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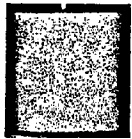
PROGRAMMING PLAN

73-1

CRESTED ISLE

**Headquarters
United States Air Force**

15 September 1973



09-412699

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BASIC PROGRAM

1. (U) OBJECTIVE: to develop a multi-Service military base on Tinian Island, Mariana District, Trust Territory of the Pacific Islands, to satisfy near-term operational requirements.

2. ~~(S)~~ (U) BACKGROUND:

a. ~~(S)~~ The strategic significance of the Trust Territory of the Pacific Islands (TTPI) was recognized by the United Nations following World War II when, by trusteeship agreement with the United States, the TTPI was declared a strategic area and placed under the administration of the US.

3. (U) PURPOSE:

This plan provides for the program management of Service resources to achieve the objective of Tinian near-term development. The plan defines missions to be accommodated, directs preparation of a concept of development, assigns tasks and priorities, establishes milestones and project phasing, and defines the major actions required to achieve the objective.

4. (U) ASSUMPTIONS:

a. The Mariana Islands District Status Negotiations will result in an agreement which will

(1) closely align the Mariana Islands District with the United States in a relationship such as a commonwealth status, and

(2) permit acquisition of lands and the development of a base complex in Tinian.

b. The Congress of the United States will appropriate funds necessary to acquire land and build facilities on Tinian as well as military personnel and O&M funds required for operation of these facilities.

c. The near-term development of Tinian will be restricted to the missions and their associated manpower and facility requirements listed in this plan. Expanded or additional missions will require revisions of the plan.

d. The near-term development will not preclude the use of Tinian for any future long-range military use.

5. (U) DEFINITIONS:

a. Crested Isle. The unclassified nickname assigned to this program for administrative convenience. The unclassified meaning for Crested Isle is "Base Development Program." The nickname is not designed to achieve a security objective.

b. Management System. A systematic method for detailed planning, control, and progress evaluation to provide a sound basis for making timely management decisions.

c. Near Term. The present through fiscal year 1980.

6. (U) CONCEPT:

a. Tinian will be developed into a military base complex by the Services to satisfy operational requirements. When completed, the complex will include a jet-capable airfield, a logistics storage complex, a port facility, and a training/maneuver area. Overall development and operating costs will be reduced by minimizing duplication of facilities and services. The phased actions necessary to complete the near-term development of Tinian are contained in Annex B.

b. Tinian development must be accommodated within Service programs in competition with other requirements. Because the total cost of required facilities cannot be accommodated in a single year budget, the program has been developed to permit multi-year funding. Development is programmed incrementally so that, upon completion of a specific phase, the function supported by that phase can be performed without completion of subsequent phases.

c. Military requirements have been developed by each Service and are included in Annex A. Estimates of manpower required to support each mission are indicated in Annex C. Programming of facilities is discussed in Annex D.

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d. Annexes C through L provide planning guidance and criteria for use by component commanders in preparing the concept of development.

e. Action agencies will accomplish their assigned activities in accordance with the schedule in Annex P. Procedures for monitoring and reporting milestone activity are established in Annex S.

7. (U) RESPONSIBILITIES:

a. The near-term development program will be managed by the Executive Agent. The Secretary of Defense has designated the Secretary of the Air Force as Executive Agent and approved a charter delineating Executive Agent responsibilities. Management of this program will be accomplished through the management system outlined in Annex S.

b. Each Service will determine its own requirements and priorities. Differences in Service policies are recognized and this plan provides for common agreement where policy differences impact on facility requirements. Service programming will be consistent with the criteria within this approved plan.

c. Component commanders will prepare project documents in accordance with Service directives and this programming plan.

d. CINCPAC will validate projects in accordance with DOD instructions to insure satisfaction of operational requirements.

8. (U) PROGRAM MANAGEMENT:

a. The Executive Agent has designated the Director of Programs, HQ USAF (AF/PRP) as Program Manager. He is responsible for the overall management of the programming plan and for timely accomplishment of its objectives. In addition, AF/PRP will serve as the Air Force Program Monitor.

b. The Director, Logistics Planning Division, OPNAV, has been designated as Program Monitor for coordinating Navy/Marine Corps responsibilities for this plan.

c. Annex Monitors have been designated to serve as points of contact for the appropriate actions defined in their assigned annexes.

d. The program manager, the program monitors and annex monitors will form a Program Planning and Review Group (PPRG) which will monitor the program status and coordinate actions affecting the program. The group will meet as scheduled by the Program Manager.

