DPW FEDERAL HIGHWAY PROJECTS

Expansion and maintenance of federal highway routes in the Territory has contributed to infrastructure improvement, accessibility, and employment creation. The implementation of DPW prioritized projects is contingent upon the availability of ASG, U.S. Department of Transportation, Office of the Interior, and CIP funding as well as ASEDA bond financing. Project plans and implementation strategies are set forth in specific documents covering each of the subject areas listed in the Action(s) section below. A relevant objective would be to continue to follow and implement them.

ACTION(S)

1. Main Road
2. Secondary Roads
3. Drainage
4. Shoreline
5. Sidewalk Construction
6. Guardrail Installation
7. Pavement Markings and Signage

AGENCIES INVOLVED: DPW, CIP, GO, DOC, ASEDA

TIMEFRAME: On-going

ESTIMATED FUNDING: Est. funding to DPW only for FAA highway routes (contingent upon Tier 2 – MAP-21 U.S. Transportation Bill): \$24 million dollars over 6 years, funding determines FY priorities.

PERFORMANCE METRICS: TBA

GOAL #2: DEVELOP STRATEGY FOR INTEGRATING FEDERAL HIGHWAY PLANS INTO COMPREHENSIVE TERRITORIAL GENERAL PLAN

Land development and economic development is impacted by highway routes and accessibility. A coordinated plan for integrating ongoing federal highway plans and amendments into a user document that keeps the public and private sector informed of planned highway projects already underway is needed. Large scale capital improvements for roads and access ways should reflect the growing urban spaces that impact both residential communities and commercial growth. Coordination of roads, access ways, and utilities with the Territorial General Plan is the sustainable, cost-saving, and comprehensive means to build given the limited lands in the Territory.

ACTION(S)

1. DPW to provide DOC with hard copy and electronic copy of all Federal Highway plans.
2. DPW to work with DOC to incorporate Federal Highway plans and amendments into Comprehensive Territorial Plan to keep (CTP) convenient to use, relevant and updated.
3. DPW and DOC to work to coordinate permitting systems to manage land uses in the Territory.

AGENCIES INVOLVED: DPW, CIP, GO, DOC, ASED

TIMEFRAME: FY 2014 – FY 2017

ESTIMATED FUNDING: Est. funding to DPW only for FAA highway routes (contingent upon Tier 2 – MAP-21 U.S. Transportation Bill): \$24 million dollars over 6 years, funding determines FY priorities.

PERFORMANCE METRICS: TBA

IV. SEA WALL AND WHARF CONSTRUCTION

Army Corps of Engineers (USACE) conducted a site visit from 12/9/2013 to 12/13/2013 to discuss project request priorities of the Governor for new wharf and seawall construction. Completion of the approved projects should continue. Yearly inspections of both new and existing wharf and seawall infrastructures are conducted by USACE and DPW. DPW is relied upon for interim repairs and maintenance throughout the year. Public reports to DPW combined with DPW periodic interim visits to ensure integrity and safety of structures is ongoing throughout the year.

A. TUTUILA

GOAL #1: ASSESS NEEDS FOR SEA WALL AND WHARF MAINTENANCE AND CONSTRUCTION

ACTION(S)

1. Implement Tualauta Watershed Plan
2. Implement Leone Harbor Project

AGENCIES INVOLVED: GO, DPW, DPA, DOC, DMWR, ASEPA, USACE

TIMEFRAME: FY 2014 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

B. MANU'A

GOAL #1: ASSESS NEEDS FOR SEA WALL AND WHARF MAINTENANCE AND CONSTRUCTION

ACTION(S)

1. Ta'u Harbor Modifications Project
2. Faleasao Regeneration Project
3. Ofu Maintenance Project

AGENCIES INVOLVED: GO, DPW, DPA, DOC, DMWR, ASEPA, USACE

TIMEFRAME: FY 2014 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

C. AUNU'U

GOAL #1: ASSESS REPAIRS TO EXISTING SEAWALL

ACTION(S)

1. Reinforce existing Seawall from the A.P. Lutali Elementary School to the Wharf.

AGENCIES INVOLVED: DPA, DPW, ASEPA, USACE

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

D. SWAINS ISLAND

GOAL #1: IMPROVE WHARF FOR SWAINS ISLAND AND ENSURE THAT IT IS ON LIST FOR PERIODIC MAINTENANCE

ACTION(S)

1. Assess and make needed improvements to Swains Island wharf.
2. Ensure public owned infrastructure on Swains Island is on DPW and DPA schedule for periodic inspection and infrastructure maintenance and repair.
3. Conduct study to evaluate the effects of climate change and sea level rise.

AGENCIES INVOLVED: DPA, DPW, ASEPA

TIMEFRAME: FY 2015 – FY 2019

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

V. ENERGY

GOAL #1: MAKE ENERGY AFFORDABLE TO ALL CUSTOMERS

The highest objective for energy management is to make energy affordable to all customers. In order to realize this, the plans and projects identified below, many of them already underway must be completed.

ACTION(S)

1. RE Grid Integration, selecting contractor.
2. Contractor investigating feasibility of geothermal energy source.
3. Contractor installing additional PV plants.
4. RFP for wind mapping to be advertised early September 2013.
5. New efficient diesel Power Plant for Satala in 2014.
6. Planning RE for Manu'a, install by October 2017.
7. Tie Line project to begin in October 2013.
8. Organic Rankine Cycle at Tafuna to operate properly by November 2013.
9. Applying for various grant funding, including battery storage.
10. ASPA to work on two parallel paths: a) seek supply on its own from overseas with help from US mainland contacts as well as current Australian supplier of LPG; b) ask Pacific Power Association (PPA) to take lead in securing supply for smaller PPA utilities.
11. Lower cost of energy to customers.
12. Replace diesel fuel with renewable resources.
13. Replace diesel with Liquefied Natural Gas (LNG).

AGENCIES INVOLVED: ASPA, DPW, TEO

TIMEFRAME: Ongoing, 2015; then 2017 if geothermal is promising

ESTIMATED FUNDING: \$80 million (ASPA, FEMA, DOI)

PERFORMANCE METRICS: UCA (Upon completion of action) or TBA

GOAL#2: PROTECT GROUNDWATER AND NAVIGABLE WATER SURROUNDING AMERICAN SAMOA FROM EFFECTS OF POLLUTION

Continue with the East Village sewer collection system projects; connect remaining families in Fagatogo to the collection system or install specially designed septic tanks; continue with Ultra Violet disinfection system for both wastewater treatment plants; continue with ongoing project that minimizes leaks (into and out of the lines); continue with the septic tank installation project, and include Manu'a (Aunu'u already has a limited sewer collection system).

ACTION(S)

1. Sewer system (Utulei and Fogagogo) to meet efficacious treatment of collected sewage using primary treatment. (An upgrade to secondary would incur \$100 Million capital (\$60 M) and operating costs (\$40 M) over life of project).
2. See Action Plan prepared in Singapore.
3. \$100 million are costs that ASPA is attempting to mitigate by performing the primary treatment to avoid the high costs of the upgrades to secondary.
4. For those families on Tutuila and Manu'a not on the main sewer systems, replace cesspools with properly designed septic tank systems.
5. Expand sewer collections system to Aua and Leone.
6. Reduce energy intensity of operating the systems.

AGENCIES INVOLVED: ASPA, ASEPA, DOH, DPW

TIMEFRAME: On-going through 2014; then 2017

ESTIMATED FUNDING: \$17-20 million (USEPA, DOI, ASPA)

PERFORMANCE METRICS: TBA

GOAL#3: PROVIDE SAFE DRINKING WATER TO THE COMMUNITY

Close down GUDI (groundwater under direct influence) wells; replace with new wells (i.e., Vaipito well); treat GUDI well water using best available technology; reduce Non-Revenue Water (NRW) from 60% to 25% by December 2014; use services of NRW experts to divide up distribution system into manageable areas; revive hydraulic model, seek out and repair leaks using force account and private contractors; eliminate cross connections; install backflow

preventers; rehabilitate the two Micro-filtration Plants; coordinate public health function of ASPA with Public Health, LBJ and AS-EPA.

ACTION(S)

1. Remove Boil Water Notice affecting parts of the government water distribution system.
2. Provide 24/7 water with good pressure to all customers (at present, low pressure to parts of Nu'u'uli (Lepine), Fagaalu (Grey), Gataivai.
3. Ensure adequate water supply for both canneries and a population of up to 100,000.

AGENCIES INVOLVED: ASPA, ASEPA, DOH, DPW, LBJ

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: \$5-7 Million (ASPA, DOI, USEPA)

PERFORMANCE METRICS: TBA

GOAL #4: EXTEND LIFE OF SOLID WASTE LANDFILL(S)

ASPA completed the RFP and is negotiating with a mainland company to build a Waste to Energy plant at Futiga. Land right of way/lease negotiation is proceeding; the 3rd generation technology plant will produce useful products as well as electricity. Metal recycling is currently being done at Tafuna; scrap metal already shipped from Manu'a and Aunu'u to Tutuila.

ACTION(S)

1. Build a Waste to Energy Plant at Futiga that will use suitable solid waste as feedstock reducing volume tipped at landfill to a fraction of the present 60 tons per day.
2. Recycle metals.

AGENCIES INVOLVED: ASPA, ASEPA, DOH, DPW, LBJ

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL#5: ENERGY CONSERVATION MEASURES AND HEALTH

ACTION(S)

1. Promote use of bicycles through bike lanes and promotion of fuel efficient cars.
2. Promotion and dissemination of energy conserving building designs and/or buildings, favoring those are climatically responsive. Bike lanes and sidewalks not only promote physical exercise and health but also are a savings in imported, polluting fossil fuels.

AGENCIES INVOLVED: ASPA, ASEPA, DOE, TEO

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

VI. TELECOMMUNICATIONS

Telecommunications is the most critical industry in the development of American Samoa, “linking” the Territory to the outside world, thus germinating e-Commerce, Informational Technology-based enterprises, Internet-based industries, educational and workforce development initiatives, medical research and diagnosis, and other broadband-based initiatives.

A. ASTCA

GOAL #1: COMPLETE BLAST PROJECT AND O3B SATELLITE NETWORKS AND MARKET ITS USE TO INCREASE E-COMMERCE AND ATTRACT OUTSIDE INVESTMENT

The Territory’s current telecommunications infrastructure includes major fiber-optic telecommunications systems, which comprise of existing and emergent (O3b) network, which are capable of supporting and spawning e-Commerce, Informational Technology, and Internet-based industries. However, the aging¹⁰ and high cost of ASH cable, linking American Samoa to “world-wide” capacities is cause for concern. Thus, American Samoa must prepare to expand its “fiber-optic” connectivity, capability, and affordability to connect to the outside world-a replacement of undersea fiber-optic-cable (i.e. Havaiki); supplanting ASH cable must be considered. In addition, ASTCA will transition its territory-wide infrastructure¹¹ from a copper-based legacy to a fiber-based technology, including fiber to the home (FTTH) capabilities, which would enable ORPE to participate at some equitable arrangement and at affordable rates.