9. (U) REVISIONS:

a. Proposed revisions of this document will be submitted to the Program Manager. The PPRG will evaluate proposed changes. With concurrence of the Services provided through the PPRG, the Project Manager will publish necessary revisions to the plan.

b. The Assistant Secretary of Defense (Installations and Logistics) will be advised of program changes by the Services during the annual budget formation and review process.

c. Changes to this document will be distributed in accordance with Annex Z and posted to the basic plan.

10. (U) SECURITY:

The Program Manager will notify all interested agencies when portions of the program are declassified. The General Declassification Schedule will apply. The original classifying authority is the Director of Programs, Headquarters United States Air Force.

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ANNEX A Concept of Operation

1. (1) General. This annex provides the concept of operation for the multi-Service military base complex on Tinian. It defines the military requirements for Tinian and the specific missions to be accommodated in the near term.

2. (2) Specific Requirements. The base complex will be developed to accommodate the following specific requirements for the near term:

a. (a) An airfield capable of supporting the following missions:

(1) Enroute support for the through-put of airlift aircraft on trans-Pacific missions during peacetime and in support of contingencies.

(2) Support for the deployment of US Navy anti-submarine aircraft.

(3) Staging support for US Navy logistics and transient aircraft.

(4) Expeditionary support of USMC aviation units deployed in training exercises: 12 fixed wing and 24 rotary wing aircraft for a Marine Amphibious Brigade (MAB).

(5) An alternate airfield for aircraft on trans-Pacific flights diverted from Guam, other islands in the TTPI, and aircraft carriers operating offshore.

b. (4) A port facility capable of:

- (1) Berthing a T-5 class tanker and a general cargo ship simultaneously.
- (2) Offloading and storage of bulk cargo.
- (3) Transfer of POL from tankers to storage facilities.
- (4) Offloading and transfer of cargo and munitions to storage areas.

[REDACTED]

(6) Accommodating containerized cargo handling.

c. (9) A logistics storage area to accommodate the following missions:

(2) Storage and maintenance of the PACAF Vehicle Reserve Set (VRS) of approximately 400 vehicles reserved for the support of war and contingency operations.

(3) Storage of petroleum, oil, and lubricants (POL) to offset projected in-theatre deficits.

(7) Storage of materials to support Marine training exercises and storage of Marine contingency materials.

[REDACTED]

4. (U) Validation of Operational Requirements. A review and validation of operational requirements will be completed by the operational commands in accordance with the time phasing in Annex P. Component commands will forward comments to CINCPAC. CINCSAC and CINCPAC will forward comments to the Joint Staff for validation.

5. (U) Concept of Operation. PACAF, in coordination with JACFLT will develop a concept of operation for the joint Service operation of Tinian.

a. The concept will address the following areas as a minimum.

Command and Control
Airfield Operations
Aircraft Maintenance and Support
Port Operations
Manpower
Logistics Support
Facilities Maintenance and Repairs
Personnel Support
Security
Public Affairs
Communications
Medical
Transportation

b. The concept must satisfy the specific mission requirements outlined in para 3 above or as changed during validation.

c. Duplication of facilities and services to support each Service will not be permitted without justification.

d. PACAF is encouraged to recommend concepts which provide effective use of resources even though not permitted by current directives. The isolated location, initial development of the installation to satisfy several Services' needs, and sufficient time to plan the development offer unique opportunities to consider optimum joint Service operation.

e. The concept will be forwarded for review and approval by the Services and OSD. The Air Force will publish the approved concept as the basis for development planning.

6. (U) Program Management. The Director of Programs, HQ USAF, is the Air Force annex monitor and the Director, Logistics Plans Division, OPNAV, is the Navy annex monitor for Annex A, Concept of Operations.