ACTION(S)

1. ASTCA to develop and implement marketing strategy for new telecommunication services with emphasis on usages for e-commerce activities and incentivizing outside investment.
2. ASTCA to work with DOC on strategy to integrate and update Territorial General Plan aligning it with ASTCA’s own communication development plans, and where appropriate will include ORPE.

¹⁰ ASHC end-of-life is 6-8 years remaining.

¹¹ Referring to the “Local loop” and ASTCA’s BLAST project.

3. ASTCA, ORPE, and DOC to work towards building telecommunication networks and platforms to enhance competitive business advantages in the region, attracting new investors.

AGENCIES INVOLVED: GO, ASTCA, DOC, USEDA, ASPA, Fono, DOI, Congress, DHS, USDHS
TIMEFRAME: “BLAST” – April 2014 (in phases); “O3B” – April 2014 (online and operational)
ESTIMATED FUNDING: \$1.3 million
PERFORMANCE METRICS: TBA

GOAL # 2: DEVELOP STABLE PLATFORM FOR ASTCA FIBER-OPTIC CABLE

An alternative undersea fiber-optic cable in addition to “O3B” is required to provide a more stable and redundancy to current platforms. This will be achieved by obtaining an alternative back-up fiber-optic cable.

ACTION(S)

1. ASTCA to secure a letter of intent with “Havaiki” cable company for a spur to American Samoa, off the Havaiki main cable, running from Portland, Oregon to Australia.
2. ASTCA to select from options of participation to develop business for enterprises.
3. ASTCA to seek funding for procurement; deployment and hook-up of the relevant section of cable.

AGENCIES INVOLVED: ASTCA, DOC, USDOJ, USEDA, USSD
TIMEFRAME: December 2014
ESTIMATED FUNDING: \$40 million
PERFORMANCE METRICS: TBA (To be announced)

GOAL #3: PROMOTE AND EDUCATE THE PUBLIC ON BLAST NETWORK CAPABILITIES AND USE

The BLAST network will allow qualified telecommunications firms to develop products and services that respond to a wide variety of customer wants and needs, thus encouraging innovation and choice.

ACTION(S)

1. ASTCA to prepare and disseminate access standards and protocols.
2. ASTCA to create standard pricing for BLAST.

AGENCIES INVOLVED: GOV, ASTCA, RUS
TIMEFRAME: FY 2014 to FY 2017

ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

GOAL #4: PROMOTE INFORMATION PROCESSING INDUSTRIES

With local and remote connectivity in place, American Samoa will be able to engage in recruitment effort for information processing industries/companies. This will be an ideal opportunity for the public and private sectors working together to craft American Samoa as a telecommunications hub in the Pacific region.

ACTION(S)

1. Develop team to identify prospective companies who might want to do back office information processing in American Samoa.

AGENCIES INVOLVED: GOV, ASTCA, OPRE, DOC
TIMEFRAME: FY 2014 to FY 2017
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

GOAL #5: EXPLORE ECONOMIC VIABILITY OF INTERISLAND UNDERSEA CABLE LINKAGE BETWEEN AMERICAN SAMOA AND THE INDEPENDENT STATE OF SAMOA FOR INCREASED E-COMMERCE AND IMPROVE ON COMMUNICATION REDUNDANCY

Taking advantage of Samoa's new undersea cable paid for by the World Bank and Asian Development Bank, linking Samoa to the outside world, American Samoa is in excellent position to fully exchange traffic¹² and levels the playing field insofar as negotiated rates between two governments for the purpose of economic, social, and political development.

ACTION(S)

1. ASTCA (on behalf of ASG) negotiate with Samoa government to have a "new" cable between the two Samoas, as government-to-government initiative (if successful, move to action #2).
2. ASTCA to conduct an undersea survey for a new cable between American Samoa and Independent State of Samoa and negotiate the terms for cost sharing.
3. If the undersea survey indicates viability then, ASTCA, on behalf of ASG, will enter into negotiations with Samoa to acquire a 3rd undersea fiber-optic cable, as a joint initiative between the Two Samoas.

¹² Voice, Data, and Video.

AGENCIES INVOLVED: ASTCA, DOC, USDOJ, US Embassy in Samoa, Samoa Government, GO
TIMEFRAME: December 2014
ESTIMATED FUNDING: \$10 million
PERFORMANCE METRICS: TBA

GOAL #6: ESTABLISHMENT OF CALL AND DATA CENTERS AND INFRASTRUCTURE SUPPORT

With local and remote connectivity in place, ASTCA and ORPE are encouraged to strategize in the creation of employment opportunities in technology and telecom fields, especially with the advent of the establishment of call and data center facilities.

ACTION(S)

1. Renovate ASTCA's Fagatogo building and establish a call center.
2. Reconfigure ASTCA's new Tafuna building to establish "data center" for ASG and others that may want to procure this service.
3. Develop a "team," of appropriate parties, to identify prospective companies who are willing to invest locally in establishing call centers through the Territory.
4. Develop a "team," of appropriate parties, to identify prospective companies who are willing to invest locally in establishing and maintaining "data centers" throughout the Territory.

AGENCIES INVOLVED: ASTCA, DOC, DPW
TIMEFRAME: FY 2014
ESTIMATED FUNDING: \$3.5 million
PERFORMANCE METRICS: TBA

GOAL #7: MARKET INTERNET INTERACTIVE AND INTERFACING CAPABILITIES TO LOCAL LBJ MEDICAL CENTER, COMMUNITY HEALTH CENTERS, AND EDUCATIONAL-WIDE SYSTEMS

Undisputedly, having access to sufficient broadband at affordable rates is not only critical to economic development but essential in raising the quality of modern educational system as well as enhancing medical health care delivery schemes, which at the end, will contribute significantly to the health and wealth of the Territory. The reliability of said components has a positive impact in both attracting foreign investments and the recruitment of specialized expertise, or "brain-equity", to the Territory.

ACTION(S)

1. Ascertain the needs of the LBJ Medical Center, community health centers, and Educational-wide systems towards interactive and interfacing to fiber optic cable services and network systems.

2. Develop service possibilities, assess viability, and establish rates for connectivity to BLAST, “O3b”, and ASH Cable to implement services, on an equal and fair basis.

AGENCIES INVOLVED: ASTCA, LBJ, DOH

TIMEFRAME: FY 2014

ESTIMATED FUNDING: \$3.1 million

PERFORMANCE METRICS: TBA

GOAL #8: IMPROVE SAFETY, SECURITY, WORKFORCE DEVELOPMENT, AND IT SYSTEMS FOR THE TERRITORY

With BLAST, “O3B,” and ASH cable connectivity in operations, Territorial-wide “real time” security systems would be possible for monitoring and public surveillance, deterring terrorist attacks, increasing security and enhancing a safe environment for would be investors. Moreover, with high-technology network already in place and online and emergent ones entering the market, creating the need for skilled workforce and well trained technicians, IT specialists, engineers, etc. to service, maintain, and repair such complex systems is indispensable in terms of attracting and keeping investors locally, without the added burden of importing highly priced specialized contractors.

ACTION(S)

1. ASG and selected participants to assemble, design and implement specific curriculum catered to technology and communication industry, creating a pool of qualified, certified and skills IT, ICT and/or compute-based workers (both continuing and new students).
2. Interface with ASG agencies, procure necessary hardware and software, install surveillance equipment, and implement program with BLAST and “O3b” for a Territorial “real time” Security Network for monitoring and public surveillance.
3. Conduct public awareness programs about the need and importance of Territory-wide government surveillance and emergency response.
4. Establish an ASG Development Plan Website for the public to learn about each of the parts of the development plan and provide a means to give input and ask questions to which they will receive replies. Having such an interactive model would promote community involvement, participation, and transparency as well as establish useful dialogue in the decision making process.
5. Investigate establishing a PEG channel with the local cable television company (i.e., Moana TV). Pursuant to Section 611 of the Communications Act, local franchising authorities may require cable operators to set aside channels for public, educational, or governmental use (“PEG”) (<http://www.fcc.gov/guides/public-educational-and-governmental-access-channels-peg-channels>).

AGENCIES INVOLVED: ASTCA, DHS, DPS, ASCC CNR
TIMEFRAME: FY 2014 to FY 2017
ESTIMATED FUNDING: \$700,000
PERFORMANCE METRICS: TBA

GOAL #9: IMPLEMENT IT PROGRAM WITH ALL APPROPRIATE ASG AGENCIES

The need for a safe and secure place to house “government” data is vital to the Territorial interest, safeguarding the lost, theft, and misuse of said information is also critical to the survival of ASG operations and its public records.

ACTION(S)

1. ASTCA and ORPE to provide centralized, reliable, redundant, and robust venues to host and manage data storage.

AGENCIES INVOLVED: ASTCA, DHS, DPS, ASCC, DOE
TIMEFRAME: FY 2014 to FY 2017
ESTIMATED FUNDING: \$750,000
PERFORMANCE METRICS: TBA

GOAL #10: INCENTIVES

In keeping with fast pace changes in technology and telecom industry, financial incentives to attract investors to the Territory, is an essential part of economic development and growth. However, incentives, whatever shape or form they may come, must be treated equally and non-discriminatorily in part and in whole, and given out to all service providers on equal footing, regardless of their status, as public entities or in private companies.

ACTION(S)

1. ASG to develop a “cache” of incentive awards and tax breaks for all service providers.
2. ASG to include these incentives as part of the tax-exempt process, tying into tax breaks as incentives to administer with other requirements.

AGENCIES INVOLVED: GOV, ASTCA, TR, DOC, DOI
TIMEFRAME: FY 2014 to FY 2017
ESTIMATED FUNDING: \$1 million - \$5 million/annum
PERFORMANCE METRICS: TBA

GOAL #11: E-GOVERNMENT

Taking advantage of the technology available, government as well as private sector should be encouraged to use data centers, network systems, call centers, and information storage venues to host and integrate, to the greatest extent possible, innovative ways to improve efficiency, convenience, and cost of services extended to the public.

ACTION(S)

1. ATCA and ORPE to provide centralized, reliable, redundant, and robust venues to host and manage IT systems and informational storage as a business and as a service to the government, where appropriate and feasible.

AGENCIES INVOLVED: GOV, ASTCA, OPRE, TR, BO

TIMEFRAME: FY 2014 to FY 2017

ESTIMATED FUNDING: \$1 million - \$2 million/annum

PERFORMANCE METRICS: TBA

GOAL #12: VIDEO TELE-CONFERENCING (VTC)

Creating a network of VTC hubs in the Territory would increase teleconferencing for businesses, telemedicine for doctors, e-education for students, which would in turn enhance the “quality” of economic, social and educational value within the Territory.

ACTION(S)

2. ASTCA and OPRE to provide centralized, reliable, redundant, and robust venues to host and manage IT systems.
3. Place VTC hubs in government agencies throughout the Territory and ensure they are able to interface with off-island hubs.

AGENCIES INVOLVED: GOV, ASTCA, OPRE, TR

TIMEFRAME: FY 2014 to FY 2017

ESTIMATED FUNDING: \$ 1 million dollars

PERFORMANCE METRICS: TBA

GOAL #13: PEERING

To save cost, bandwidth usage and latency responses, respectively, all service providers (current and new) are encouraged to use on-island data network systems through a “peering” arrangement, thus vigorously exchanging “traffic” between the networks.

ACTION(S)

1. Develop peering agreements, execution and monitoring of such agreements.

AGENCIES INVOLVED: GOV, ASTCA, OPRE

TIMEFRAME: FY 2014 to FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

NEW BUSINESS AND INDUSTRY

I. ESTABLISHMENT & EXPANSION OF NEW BUSINESSES AND INDUSTRY

GOAL#1: INCREASE OUTPUT AND MARKETING OF “NICHE” AND “SIGNATURE” PRODUCTS AND SERVICES FROM AMERICAN SAMOA AND EXPLOIT TRADE ADVANTAGES OF MANUFACTURING AND PROCESSING IN AMERICAN SAMOA

ACTION(S)

1. Develop a strategy for identifying, developing and marketing prime “niche” or “signature” products and services from American Samoa, inclusive of new and import substitution.
2. Identify industries within the Pacific region that can utilize trade and marketing advantages of American Samoa for manufacturing and processing (e.g. Made in the USA & GSA minority preference, e-Commerce, ASG Privatization, etc.)
3. Seek technical assistance/investments from DOI/OTIA, USEDA, USDA Rural development, SBA, etc.

AGENCIES INVOLVED: GO, DOC, COC, OTIA

TIMEFRAME: FY 2015

ESTIMATED FUNDING: \$300,000

\$100,000 TA Grant for Identification and Validation of top prospective industries.

\$200,000 TA for business plan for effective information systems and recruitment of local and off-island investors, development and financing requirements, etc. for viable establishment and sustainable operation of niche business and industry.

PERFORMANCE METRICS: TBA

GOAL #2: PURSUE VIABLE LONG TERM BANKING AND FINANCIAL SERVICES SOLUTIONS FOR AMERICAN SAMOA

ACTION(S)

1. ASG Treasury to work with Zion’s Bank to establish AS Charter Bank.

AGENCIES INVOLVED: GO, ASG Treasury, AG, ASED, DOC

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

II. BUSINESS INCUBATION

GOAL #1: ENCOURAGE INCUBATION PROGRAMS FOR BUSINESSES

ACTION(S)

1. Complement the Small Business Development Center's (SBDC) efforts to train the local workforce in technological skills and train people interested in starting their own business. Provide facilities and conduct intensive trainings based upon successful business model strategies, fiscal management courses, and technological advancements in partnership with the private sector.

AGENCIES INVOLVED: DOC, SBDC, ASCC, Private sector

TIMEFRAME: FY 2015

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

III. MANUFACTURING/EXPORTS

GOAL #1: RESEARCH MANUFACTURING OPTIONS FOR INVESTMENT PLANNING AND ACTION

ACTION(S)

1. Local manufacturing must be researched and fostered in order to increase export industries. Resources must be reallocated to promote local manufacturing that is competitive with the global market (wages must be looked at to determine viability in export).

AGENCIES INVOLVED: DOC, DMWR, COC, DOA, Fishery Organizations (local and regional)

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

IV. STATE SMALL BUSINESS CREDIT INITIATIVE

GOAL #1: IMPLEMENT SSBCI DEVELOPMENT INITIATIVES UPON APPROVAL OF US TREASURY OF AMERICAN SAMOA STATE SMALL BUSINESS CREDIT INITIATIVE (SSBCI) APPLICATION

The following SSBCI economic development initiatives prioritized below are a function of the U.S. Treasury approval of the American Samoa State Small Business Credit Initiative (SSBCI) application.

ACTION(S)

1. Leverage the Affordable Care Act (ACA) to develop a health care industry: medical malls to include specialty clinics, dental care, preventative care, mobile home care, nursing home care, and ancillary services.
2. Develop a multifaceted foods processing facility to include both fishery and agriculture based products.
3. Plan and build capacity for inter-island regional airlines.
4. Plan and build capacity for pharmaceutical production and export.
5. Explore Fantasy Sports (Social Interactive Gaming).
6. Develop and market call and data center.

AGENCIES INVOLVED: GO, DOC, AG, TR

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

V. EB-5 CENTER

GOAL #1: DEVELOP DIRECT FOREIGN INVESTMENT OPPORTUNITIES

ACTION(S)

1. Develop direct foreign investment opportunities through EB-5 investor/loan programs to serve the needs of the American Samoa residents.

AGENCIES INVOLVED: DOC, AG, TR

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

VI. SISTER CITIES INTERNATIONAL

GOAL #1: PARTICIPATE IN REGIONAL AND INTERNATIONAL EXCHANGES THAT PROMOTE CULTURE AND ECONOMIC DEVELOPMENT

ACTION(S)

1. Join Sister Cities International (SCI) and leverage the opportunities SCI provides to promote cultural understanding and stimulate economic development.

AGENCIES INVOLVED: DOC, AG, TR

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

VII. INTERNATIONAL CORPORATE REGISTRY

GOAL #1: AMALGAMATE US AND COMMONWEALTH MODEL INTO A MORE EFFICIENT AND EFFECTIVE SYSTEM

ACTION(S)

1. Develop an international financial registry.

AGENCIES INVOLVED: DOC, AG, TR

TIMEFRAME: FY 2016

ESTIMATED FUNDING: None provided

PERFORMANCE METRICS: TBA

GOAL #2: REFORM BOTH TAX OBLIGATIONS AND INCENTIVES AND LAW STRUCTURES (TRUST LEGISLATION) FOR EFFECTIVE AND EFFICIENT REGISTRY SYSTEM OF INCORPORATIONS, LIMITED LIABILITY COMPANIES AND FINANCIAL PLANNING AND BUSINESS TRUSTS

ACTION(S)

1. Identify incentives or eligibility for registration.

AGENCIES INVOLVED: DOC, AG, TR

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: None provided

PERFORMANCE METRICS: TBA

FEDERAL GOVERNMENT CONSTRAINTS AND BUSINESS CLIMATE

I. FEDERAL GOVERNMENT CONSTRAINTS

GOAL #1: REMOVE OR REDUCE FEDERAL RESTRICTIONS OF AMERICAN SAMOA NATIONAL MARINE SANCTUARIES ON LOCAL FISHING (COMMERCIAL, RECREATIONAL, & INDIGENOUS OCEAN ACTIVITIES)

The restrictions, management and regulatory authority granted to NOAA over the Sanctuaries create more layers of U.S. Federal jurisdiction that are not necessary because the areas covered by the new sanctuaries are not under any stress or threat. Scientific studies can be ongoing in these sanctuary areas; and if there is stress or threat to the coral, fish or the environment, then proper and actionable remedies can be implemented that will have the full support of government and the public.

ACTION(S)

1. AG to review whether requirements for establishing the American Samoa National Marine Sanctuary (ASNMS) were met.
2. AG to determine whether the expanded sanctuary designation undermined or breached U.S. obligations to the people of American Samoa under the Deeds of Cessions to conserve assets for the people or to compensate them for infringing on protected property rights.
3. Assess popular opinion for reversing restrictive regulations of ASNMS in part or wholly by allowing a petition process to amend existing regulatory prohibitions. (Example: remove ASNMS regulatory conservation and enforcement role and limit it to a conservation education-only role by petition).
4. Engage DOI and OIA in taking a proactive role in protecting marine waters and marine assets for the people of American Samoa, by having them inform NOAA and National Marine Sanctuaries that American Samoa and the federal government are under treaty obligations and that marine waters and assets protected exclusively for American Samoa under treaty obligations have yet to be defined.
5. Congressman Faleomavaega to make Congressional Inquiry and Study to advocate for expanded territorial sea jurisdiction (50 up to 200 miles) for American Samoa based on its remoteness, absence of voting representation in Congress and U.S. obligations to people of American Samoa under the Deeds of Cessions, (in which American Samoa utilizes federal agency conservation services and controls permit entry and fees).

AGENCIES INVOLVED: GO, DOI, NOAA, WPRFMC, DOC, DMWR, OSA

TIMEFRAME: On-going
ESTIMATED FUNDING: TBD
PERFORMANCE METRICS: TBA

GOAL #2: OBTAIN PERMANENT EXEMPTION FROM FEDERAL MINIMUM WAGE LAWS

The application of the federal minimum wage laws in the Territory is inappropriate and counter-productive to sustainable economic development in American Samoa.

ACTION(S)

1. Continue to request the current annual congressional review of U.S. minimum federal mandate with federal agency authority. Continue to advocate for the Secretaries of USDOJ and the USDOL, in collaboration with the American Samoa Government, to determine an appropriate minimum living wage for American Samoa. Then review on a regular basis if an increase is warranted.

AGENCIES INVOLVED: GO, DOC, Congress, DOI, DC Consultants
TIMEFRAME: On-going
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

GOAL #3: EXPLORE ECONOMIC BENEFITS OF AMERICAN SAMOA AS A U.S. PORT OF ENTRY INTO USA

American Samoa may benefit from the creation of more local federal jobs and rid itself of the high costs of managing its own immigration and customs by becoming a U.S. Port of Entry into the US. Its immigration and customs costs would be assumed by the USDHS.

ACTION(S)

1. Congressman Faleomavaega to establish a Congressional Inquiry and Study to determine the benefits of establishing American Samoa as a U.S. Port of Entry.
2. Fono opposition should be anticipated, but the study should be done and the benefits, if any, determined for American Samoa's next generation.

AGENCIES INVOLVED: GO, Congress, DOI, USDHS, Immigration Office, U.S. Customs and U.S. Border etc.
TIMEFRAME: On-going
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

II. BUSINESS CLIMATE

GOAL #1: TIMELY MAKING OF ASG PAYMENTS TO VENDORS

Coordination of ASG agencies to implement the paperless payment processing system

ACTION(S)

1. Immediate use of the ASG "paperless payment processing" system with adequate manual process as back-up.
2. Encourage staff cross-training & have adequate backup to ensure the payment process continues.
3. TR to conduct trainings for all users of IFAS. There are many ASG employees that may access the paperless payment processing system but have not been trained on how to use the IFAS nor how to accept or reject inquiries and/or payments.