ANNEX B Concept of Development

1. (U) General. This annex outlines the development of Tinian to support operational requirements defined in Annex A. Because the total cost of required facilities and equipment cannot be accommodated in a single year budget, the program has been developed to permit multi-year funding. The development is programmed incrementally so that, upon completion of a specific phase, the function supported by that phase can be performed without completion of subsequent phases.

2. (U) Development Phases. Development of Tinian is planned in seven phases:

Phase I	Planning and Land Acquisition
Phase II	Site Preparation
Phase III	Bare Base Capability
Phase IV	Dispersal Base
Phase V	Main Base
Phase VI	Logistical Support Base
Phase VII	Dependent Support

The phases should be completed in sequence with the exception of Phase VI, Logistical Support Base. This phase may be initiated any time after the completion of Phase II, Site Preparation, provided that limited personnel support functions are also programmed. The development phases are detailed in the paragraphs below.

3. (U) Phase I Planning and Land Acquisition. During the first phase, actions are necessary to plan for island development, acquire the land, and relocate the population.

a. A concept of development will be prepared for OSD review and approval. The concept of development will include the resources necessary for Tinian operation including manpower (Annex C), facilities (Annex D) and communications (Annex F). The review and decision to proceed will also consider the environmental impacts of development on Tinian (Annex E).

b. Political Negotiations. The Mariana Islands District negotiations, being conducted separately from the Micronesian Status Negotiations, are expected to align the District with the United States in a relationship such as commonwealth status. Minimum land requirements of approximately 18,500 acres are being negotiated. The negotiations will determine the political status; the amount of land to be acquired, including cost, method of payment and type of title; and other commitments including population relocation. The political negotiations will determine whether the US Government can hold title to land in fee simple. Detailed planning by the Services cannot be completed until the results of the negotiations have been determined.

c. Land Acquisition. The Air Force will program for land acquisition and will covegrant areas to other Services in accordance with the Master Plan. The Navy, through the Naval Facilities Engineering Command, will acquire the land according to the terms negotiated. Additional information on land acquisition is included in Annex L, Land Acquisition. The land acquisition will

require Congressional authorization and appropriation.

d. Relocation of the Population. Although Tinian does not have a native population, the island is inhabited by approximately 800 people. Ammunition safety criteria require relocation of most of the population. Relocation is addressed in Annex L.

4. (U) Phase II Site Preparation. During this phase, the existing harbor and airfield will be upgraded sufficiently to permit transportation of construction materials and personnel support supplies to the island. In addition, an industrial support complex and contractor camp will be built. At the completion of this phase, the complex will be capable of supporting construction required in Phase III, Bare Base Capability, or Phase VI, Logistical Support Base.

a. The breakwater and causeway protecting the harbor have been damaged by typhoons and require extensive repair to protect shipping in the harbor and wharf facilities from the effects of tropical storms. Portions of the wharf area will be repaired to support heavy loads.

b. One of the existing runways at West Field will be upgraded to permit frequent use by tactical airlift aircraft for resupply missions and emergency evacuation.

c. The industrial complex will include a concrete batch plant, an aggregate plant, an asphalt plant, and storage areas. The construction contractor base camp will be developed to provide administrative and personnel support facilities.

d. Small scale company level training exercises can be conducted by embarked Fleet Marine Force air/ground units. Training/maneuver and encampment areas will be cleared and developed using Marine engineer and Naval construction force personnel.

8. (U) Phase V Main Base. At the completion of this phase, the base complex will be capable of operations with minimum support from other installations. Aircraft maintenance capability will be developed. Administrative and personnel support facilities will be completed. The airfield will be capable of supporting operations by strategic, tactical and airlift aircraft.

9. (U) Phase VI Logistical Support Base. This phase may be initiated at any time after completion of Phase II. A limited logistical support base could be supported by upgrading the harbor and airfield and providing limited personnel support. The logistical support base may be developed to provide an initial military presence as required by the political negotiations. The logistics requirements provide the greatest opportunity to use local national labor from Saipan if this is a negotiated requirement. Weapons storage areas will permit use of the weapons during operations conducted from Tinian or further movement to forward bases by airlift or sealift. Initial theatre augmentation of vehicles during contingencies will be supported by the consolidated vehicle storage and maintenance facility.

10. (U) Phase VII Dependent Support. Dependent support is planned for the final phase. This will permit accompanied tours for military personnel after other facility requirements have been completed.

11. (U) Political Negotiations. The political negotiations with the Mariana Islands District Political Status Commission are expected to produce an agreement which will permit the development of Tinian as outlined in this programming plan. While preliminary planning may proceed, based on assumptions that the negotiations will produce certain results, decisions on land acquisition and construction must await the outcome of the negotiations and a review of the planning. Actions dependent upon the outcome of the negotiations are time phased using N + dates. N indicates the date when negotiations are considered complete by OSD/ISA and does not indicate a specific event, such as ratification of the agreement.

12. (U) Negotiation Results. OSD/ISA will advise the Program Manager when the negotiations are considered complete and provide a copy of the negotiated terms. The Program Manager will revise Annex P to replace N + dates with calendar dates to initiate time phased actions dependent on the conclusion of negotiations.

13. (U) Negotiated Requirements. The negotiations are expected to result in commitments which will impact on DOD and Tinian Development. The Program Planning and Review Group (PPRG) will examine the negotiation terms to determine the impact on the development program. The PPRG will evaluate the requirement for an initial military presence. Other related items, such as commitments to employ a given number of indigenous personnel, will be respected, and responsibilities for completing negotiated terms will be assigned.

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13. (U) Program Management. The Director of Programs, HQ USAF, is the Air Force annex monitor and the Director, Logistics Plans Division, OPNAV, is the Navy annex monitor for Annex B, Concept of Development.

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ANNEX C Manpower and Organization

1. GENERAL: This annex provides manpower and organization (M&O) guidance for identifying by phase the manpower resources necessary to support the missions defined in Annex A.
2. RESPONSIBILITIES. CINCPACAF, in coordination with CINCPAC, CINCPACFLT, and CINCSAC, is responsible for identifying manpower requirements in accordance with the time phasing in Annex P. Requirements will be reviewed by each Service and forwarded to OSD for approval as part of the Concept of Development (Annex B). OSD will approve necessary increases in manpower and funds required to implement this plan.
3. PLANNING DATA. Manpower estimates were developed to provide preliminary planning data and are included as Appendix I to this annex.
4. REQUIREMENT.
 - a. Mission Element Manpower Requirements:
 - (1) Each Service will determine its manpower requirements by development phase. This determination will include an evaluation to ascertain the proper military (officer/enlisted - civilian mix. Every effort will be made to reduce military requirements to the minimum essential. Each position must be reviewed in accordance with appropriate Service directives. Military positions must be justified in detail.
 - (2) Component Services will submit their requirements to PACAF for consolidation of mission manpower requirements.
 - b. Base Operating Support (EOS) Manpower Requirements:
 - (1) CINCPACAF, in coordination with CINCPACFLT, will determine the total EOS requirements by development phase, based on the total mission element requirements for each development phase. Functions provided by other commands (weather forecasts, communication, audit, postal service, etc.) will be included. This determination must include an analysis, as outlined in para 3a(1), above, of the proper military (officer/enlisted) - civilian mix.
 - (a) Support requirements of the contractor and the Service components during Phase IV through VII will not be duplicated.
 - (b) Phase VI, Logistical Support Base, may be initiated at any time after completion of Phase II. A determination of the total Phase VI manpower requirements (mission and support elements) will be included as a separate appendix.
 - (c) Because manpower requirements must be submitted as part of the Concept of Operations, the evaluation of in-service versus contract services and the analysis of indigenous personnel will be accomplished at a later time.
 - (2) Based on the concept of operations outlined in Annex A, CINCPACAF, in coordination with CINCPACFLT, will

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determine the functional responsibilities to be assigned to each component Service for providing BOS support. An organizational structure to accommodate the concept of operations and assignment of functional responsibilities will be developed.

c. Initial Manpower Review:

(1) CINCPACAF, in coordination with CINCPACFLT, will assemble total manpower requirements by Service, in Unit Detail Listing format, for each development phase.

(2) CINCPACAF will forward manpower requirements to AF/PRM as an annex to the Concept of Operations.