AGENCIES INVOLVED: TR, OP

TIMEFRAME: On-going

ESTIMATED FUNDING: Project funded

PERFORMANCE METRICS: TBA

GOAL #2: STREAMLINE THE PAYMENT PROCESS

ACTION(S)

1. Amend ASG contracts to include interest charged by contractors to ASG on late payment. Ensure such interest rates are legal and enforceable.
2. Revise current contract payments to include only four main signatories. That is an agency representative, Budget Office Director, DPW Director (if it is a construction contract) & Chief Procurement Officer. In cases of services rendered, it will only be three signatories; reducing the number of signatories for contract payments.

AGENCIES INVOLVED: OP, AG

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

3. Single agency is required to approve an application or at most two agencies where special requirements exist (DOH in the case of food vendors or "hawkers").
4. Issue one license per business and stipulate on the license which business activities are allowed.

AGENCIES INVOLVED: DOC, TR, BO, DOA

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: NA

PERFORMANCE METRICS: TBA

GOAL #3: MAXIMIZE THE NUMBER OF PROJECTS BEING PUT OUT FOR BID

ACTION(S)

1. Encourage ASG to maintain adequate level of professional staffing in order to move projects from planning to implementation as quickly as possible.
2. Maximize the number of Government projects that are bid out to the private sector.

AGENCIES INVOLVED: OP, DOE, ASCC, DHR, DOC, GO

TIMEFRAME: On-going

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

GOAL #4: ASG TO PROVIDE "LEVEL PLAYING FIELD" FOR BUSINESSES

ACTION(S)

1. Utilize tax exemption tool appropriately to encourage economic development and fair competition, hence fostering economic efficiencies.

AGENCIES INVOLVED: GO, AG, TR, DOC

TIMEFRAME: FY 2015 to FY 2017

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: TBA

GOAL #5: INCREASE NUMBER OF NEW BUSINESSES IN THE PRIORITY INDUSTRIES; SUCH AS TOURISM, IMPORT SUBSTITUTION, FISHERIES & AGRICULTURE

ACTION(S)

1. Provide \$10 million to DBAS as required by the Economic Development Fund law of 2008.

AGENCIES INVOLVED: GO, DBAS, TR, BO, DOC

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: UCA

2. Encourage "soft loans" financing to businesses supporting priority industries.

AGENCIES INVOLVED: DOC, DBAS, TR, GO, BO

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #6: INCREASE EFFICIENCY IN PROCESSING HOUSE PLANS TO FACILITATE QUICKER FINANCING AND CONSTRUCTION OF HOMES

ACTION(S)

1. Encourage DPW to pre-approve standard house plans in order to hasten the financing and construction of homes in the Territory.

AGENCIES INVOLVED: DPW, DBAS, GO, AG, DOC

TIMEFRAME: FY 2015 to FY 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #7: TAX REFORM TO ENCOURAGE INVESTMENT

The top corporate tax rate in American Samoa is the highest in the Pacific and probably the U.S., countering efforts to encourage investments in the Territory. The current tax system and rates are based on the federal 2000 Internal Revenue Service tax code and rates.

ACTION(S)

1. Review the current tax system and amend it appropriately to encourage business and economic development, promulgate a fair system for all taxpayers, and increase the efficiency in the audit and collection processes.
2. Explore putting in place a Tax Amnesty program to provide incentives for businesses and individual tax payers to pay off their tax liabilities.
3. Conduct training and public awareness campaigns for any changes to tax system.

AGENCIES INVOLVED: GO, TR, COC, DOC, OSA, Fono

TIMEFRAME: FY 2015 to 2017

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #8: IMPROVE EFFICIENCY OF IMMIGRATION PROCESSES

ACTION(S)

1. Adopt policy of efficient immigration processing by implementing periodic surveys of passenger and baggage processing flows, immigration and customs processing, and implement needed reforms.
2. Identify improvements in immigration tracking systems.
3. Facilitate ease of travel between the Territory and the Independent State of Samoa by identifying ways to ease restrictions while improving upon enforcement of American Samoa's immigration law and travel agreements between the Two Samoas.

AGENCIES INVOLVED: GO, AG, Fono

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #9: INCREASE DIRECT FOREIGN INVESTMENT

Given that American Samoa's narrow economic base makes the well-being of the overall economy extremely vulnerable to outside market influences and fluctuations, American Samoa needs to actively seek direct foreign investments (DFI) in order to diversify.

ACTION(S)

1. Create foreign investment package and post it on the DOC website.
2. Actively participate in USDOC conferences, seminars, and webinars on direct foreign investment (DFI), inclusive of regional or United Nations sponsored conferences or trade exhibitions in Asia/Pacific region.
3. Leverage the global experience of Washington DC based consultants.

AGENCIES INVOLVED: DOC, GO, AG, TR, COC

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

I. DEVELOPMENT OF LOCAL AGRICULTURAL OPPORTUNITIES

Education on the need for adopting resource management measures ought to be given a high priority, starting in the elementary levels within the DOE school system, and public, and private sectors. For example, wildlife of American Samoa should be protected by careful monitoring of land clearing and hunting to make sure that wildlife stocks are not depleted and that significant loss of habitat does not occur. Additionally, necessary controls should be instituted to protect the Territory from the introduction of diseases, pests and exotic plants or animals. Given its congressional mandate, the American Samoa Community College's Land Grant Program (CNR) can provide community assistance in the areas of Agriculture Instruction (certificate of proficiency and associate degree programs); Research (plant pathology, entomology, soil science, animal science, tissue culture, water quality, childhood obesity [nutrition and health], forestry, and others); and Extension (Agriculture, Family & Consumer Science, Nutrition, Forestry); Soils Conservation & Natural resources management, Community Development, and 4-H Youth Development. The effects of agriculture on our fragile ecosystem should be carefully evaluated. Soil erosion, nutrient pollution of ground waters, nutrient and pathogen pollution of our coastal waters, disrupting forested watersheds and effect on associated flora and fauna and ground water recharging need to be considered when agricultural projects are considered. Other areas that could be developed are floriculture, specialty crops, and value-added products.

A. FARM EQUIPMENT

GOAL #1: ESTABLISH ONGOING AFFORDABLE FARM EQUIPMENT RENTAL PROGRAM AND TRAINING IN EQUIPMENT, CHEMICAL AND FERTILIZER HANDLING

ACTION(S)

1. Department of Agriculture to assess equipment needs of farmers, (e.g. tillers, Bobcat, etc.), procure, and rent/lease for affordable fee under an equipment rental program for farmers involved in DOA programs.
2. ASCC CNR to assist by providing training opportunities (workshops and demonstrations) before farmers decide to purchase and operate their own equipment and machinery or apply chemicals, pesticides and/or fertilizers in a safe manner not only for the applicator but also the environment.

AGENCIES INVOLVED: DOA, ASCC CNR

TIMEFRAME: FY 2015 – FY 2017

ESTIMATED FUNDING: \$150,000 (USEDA, USDA, TBD)

PERFORMANCE METRICS: TBA

B. FEED AND FERTILIZER

GOAL #1: IMPLEMENT ENVIRONMENTALLY SAFE AND SUSTAINABLE PRACTICES IN USE OF FEED AND PLANT FERTILIZERS

ACTION(S)

1. Fund animal feed and plant fertilizer brought in by Department of Agriculture (or a private partner, under a public/private partnership).
2. ASCC CNR strongly recommends seeking sustainable practices as alternatives to subsidizing animal feed and fertilizer. The use of locally available inputs such as breadfruit, coconut, cassava and fishmeal in animal feed production should be researched and developed if possible. The use of locally available inputs such as piggery and poultry farm wastes and leaching nutrients will help reduce the need for inorganic fertilizers. These practices should be incentivized, promoted through ASG collaboration and education, and enforced by DOA. Before increasing the amount of inorganic fertilizer and feed being imported, the nutrient pollution effects on ground and coastal waters should be evaluated. The current nitrate content and source in the ground water wells should be evaluated. Classes teaching the proper amount and application of inorganic fertilizers should be required.

AGENCIES INVOLVED: DOA, ASCC CNR

TIMEFRAME: FY 2015

ESTIMATED FUNDING: \$150,000 (USEDA, USDA, TBD)

PERFORMANCE METRICS: TBA

C. TAX INCENTIVES FOR AGRICULTURE

GOAL #1: PROVIDE TAX INCENTIVES ON SIGNIFICANT PROCUREMENT OF AGRICULTURAL EQUIPMENT, TECHNOLOGY, ETC.

ACTION(S)

1. Enhance the agricultural sector by providing incentives towards large-scale territorial projects, and/or significant procurement of agricultural equipment, technology, fertilizer treatments, etc.
2. ASCC CNR can assist by recommending agricultural equipment, products, and systems that are environmentally friendly and safe.

AGENCIES INVOLVED: TR, DOA, DOC, ASCC CNR

TIMEFRAME: FY 2015
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

D. ACCESS TO AGRICULTURAL LANDS

GOAL #1: DEVELOP IMPROVED ACCESS TO AGRICULTURE SUITED LANDS

ACTION(S)

1. Identify areas where agricultural production would expand if there were better access for vehicles and, where feasible, develop farm roads to reach those areas.
2. ASCC CNR can assist with recommendations in areas of soil erosion and sedimentation control, natural buffer and management plans through the Forestry Programs - including Stewardship Management, Urban Community Forestry, Conservation Education, and Forest Health programs. ASCC CNR Forest Stewardship Program can write "Forest Stewardship Plans" for landowners (free of charge) that can include recommendations on where best to create/expand access roads to ensure the least disturbance to soil, trees, etc. PNRS should also be a committee involved to ensure that watershed and primary forests are not used as agricultural lands.

AGENCIES INVOLVED: DBAS, DOA, DPW, ASCC CNR
TIMEFRAME: FY 2015
ESTIMATED FUNDING: \$70,000 (USEDA)
PERFORMANCE METRICS: TBA

E. EXPAND MARKET OPPORTUNITIES FOR FARMERS

GOAL #1: INCREASE INFRASTRUCTURE AND MARKET OPPORTUNITIES ON WEST SIDE

ACTION(S)

1. Create a public/private partnership to develop a produce market on the west side of the island.
2. ASCC CNR can assist with produce grading and packaging ideas as well as organize cooperatives to operate farmer's markets.

AGENCIES INVOLVED: USED A, DHR, DOC, Immigration Office, ASCC CNR
TIMEFRAME: FY 2015
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

F. EMPLOYMENT

GOAL #1: REPLACE IMPORTED LABOR WITH LOCAL LABOR

ACTION(S)

1. Analyze unemployment and hiring patterns in order to devise strategies to retain low labor workforce and align workforce development programs with agriculture and natural science clusters.
2. ASCC CNR can assist with training in local agriculture and related labor in plant production, protection, harvesting, marketing, and other related areas formally through the Certificate of Proficiency and Associate Degrees programs. ASCC CNR can also assist informally through workshops, demonstrations, public meetings, work study, service learning, and other methodologies.