(3) AF/PRM and OP-10 will evaluate, validate and coordinate the manpower annex. Copies of the approved annex will be distributed in accordance with Annex Z, as the basis for further planning.

d. CINCPACAF, in coordination with CINCPACFLT, will evaluate the approved manpower annex to determine what functions would be more economically operated through contract services. Use of contract services will be in conformance with appropriate Service directives. Maximum use of contractual services is encouraged. Upon completion of this analysis, the following will be accomplished:

(1) Develop a revised manpower annex to reflect the in-service requirements, less those functions that would be contracted. Use the Unit Detail Listing format identifying each Service requirement by phase.

(2) Develop the appropriate documentation for the functions to be contracted.

e. Political commitments have been made to provide use of indigenous personnel in support functions, either as direct hire or as contractor employees. CINCPACAF, in coordination with CINCPACFLT, will determine the capability of local personnel in required skill areas. This evaluation will include, as a minimum:

(1) The identification of the current capability of usable skills.

(2) The feasibility of training indigenous personnel to fill required positions.

(3) The development of a training program which would provide local personnel with the required skill level.

f. Final Manpower Review.

(1) CINCPACAF, in coordination with CINCPACFLT, will submit the following to HQ USAF:

(a) The total manpower requirements by Service, in Unit Detail Listing format, by development phase.

(b) The documentation for the functions to be accomplished by contract services.

(c) The evaluation of the indigenous personnel,

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to include a recommended training program.

(2) AF/PRM and OP-10 will evaluate, validate, staff and submit the approved manpower annex as part of the Concept of Development (Annex B).

(3) Update the FYDP to reflect additional manpower requirements generated in this plan.

5. PROGRAM MANAGEMENT. The Director of Manpower and Organization (AF/PRM) will serve as the Air Force annex monitor and the Director, Manpower Planning and Control Division (OP NAV), will serve as the Navy annex monitor.

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APPENDIX I ANNEX C Planning Data

1. The attached manpower estimates were developed to provide preliminary planning data regarding the number of personnel required and facilities needed to accomplish the objectives outlined in Annex A. These data were determined by applying broad manpower techniques and subjective judgments and are included as a guide for the determination of exact manpower requirements. The following guidelines were used in developing these planning data:

a. Mission manpower would only be required for Phases IV through VII. Each Service estimated its respective mission manpower requirements as reflected in this appendix.

b. BOS manpower requirements were estimated, based on total Service mission requirements. No attempt was made to determine the sharing of support requirements by component Services. BOS manpower requirements are shown in this appendix.

(1) No personnel support requirements were included for the MAB. Marine squadrons will deploy TDY to support training exercises and are considered to be self-sufficient. However, they will require limited support, such as POL, utilities, water/waste, refuse disposal, recreation facilities, etc. Ground forces will require similar support.

(2) Estimated requirements did not consider contractor support needs or the possible duplication of manpower/or facilities commencing with Phase IV between the contractor and the Services.

c. The data in this appendix reflect in-service requirements; substitution of contract personnel was not addressed.

d. A position-by-position evaluation of the proper military/civilian mix was not performed.

e. Manpower estimates were not computed for Phases I, II and III since these phases were assumed to be principally concerned with construction. All BOS was assumed to be provided by the contractor during these phases, and only limited military presence was assumed for contract monitoring and liaison.

f. Phase VI may be initiated at any time subsequent to Phase II. For an estimate of manpower requirements should this occur, subtract manpower estimates for Phase V from Phase VI, in this appendix.

g. Manpower estimates were determined based on 183 manhours per month availability through Phase VI.

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ANNEX D Facilities

1. PURPOSE. This annex outlines the actions and responsibilities for base development, including the planning, programming, construction and costs of maintenance and operation of facilities.

2. TASKING. Service components will be required to perform individual and joint tasks, as prescribed by this Annex, in accordance with the time phasing in Annex P, to provide a complete and usable facility in support of the mission defined in Annex A.