AGENCIES INVOLVED: USED, DHR, DOC, Immigration Office, ASCC CNR

TIMEFRAME: FY 2015

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #2: IMPROVE SUCCESS RATE ON LOCAL MILITARY TESTS TO IMPROVE ACCESS TO SKILLS AND TRADES THAT WILL ASSIST THE AGRICULTURAL SECTOR ACTION(S)

ACTION(S)

1. ASVB boot camp classes designed to help enrollees pass ASVB tests and, not incidentally, make up for educational deficiencies affecting job readiness.
2. In addition to the ASCC Certificate of Proficiency and Associate Degree programs like the 4-H Youth Development Program Operation Military Kids ("OMK") Program, Youth Entrepreneurial Program, enrollment in other traditional and non-traditional 4-H projects should be encouraged.

AGENCIES INVOLVED: ASCC CNR, ASCC, ASDOE, JROTC, U.S. Army recruiters

TIMEFRAME: FY 2015

ESTIMATED FUNDING: \$200,000/year

PERFORMANCE METRICS: TBA

G. DIVERSIFICATION AND EXPERIMENTATION

GOAL#1: CONTINUE TO SUPPORT THE ULU PROJECT FOR EXPORT OPPORTUNITIES AND FOOD SECURITY

ACTION(S)

1. Continue to concentrate on planting new ulu plugs with the assistance of local farmers. The maturity of the breadfruit should yield a substantial amount of profit. Possible outputs of the growth of breadfruit are to freeze for export and mill for flour.
2. Obtain input on problems Independent State of Samoa has encountered in their breadfruit export projects. Consult experts or conduct a study to determine the practicality of the project. Alternative uses, value-added products and methods of preserving (canning, brining, drying, flour, animal feed, etc.) of already available breadfruit should be investigated.

AGENCIES INVOLVED: DOA, DOC, ASCC CNR

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #2: CONTINUE TO SUPPORT THE CACAO INITIATIVES FOR EXPORT OPPORTUNITIES AND FOOD SECURITY

ACTION(S)

1. Continue to support the cacao project in Tutuila and Manu'a. Currently the seedlings from Samoa and local cacao farm trees have been propagated for growth. Current discussions with the Wilex Company for opportunities of export remain positive and are ongoing.
2. Based on recommendations from Cacao Consultant, Daniel O'Doherty, of Cacao Services Agricultural and Scientific Consulting were: (a) mechanize the Koko Samoa production with simple machinery. He also recommended that small cacao farms be involved in cacao agro-tourism ventures which have been proven successful in Hawaii; (b) and in the future perhaps specialty chocolate bars locally. The value of beans turned into a quality chocolate can be up to \$50 dollars/pound. O'Doherty presented that one (1) acre of land planted in cacao would yield approximately \$2,000 dollars/per year. It would take several years until plants started producing and any income generated. An acre planted in vegetables should produce a much higher annual income.

AGENCIES INVOLVED: DOA, DOC, TR, ASCC CNR

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

GOAL #3: CONTINUE TO SUPPORT THE BANANA AND TARO INITIATIVES FOR EXPORT OPPORTUNITIES AND FOOD SECURITY

ACTION(S)

1. Continue to support the Department of Agriculture’s initiative to produce more high quality bananas and taro. High quality bananas will not only mature into export opportunities such as niche markets for dried and organic consumer demands, but also will provide for food security in American Samoa. High quality bananas, with the support of the Department of Agriculture, can be matured to be resistant to bunchy top disease and other variants of disease(s).
2. ASCC CNR identified a new banana accessions that were high-yielding, resistant to the black leaf streak (BLS) disease, (the most serious threat to banana production on-island), and tolerant to banana bunchy top virus (BBTV). Unfortunately, growers did not accept these new varieties and continued to grow the BLS-susceptible Cavendish cultivar “Williams,” exposing the banana production to the risks of BLS and fungicide-resistance. ASCC CNR suggests redirecting efforts toward educating the growers to adopt innovations, rather than importing new bananas. It is worth noting there are currently no BBTV-resistant banana cultivars.
3. Support ASCC CNR efforts to add vegetable and fruit crops which are also needed in the Territory.
4. Consider Fa’i misiluki as an answer for any serious attempts to export fresh bananas.

AGENCIES INVOLVED: DOA, DOC, ASCC CNR

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRIC: TBA

GOAL #4: CONTINUE TO SUPPORT THE GROW GREEN EDUCATION PROGRAM WITH DOE

ACTION(S)

1. Continue to support the Department of Agriculture’s “Grow Green Initiative” with the DOE to educate the students to plant vegetables that will provide a healthier lifestyle and longer life span. This project mirrors President Obama's initiative of students learning to plant gardens and has the benefit of teaching children that locally grown produce can decrease the rising cases of obesity and diet related health issues. The economic benefits include education on the benefits of organic produce that use no nutrient input or supplementary products. This is healthier for the environment and produces high quality export products.
2. ASCC CNR can assist with the above initiative through the Instructional Program (Certificate of Proficiency and Associate Degree Program, Fruits for Life Greenhouse), Research Program (Soils, CHL, Obesity Study, Wellness Center, Tissue Culture), and Extension (Agriculture, EFNEP/Nutrition, 4-H Youth Development). ASCC CNR is currently doing work on hydroponics, aquaculture, composting, vermin-culture, green manure, crop rotation, laupele and sweet potatoes, agro-forestry, pig waste, management demonstrations, and others.

3. ASCC's greenhouses can provide families and schools with young plants that can be planted and used for food and for traditional medicines. More can be done to encourage the planting of native and non-native (but non-invasive) plants which provide families and communities with food, medicine, wood products, etc.

AGENCIES INVOLVED: DOA, DOE, DOC, ASCC CNR

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

I. DEVELOPMENT OF TOURISM AND ECO-TOURISM GROWTH

Increase marketing of the islands for tourists and eco-tourists in order to increase the number of cruise ship calls and flights per week is needed. The marketing effort can be aided by increasing promotable tourist attractions throughout the islands. Identified actions such as refurbishing proven popular tourist attractions such as the Pago Harbor cable car to Mt. Alava, making available organized eco-tourist tours for deep sea diving, snorkeling, and ensuring safe and reliable air and sea transportation services to Aunu'u and the Manu'a islands would greatly enhance promotional efforts.

Infrastructural improvements in and around cruise ship docks and at the airport are also needed to make these first ports of entry enticing and attractive to tourists. Currently, cruise ships dock at the main dock where cargo containers are staged. Vendors catering to tourists are also crowded into temporary tents adjacent to the busy cargo container area. Pago Pago International Airport still has very hot and uncomfortable immigration and baggage claim areas.

Greater efforts to keep public areas free from litter with stricter enforcement of the Litter Laws of the Territory is needed. Tourists are impressed with the lush beauty of the islands but upon closer inspection, they comment with alarm on the amount of trash strewn all over the place by children and adults alike. Improvements and continued vigilance to clean and maintain well supplied public restroom facilities, with priority given to the airport and port public restrooms, are needed.

The most recent and comprehensive tourism plan for the Territory is the American Samoa Tourism Master Plan, June 2010 (ASTMP), prepared for the American Samoa Government by Resort Consulting Associates (RCA). The ASTMP outlines a tourism framework, a tourism master plan, a visitor attraction plan, facility and location assessments and designs. Some of the priority ASTMP actions, addressing the problems and needed efforts described in this section are incorporated below. Also included below are some actions not mentioned in the ASTMP but that are deemed important for inclusion in this implementation plan due to their current relevance.¹³

GOAL #1: INCREASE BUDGET FOR TOURISM AND ECO-TOURISM

ACTION(S)

¹³ **Note:** The ASTMP does not include Swains Island, another attractive tourist destination. Future regional tourism planning for the Territory should, however, include Swains in tourism planning.

1. An increased American Samoa Visitors Bureau (ASVB) budget is needed so that it can continue with the development and implementation of a viable long-term tourism development plan, a short to medium-term Visitor Attraction Plan, strong community support, and development of effective funding mechanisms to implement marketing and sales efforts required to reach target visitation levels for the Territory.¹⁴
2. ASVB to develop a marketing funding proposal to provide on-going fiscal support for the ASVB and its efforts to drive tourism growth in the Territory.¹⁵

AGENCIES INVOLVED: ASVB, DOC, DPA, DPW, OP, USEDA, ACE, DOI, BO, Fono, Congress

TIMEFRAME: 1st Quarter 2014, On-going

ESTIMATED FUNDING: \$11 million (for the first 3 years)

PERFORMANCE METRICS: TBA

GOAL #2: INCREASE THE NUMBER OF CRUISE SHIP PORT AND PASSENGER AIR CARRIER CALLS TO AMERICAN SAMOA

ACTION(S)

1. ASVB to develop and successfully execute a cruise ship strategy that includes fostering strong cruise ship partner relationships to facilitate the growth in the number of ships to American Samoa. Achieve by 2021 and sustain at least 20-25 ship visits to Pago Pago Harbor each year, bringing passenger visits up to 45,000.¹⁶
2. Address federal cabotage restrictions and competition in passenger air carrier service to American Samoa for lower airfare and increased visitor count.¹⁷
3. ASVB, COC and private sector businesses, to develop memorable and competitively differentiated recreational, cultural, and dining experiences in American Samoa to appeal to the cruise ship target demographic market.¹⁸
4. AS Parks and Recreation (ASPR) to ensure that any facilities controlled by ASPR are managed to the benefit of attracting tourists and providing recreation and cultural opportunities for current visitors and residents.¹⁹ Reviving the Pago Harbor cable car to Mt. Alava and more organized eco-tourist tours for deep sea diving, snorkeling, etc. This could include a regular ferry to Aunu'u, Manu'a islands and Swains Island. Also, historical tours.

¹⁴ Adapted from Goal #1 From American Samoa Tourism Master Plan, IV. Strategic Tourism Framework, p. 38, June 2010, Resort Consulting Associates.

¹⁵ Id. p. 39

¹⁶ Id.

¹⁷ See Infrastructure section I. Air Service infrastructure

¹⁸ Id.

¹⁹ Id. at p.40

5. DPA and ASVB to determine and implement necessary short-term improvements to the arrival and visitor experience at the cruise ship dock in Pago Pago Harbor and other first points of entry for tourists. Cruise ships continue to dock where cargo containers are staged at Pago Harbor. The Pago Pago International Airport still has hot and uncomfortable immigration and baggage claim areas.
6. Clean facilities and public restrooms around the islands, and especially at first ports of entry. Businesses, villages, and residents need to keep their surroundings clean. Commissioner of Public Safety is to strictly enforce the Litter Laws of the Territory. Utilize village mayors.

AGENCIES INVOLVED: ASVB, DPA, DPW, DPH, OSA ASPR, ASPA, DPS shipping agents, tour operators, businesses supporting tourism industry, village councils for eco-village tours

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #3: OPEN UP AMERICAN SAMOA TO NEW TOURISTS FROM:

*(Andorra, *Australia, Austria, Belgium, Brunei, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Iceland, Italy, Japan, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, *New Zealand, Norway, Portugal, San Marino, Singapore, Slovakia, South Korea, Spain, Sweden, Switzerland, Greece, The Netherlands, Taiwan, and *UK)*

ACTION(S)

1. Change AS Immigration Act to allow all 37 countries currently under the U.S. Visa Waiver Program to automatically be given a 30 day visitor visa upon arrival into America Samoa. All other countries not on the VWP list can apply electronically and pay a fee of \$20 for a 14-day entry visa.
2. Eliminate entry permit requirements for Samoan citizens.

AGENCIES INVOLVED: AG, TR, ASVB, DOC

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: Inclusive in department/agency budgets

PERFORMANCE METRICS: TBA

GOAL #4: DEVELOP NEW TOURISM BUSINESSES

ACTION(S)

1. Identify new tourism businesses currently not available on island to generate employment and new revenue.

AGENCIES INVOLVED: DOC, COC, DBAS, ASVB
TIMEFRAME: FY 2014, On-going
ESTIMATED FUNDING: Inclusive in department budgets
PERFORMANCE METRICS: TBA

GOAL #5: CREATE NEW INTERNATIONAL EVENTS TO ATTRACT TOURISTS

ACTION(S)

1. Build upon existing events like I'a Lapo'a Game Fishing Tournament and the TMO Marist Sevens Tournament to increase the number of international participants each year.
2. Create new events that will attract new visitors and participants. New events include:
 - a. International Outrigger Canoe Regatta
 - b. Samoa Islands International Jazz Festival
 - c. Coast to Coast Half Marathon (Masefau/Sailele to Fagaitua)
3. ASCC Wellness Center can help to promote, organize, and support such events to promote an active lifestyle on island. Personnel are certified to conduct training and workshops for endurance training and sports nutrition. Pre and Post exercise tips help individuals prepare and to recover. American Samoa can offer runners the most beautiful natural scenery along various racing routes throughout the island.

AGENCIES INVOLVED: ASVB, DOC, CoC, Private Sector, ASCC CNR
TIMEFRAME: FY 2014, On-going
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

GOAL #6: INCREASE THE NUMBER OF RECREATIONAL WATER CRAFT VISITING AMERICAN SAMOA FOR LEISURE, PROVISIONS AND MAINTENANCE

ACTION(S)

1. Build a new harbor marina for yacht owners; estimated 100 boats travel to American Samoa to find a safe harbor, to do repairs, and buy provisions.
2. Integrate this project into the Harbor Master Plan, if not already included.

AGENCIES INVOLVED: ASVB, DMWR, AG, DOC, DPA, Private Sector
TIMEFRAME: FY 2015 to FY 2017
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

GOAL #7: CREATE A WEDDING TOURISM MARKET

ACTION(S)

1. Revise the Marriage Law on island to allow overseas visitors to obtain a marriage license and get married in American Samoa within a 1-2 week period.

AGENCIES INVOLVED: DHS, AG, DOC, ASVB, Private Sector

TIMEFRAME: FY 2015

ESTIMATED FUNDING: N/A

PERFORMANCE METRICS: UCA (Upon Completion of Action)

GOAL #8: IMPLEMENT ANIMAL CARE AND CONTROL PROGRAM

ACTION(S)

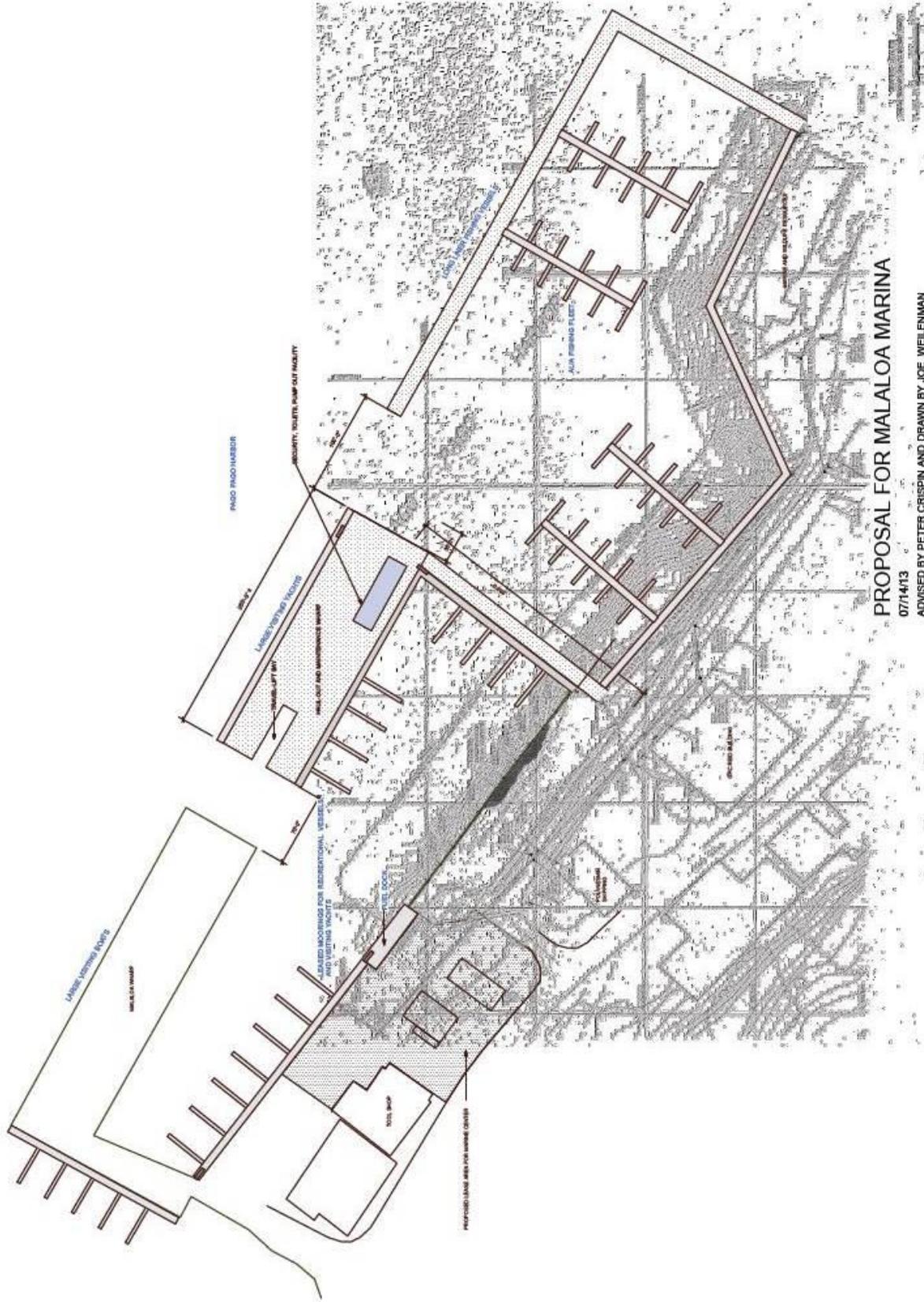
1. Adopt and implement the Animal Care and Control Program Task Force Plan 2013.
2. OSA, DOA, and DOC are collaborating to address the stray dog issue in sustainable ways to achieve long term outputs. Utilizing the OSA to obtain pulenu'u assistance for manpower, village space, and working with Veterinarian Dr. Brenda Smith and her team to operate, vaccinate, monitor, and educate villages on prevention/control of pet diseases and parasites and the legal requirement to license all dogs.

AGENCIES INVOLVED: DOA, OSA, DOH, AMM, DPW, DOC

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA



PROPOSAL FOR MALALOA MARINA

07/14/13

ADVISED BY PETER CRISPIN AND DRAWN BY JOE WELLENMAN

NOTE: A SURVEY OF EXISTING CONDITIONS WILL BE REQUIRED TO VERIFY DIMENSIONS, ETC. BEFORE FINAL PLANNING.

FISHERIES

I. INCREASE COMMERCIAL FISHING ECONOMIC ACTIVITY ON ISLAND

GENERAL PERFORMANCE INDICATORS

- Commercial vessel trips made to American Samoa per quarter and year.
- Fuel sales sold to commercial fishing vessels per quarter and year.
- Decrease in the number of frozen fish containers imported per quarter and year.
- Idle time in shipyard per quarter, per year.

A. SHIPYARD

GOAL #1: OVERHAUL AMERICAN SAMOA SHIPYARD

American Samoa shipyard needs an overhaul to maintain commercial fishing vessel needs as well as to expand commercial and passenger operations through additional dock space. Prior to the consideration of privatization, infrastructure needs of the shipyard will need to be addressed by the American Samoa Government.

ACTION(S)

1. Organize a task force to provide a plan to advise on the infrastructure needed to maximize the viability of the shipyard with costs. When completed, seek Governor's approval to seek federal funding to support infrastructure.
 - a. Look for federal funding sources
 - b. Secure funding
 - c. Operational

AGENCIES INVOLVED: DPA, Shipyard Authority, DOC, GO, U.S. Congress

TIMEFRAME:

Have shipyard plan in place by end of March 2014.

Look for Federal Funding sources 2nd QTR 2014.

Secure funding by 3rd Qtr. 2014. Operational 1st -3rd quarter 2015.

ESTIMATED FUNDING: Est. \$30-50 million (Federally funded to promote economic activity on island)

PERFORMANCE METRICS: TBA (See also General Performance Indicators this section)

B. PORT

GOAL #1: INCREASE DOCK SPACE TO ACCOMMODATE VESSELS

American Samoa needs more dock space to accommodate vessels. Local longliners are currently moved from all areas on the harbor to accommodate activity because there is not ample space from time to time. This discourages commercial vessels from coming to American Samoa to perform activity.

ACTION(S)

1. Review the Master Port Plan for the Pago Harbor that considers additional dock space for vessels. Adding dock space will encourage more vessel traffic and provide local business opportunities to engage with these vessels.
 - a. Look for Federal Funding
 - b. Secure funding
 - c. Operational

AGENCIES INVOLVED: DPA, DOC, GO, Congress

TIMEFRAME:

Agree to locations to build additional dock space to accommodate vessels by end of FY 2014.

Look for Federal Funding sources 1st QTR 2014. Secure funding by 3rd QTR 2014.

Operational 1st / 2nd quarter 2015.

ESTIMATED FUNDING: \$50 million (Federally funded to promote economic activity on island)

PERFORMANCE METRICS: TBA

GOAL #2: OFFER COMPETITIVE FUEL PRICES

Competitive fuel pricing can also lure vessels to American Samoa. With fuel diversification and lower fuel rates, vessels traveling within the South Pacific will be attracted to American Samoa.

ACTION(S)

1. Look at opportunities to lower fuel prices and diversify fuel options such as importing LNG. This may also require an analysis on the Fixed Fees, Rent and Taxes where costs can be reduced on the MAP.
 - a. Review MAP opportunities (ASPA)
 - b. Formulate a plan to keep a gap versus competitor fuel pricing scheme

AGENCIES INVOLVED: Petroleum Cooperative Board, DOC, GO

TIMEFRAME: Immediately

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

GOAL #3: DEVELOP MARITIME EDUCATION & WORKFORCE

Jobs are abundant on commercial vessels, particularly when more decide to use American Samoa as a home base. This creates more opportunities for local employment on island, particularly when high paying positions like captains, engineers or navigators are made available.

ACTION(S)

1. To support this activity, a trade school or a maritime school should be home based in American Samoa to promote this industry. USCG could help with this development on the maritime end.

AGENCIES INVOLVED: DOC, ASCC, DOE, USCG, DMWR, Tri-Marine, Starkist

TIMEFRAME: FY 2015 - 2017

ESTIMATED FUNDING: Tri-Marine and Starkist will definitely be interested in this development. Starkist has already committed \$20K/yr. targeted to peak interest at secondary school level

PERFORMANCE METRICS: TBA

II. STABILIZE COMPETITIVE COSTS FOR TUNA CANNERIES

GENERAL PERFORMANCE INDICATORS

- Capital investment.
- Minimum wage rate increases.
- Employment rate.

A. LAND

GOAL #1: ADDRESS LAND NEEDS FOR EXPANSION OF CANNERIES

Limited land available for expansion (i.e., StarKist has expressed an opportunity for expansion but with limited areas it has been difficult).

ACTION(S)

1. Create a task force to locate areas near the canneries that are available for expansion.

AGENCIES INVOLVED: ASPA, DOC, GO

TIMEFRAME: Immediately (This will allow companies to make plans to invest sooner than later)

ESTIMATED FUNDING: Private sector investments unless infrastructure investment is required

PERFORMANCE METRICS: TBA

2. Define and make available suitable ASG land necessary to accommodate StarKist's planned production and workforce expansion of 500-1,000 jobs by 2015, including venue for new StarKist freezer.

AGENCIES INVOLVED: ASPA, DOC, GO, AG, TR, Fono, DHR, DOL WIA/OJT program assistance

TIMEFRAME: Beginning 2nd Quarter FY 2015 (Jan 2015)

ESTIMATED FUNDING: \$ 2,000,000 (DOL WIA/OJT Training assistance subsidy for hiring/training of up to 2,000 new cannery workforce)

PERFORMANCE METRICS: TBA

B. EMPLOYMENT

GOAL #1: EXPAND TUNA INDUSTRY EMPLOYMENT

ACTION(S)

1. Facilitate and support Tri-Marine's and Starkist's timely completion and achievement of tuna operations rebuilding & equipment program. Recruitment and Training Requirements for hiring 1,000 – 2,000 new cannery workforce beginning 1st Quarter FY 2015 (Oct 2014).

AGENCIES INVOLVED: GO, DOC, AG, DHR, TR, Fono, DOL WIA/OJT program assistance

TIMEFRAME: Beginning 1st Quarter FY 2015 (Oct 2014)

ESTIMATED FUNDING: \$2,000,000 (DOL WIA/OJT Training assistance subsidy for hiring/training of up to 2,000 new cannery workforce)

C. NEW SOURCES OF ENERGY

GOAL #1: IDENTIFY NEW SOURCES OF ENERGY

Imported fuel in American Samoa that supplies the generation of power for the island creates a competitive disadvantage for businesses due to the cost of power in American Samoa.

ACTION(S)

1. Identify new sources of energy that are significantly cost competitive versus fossil fuel, (e.g. geothermal energy, wind, solar, anaerobic digester, etc.), or an energy subsidy to look into long term fuel displacement.

AGENCIES INVOLVED: GO, TEO, ASPA

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA (Both Private/Government)

PERFORMANCE METRICS: TBA

D. TRANS-ATLANTIC FREE TRADE AGREEMENT (TAFTA), U.S./ CANADA ALBACORE TREATY AGREEMENT (USCAT), U.S./ SOUTH PACIFIC TUNA TREATY AGREEMENT (USSPTT)

GOAL #1: ASSESS AND MINIMIZE POTENTIAL ADVERSE IMPACTS OF TUNA TREATY AGREEMENTS ON AMERICAN SAMOA PRODUCTS

Current TAFTA negotiations may result in an influx of cheap tuna products from Spain into the U.S. without reciprocal export ability by U.S. tuna processors in American Samoa. This will adversely impact the American Samoa economy. Further, American Samoa's interest should be represented in other treaty agreements that impact the viability of tuna processors in American Samoa, namely the USCAT and USSPTT agreements.

ACTION(S)

1. Request DOI assistance in obtaining a seat for American Samoa at the Policy Advisory Committee on Trade (IGPAC).
2. Collaborate with AS Congressman and other relevant federal agencies to secure "Made in USA" labeling for tuna products processed locally and their entry into the EU markets.

AGENCIES INVOLVED: DOC, Congress, FDA, NOAA/NMFS, GO, DOI

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

III. EXPAND ALIA FLEET TO BECOME SELF-SUSTAINABLE AND PROVIDE MORE LOCAL BUSINESS OPPORTUNITIES

A. ALIA & LONG LINERS

GOAL #1: UPGRADE DESIGN AND CAPACITY OF LOCAL ALIAS AND LONG LINER FISHING FLEET INDUSTRY AND WORKFORCE

ACTION(S)

1. Upgrade design and capacity of local alias and long liners to meet Tri-Marine/Starkist and local market requirements for high value fresh fish and cannery grade.

AGENCIES INVOLVED: DOC, DBAS, Fishermen/Owners, Private Sector

TIMEFRAME: On-going

ESTIMATED FUNDING: TBA

2. Identify and recruit viable funding and soft financing, including Economic Revolving Loan Fund, USDA Rural Development, USED A WPRMC, etc. for financing of targeted upgrade of local alia and long liner vessels, equipment, operations, fishing technology, and business training.

AGENCIES INVOLVED: WESPAC, DOC, DBAS, DMWR, WPRMC
TIMEFRAME: FY 2014, On-going
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

3. Designate and develop mooring dock for local long liners and alias.

AGENCIES INVOLVED: GO, DMWR, WPRMC, DBAS, Fono, DPA, AS alia and long liner fishing coops, ASCC, DOC
TIMEFRAME: FY 2015
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

IV. INCREASE EFFORT IN DEVELOPING LOCAL FISHING CAPACITY

GOAL #1: INCREASE EDUCATION, TRAINING, EQUIPMENT AND MARKETING SUPPORT SERVICES FOR LOCAL FISHERMEN

ACTION(S)

2. Provide equipment services and materials to local fisherman.
3. Educate and train them on more efficient ways to fish and subsequently, export to U.S. and other Pacific countries.
4. Develop more marketplaces for fisherman.
4. Promote training of local labor to eliminate the need to import skilled laborers.
5. Provide facilities at the main dock and the airport to facilitate and store goods to assist with selling and exporting goods.
6. Create opportunities for increased air freight service of high value tuna products to America and foreign markets.
7. Attract additional air service providers to increase capacity and frequency of high value tuna products to American and foreign markets.

AGENCIES INVOLVED: DMWR, DOC, WPRMC, USEDA, DPA, DOI, Fono, Congress, GO
TIMEFRAME: FY 2014
ESTIMATED FUNDING: TBA
PERFORMANCE METRICS: TBA

WORKFORCE DEVELOPMENT

GOAL#1: GOVERNOR TO ARTICULATE A VISION TO CONNECT EDUCATION INSTITUTIONS WITH THE NEEDS OF THE AMERICAN SAMOA ECONOMY

GOAL #2: DEVELOP WORKFORCE DEVELOPMENT PLAN TASK FORCE WITH DOC, ASCC, DHR, DOE, AND PRIVATE SECTOR TO IDENTIFY SPECIFIC GOALS AND ACTIONS TO ACHIEVE CLEARER PATH TO ACHIEVING THE “NEW MINIMUM” ACCESS TO THE MIDDLE-CLASS AND BEYOND

GOAL #3: IDENTIFY NEW OR IMPROVED INITIATIVES THAT SUPPORT MORE PRECISE ALIGNMENT OF DOE AND WORKFORCE TRAINING SYSTEMS WITH THE NEEDS OF PRIVATE SECTOR INDUSTRIES WITH CAREER AND COLLEGE READINESS AS LEADING PRINCIPLES

GOAL #4: ALIGN EDUCATION INSTITUTIONS AND WORKFORCE TRAINING EFFORTS WITH PRIVATE BUSINESS SECTOR TO ELEVATE IMPORTANCE OF POSTSECONDARY EDUCATION OR WORKFORCE CERTIFICATION TO ACHIEVE THE “NEW MINIMUM.” THE “NEW MINIMUM” IS THE NATIONAL BASELINE THAT STATES SHOULD BE PROMOTING FOR RESIDENTS TO GAIN ACCESS TO THE MIDDLE CLASS AND BEYOND

ACTION(S)

1. Develop specific goals and actions to achieve stronger results that connect K-12, career technology, workforce training programs, and higher education, and private sector expectations.
2. Integrate and use education and workforce data to answer key policy questions and establish policy and budget priorities of the Territory.
3. Provide Territory support for cross-system partnerships tied to this vision.
4. Identify and promote effective regional or local partnerships to connect education, training programs, and high-wage and high-demand careers within key industries in the Territory.
5. Enact performance funding to increase effectiveness and efficiency of the Territory’s postsecondary system.
6. Use data to inform policy, track progress, and measure success. Identify key policy and budget questions to improve the alignment between the education pipeline and workforce needs.
7. Coordinate strategic planning process that integrates the mission of key state agencies: education, workforce training, and economic development.
8. Bring together leaders from industry and education to agree on standards (e.g. more rigorous/relevant K-12 standards), competencies, and a system of quality credentials tied to emerging high-wage, high-demand careers.

9. Adopt policies and programs:
 - a. Dual-credit courses
 - b. Career technology programs that are in-line with existing industries and that prioritize STEM clusters to compete with the global 21st century workforce
 - c. Career pathway systems
10. Adopt policies and programs (e.g. revised high school equivalency credential, strengthen adult career pathway systems) to support unemployed/under-employed adults to be retrained for high-wage, high-demand careers.
11. Establish criteria to measure the quality of partnerships that connect education and training providers to employers' needs.
12. Fund programs that support existing or spur new local or regional partnerships and their expansion.
13. Review state funding and incentives to increase alignment between education and workforce (Utah allocates at least 60% of their funding to this particular workforce initiative every fiscal year).
14. Update and upgrade e-rate issues to provide services requiring high-speed Internet activities (e.g. distance learning, video teaching conferences, etc.) for all schools and islands in the Territory.
15. Develop interface with DOE and ASCC for a testing center; negotiate with certification institutions and implement certification testing programs.

AGENCIES INVOLVED: DOE, ASCC, DOC, DHR, Private Sector, ASTCA, DHS

TIMEFRAME: FY 2014, On-going

ESTIMATED FUNDING: TBA

PERFORMANCE METRICS: TBA

TERRITORIAL ECONOMIC DEVELOPMENT IMPLEMENTATION TASK FORCE

CO-CHAIRMAN

Alfonso Peters Galeaí
Executive Director, Territorial Office of Fiscal Reform

CO-CHAIRMAN

Keniseli Fa'alupe Lafaele
Director, Department of Commerce

PRIVATE SECTOR

Brett Butler
Former General Manager, Starkist Samoa

Olivia Reid-Gillet
General Manager, G.H.C. Reid

Saveatama Sepp Steffany
Owner, Steffany Group of Companies

Roy J.D. Hall, Jr.
Roy J.D. Hall, Jr. and Associates

Papalií Lauilií
Owner, Paramount Builders

PUBLIC SECTOR

Utu Abe Malae
Executive Director, American Samoa Power Authority

Jason Betham
Former Vice President, Development Bank of American Samoa

Lealao Mel Purcell
Director, Department of Agriculture

Moefaáuo William T. Emmesley
Former Executive Director, American Samoa Telecommunication Authority

Taimalelagi Dr. Claire Tuia Poumele
Director, Department of Port Administration

Sonny Le'i Thompson
Director, Department of Human Resources

Dr. Ruth Matagi-Tofiga
Director, Department of Marine and Wildlife Resources

Honorable Iaulualo Faáfetai Talia

House Representative, Fono

Honorable Nuanuaolefeaga T. Saoluaga
Senator, Fono

Faiivae Alex Godinet
Congressman Eni Faleomavaega Hunkin's Office

ABBREVIATIONS

AG	Attorney General's Office
AMM	Alofa Mo Meaola
ASCC	American Samoa Community College
ASEPA	American Samoa Environmental Protection Agency
ASPA	American Samoa Power Authority
ASCC CNR	American Samoa Community College, Community and Natural Resources
ASTCA	American Samoa Telecommunication Authority
ASVB	American Samoa Visitor's Bureau
BO	Department of Budget
Congress	Congressman's Office
COC	Chamber of Commerce
DBAS	Development Bank of American Samoa
DHR	Department of Human Resources
DHS	Department of Homeland Security (AS)
DOC	Department of Commerce
DOE	Department of Education
DOH	Department of Health
DOI	Department of Interior
DPA	Department of Port Administration
DPW	Department of Public Works
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
GO	Governor's Office
LBJ	LBJ Tropical Medical Center
NA	Not available
NOAA	National Oceanic and Atmospheric Administration
OP	Office of Procurement
ORPE	Other Relevant Private Entities

OSA	Office of Samoan Affairs
OSHA	Occupational Safety and Health Administration
SBA	Small Business Administration
SBDC	(ASCC) Small Business Development Center
TBA	To be announced
TBD	To be determined
TEO	Territorial Energy Office
TR	Department of Treasury
UCA	Upon completion of action
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture
USDHS	US Department of Homeland Security
USEDA	US Economic Development Authority
WPRFMC	Western Pacific Regional Fisheries Management Council

APPENDIX A – EXECUTIVE ORDER NO. 014-2013



LOLO L. M. MOLIGA
GOVERNOR

OFFICE OF THE GOVERNOR
American Samoa

LEMANU P. MAUGA
LIEUTENANT GOVERNOR

July 8, 2013

EXECUTIVE ORDER NO. 014 - 2013

**EXECUTIVE ORDER CREATING A TASK FORCE TO DEVELOP A
TERRITORIAL ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN**

Section 1. Authority

This Executive Order is issued under the authority granted to the Governor in Article IV, Sections 6 and 7 of the Revised Constitution of American Samoa and the American Samoa Code Annotated Section 4.011.

Section 2. Preamble

Since the transfer of authority over the territory from the U.S. Navy to the Department of Interior ("DOI"), DOI, in collaboration with the territorial government, has established as its vision the promotion economic self-sufficiency and self-reliance for the islands. To this end, DOI, along with the American Samoa Government ("ASG"), have invested millions of dollars in preparation of various studies and economic development planning documents, aimed to expand the economy of the islands.

In addition, over the years, in support of these efforts the federal government sponsored a number of incentives intended to assist the development of its island territories, such as Headnote 3(a), Made in USA Labeling, IRC Sections 936 and 30A, Essential Air Service, Jones Act and Nicolson Act exemptions, certain corporate tax credits and other incentives to provide us with economic development advantages and to create a desirable venue to encourage foreign investment.

As a result of the success of some of these efforts, the territory's economy has been able to depend on the fish canning industry for over 50 years, and continues to do so today amidst mounting competition from Asia and other regions around the world.

Unfortunately, the effectiveness of the federal incentives noted above has been eroded by U.S. foreign policy initiatives in the area of free trade, along with the federally-mandated imposition of an increased minimum wage in American Samoa, and the phasing out of the Section 936 tax credit and the failure to replace it with a tax incentive scheme that provides long-term certainty to potential investors.

Moreover, the continued upward movement of fossil fuel prices in the last decade has created further financial hardship for our island economy, which is highly dependent upon fossil fuels, as is the tuna industry, all of which has eroded the purchasing power of our local disposable incomes.

As a result of a combination of the minimum wage increase, coupled with the steady escalation in the cost of doing business in the territory, in September 2009 Samoa Packing (COS) closed down its tuna canning business, with a resultant loss of approximately 2,000 permanent jobs. The U.S. Department of Labor estimated in 2010 that this would further impact an additional 3,000 jobs in the tuna industry support services sector and through the larger economy.

The impact on our economy of the closing of the tuna cannery was mitigated in the short term by the federal dollars injected into our economy to aid in recovery from the September 29, 2009 tsunami. Our economy further benefited from funding through the American Recovery and Reinvestment Act. Unfortunately, however, these critically important funding sources are now coming to an end.

Section 3. Purpose

Sober recognition of the foregoing facts prompted the new administration to place economic development as its number one priority, and to introduce a sense of urgency into addressing the issues before us.

We recognize that numerous studies and economic development plans have been prepared over the years, however we also have to acknowledge there have not been meaningful and sustained efforts taken toward implementation of the plans and recommendations.

It is also recognized that many of these studies and economic development plans refer to viable undertakings and projects which can be identified and developed for implementation based on available resources, inherent product marketability, available technology, and available human resources.

We further recognize that an initiative based upon canvassing existing and reasonably current studies and economic development plans, from which individually identified undertakings and projects can be lifted, can form the basis of a Territorial Economic Development Implementation Plan ("TEDIP").

Given the closing window of opportunity resulting from the potential lapsing of federal incentive programs, the 2015 scheduled increase in the minimum wage, and with the continually increasing cost of doing business in the territory, it is important that these efforts be put forth on an expedited basis.

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Section 4. Establishment of a Task Force to Develop an Economic Development Implementation Plan

a. **Establishment:** There is hereby created the American Samoa Economic Development Implementation Plan Task Force comprised of six (6) members selected from the private sector, five (5) members from the Executive Branch of the government, two (2) members designated by the Senate and the House of Representatives, and one (1) member from Congressman Faleomavaega's Office. The primary mission of the Task Force is to prepare the Territorial Economic Development Implementation Plan (TEDIP).

b. **Membership:** To carry out this mandate, the following members are appointed to the Task Force:

<u>Private Sector</u>	<u>Public Sector</u>	<u>Legislature</u>	<u>Congressman's Office</u>
Bret Butler	Keniseli Lafaale	Senate Designee	Fai'ivae Alex Godinet
Sepp Steffany	Claire Tuia Poumele	House Designee	
Olivia Reid	Jason Betham		
Roy J.D. Hall, Jr.	Lealao Mel Purcell		
Papali'i Lau'i'i	Utu Malae		
Alfonso Pete Galea'i	Moefa'auo William T. Emmesley		

c. **Staffing:** The Department of Commerce shall provide staff support for this initiative with responsibilities that include basic research, compilation of statistical data and economic information, maintaining minutes of all meetings, and documenting preliminary and final versions of the TEDIP.

Section 5. Organizational Meeting and Funding

The Task Force shall convene its first meeting on July 15, 2013 at which a chair person will be selected from among the membership. Thereafter the Task Force shall develop its own bi-laws and operating procedures. A budget of \$100,000 financed by a Technical Assistance Grant from DOI will provide the funding for expenses associated with the development of the final TEDIP.

Section 6. General Duties, Functions and Responsibilities

The Task Force shall review all existing studies and economic development plans respecting the territory of American Samoa and its economy. The Task Force should further consider, as appropriate, successful economic development achievements, whether completed or ongoing, in other island countries, states and territories.

The Task Force is expected to establish criteria upon which the selection of economic development recommendations and proposed projects to be included in the final TEDIP can be determined and prioritized. Considerations for the inclusion of different components of the final TEDIP should include the following:

- the ability to assign clear and achievable implementation responsibilities with realistic timeframes;
- availability of local or federal funding to the extent that it is necessary;
- availability of private capital and debt, or both, to the extent necessary;
- the Task Force may take into consideration the privatization of non-core government activities as a potential source of investment capital or cash flow to support elements of the TIDEP
- identification of appropriate managerial or employee skill sets, the availability of local human resources with those skills sets, and the timeframes and recommendations around training to develop those skills, if need be;
- the practicality of and timeframe for implementing whatever incentives may be necessary, on a local or federal level, to any component of the final TEDIP;
- absorption capacities of markets for export opportunities;
- number of potential jobs created;
- dollar value of potential import substitution;
- other general features, benefits, costs and risks connected with the development of any component of the TEDIP.

The Task Force is expected to produce a final document suitable for submission to the Territorial Planning Commission for its review and approval, and thereafter for review by the Legislature of American Samoa.

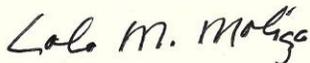
Section 7. Duration

It is expected that the work of the Task Force will be completed within 120 days of its first meeting

Section 8. Effective Date

This Executive Order shall be effective immediately upon signing, and shall remain in effect until completion of the TEDIP and its approval by the Territorial Planning Commission.

Dated: July 8, 2013



LOLO M. MOLIGA
Governor of American Samoa