3. DEFINITIONS.

a. Base Development. The planning, construction, improvement or expansion of resources and facilities of an area or location to support military operations, including identification of facility requirements as well as development and execution of the construction program.

b. Exclusive Use Facilities. A specially constructed facility designed, constructed and/or used solely by a Service component.

c. Joint Use Facilities. Facilities common to Service components such as dining halls, dormitories, administrative facilities, etc.

d. Systems. A utility such as electric, water, sewer, roads, etc., used in common by all components, but excluding exclusive use facilities.

4. CONCEPT OF OPERATIONS. The base complex will be developed to support the specific requirements outlined in Annex A. A joint use concept will be applied to the maximum extent possible to reduce construction requirements and manpower associated with base operation and maintenance.

5. FACILITY REQUIREMENTS.

a. Service components will identify and prepare facilities requirements listings necessary to support the missions stated in Annex A, based on the concept of operations. Listings will be divided by phases and will include estimated costs, square footage and capacities.

b. CINCPACAF and CINCPACFLT will review and consolidate facilities requirements. The joint use concept will be employed extensively during this review and consolidation of requirements.

c. CINCPAC will review and validate requirements and forward one copy of the consolidated list of facilities to the JCS for validation and another copy to HQ USAF/PRE.

d. HQ USAF, in coordination with the Navy, will review and approve the consolidated listing of facilities and distribute to interested agencies.

FUNDING RESPONSIBILITIES. Upon receipt of the consolidated facilities listing, Air Force and Navy representatives will

review the listings and prepare a recommendation for OSD consideration on funding procedures and responsibilities for the Military Construction Program.

7. MASTER PLANNING.

a. A comprehensive master plan for the entire Tinian Island base complex will be developed and maintained. The plan will include the assets and requirements of all Services involved. Facilities planned to meet the needs of one Service will, to the maximum degree, be designed also to accommodate similar or related requirements of the other Services. All facilities will be sited in accordance with the master plan.

b. Planning for base development will be based on the assumption that negotiations with the Government of the Marianas will provide at least a minimum of 18,500 acres for base development.

c. Funding. Costs associated with the preparation of the master plan for the entire Tinian facility complex will be borne by the Air Force.

d. Content. The base development plan will contain information specified in AFR 86-4, AFM 86-6, AFM 86-9, and NAVFAC Instruction 11010.45A.

e. The following planning considerations are essential to the preparation of base development plans:

(1) Maximum use will be made of local resources, including manpower and construction materials.

(2) Normal area construction standards will be used.

(3) All requirements, to insure complete support of the missions defined in Annex A, will be included.

(4) Consideration will be given to the capability of completing construction within the established time phasing.

f. The following tasks will be accomplished by the Service indicated:

(1) HQ USAF will:

(a) In concert with OPNAV and HQMC, establish policy, develop criteria, approve method of accomplishment and issue master planning directives.

(b) Monitor the master planning budget for allocation of funds.

(c) Maintain surveillance over master planning actions.

(d) On request, provide consulting service to interested major commanders.

(e) Resolve intercommand differences as to planning conflicts.

(f) Review and approve location plans for religious facilities.

(g) Review and approve location and site plans affecting explosives safety and forward plans for review and approval by DOD Explosives Safety Review Board.

(h) Review proposed siting of facilities.

(i) Maintain a file of master plans.

(2) CINCPACAF will:

(a) Select method of accomplishment.

(b) Prepare and maintain the master plan for the proposed installation in accordance with AFR 86-4, AFM 86-6, and AFM 86-9.

(c) Manage master planning funds allocated. Issue authorizing directives.

(d) Forward copies of facilities requirements listing and the base master plan to HQ USAF.

8. FACILITY DESIGN SCHEDULE.

a. PACDIVNAVFACENCOM will prepare a facility design schedule.

b. CINCPACAF, acting as USAF agent, will review and validate the facility design schedule and forward to HQ USAF.

c. AF/PRE in conjunction with OP-40 and other interested agencies, will review and approve the design schedule.

9. PREPARATION OF INITIAL MILITARY CONSTRUCTION PROGRAMMING DOCUMENTS. The Facilities Programming Documents, although prepared separately by the components of each Service, will be consolidated by PACAF and forwarded to HQ USAF/PRE for presentation to DOD. The following tasks will be accomplished by the Service component indicated:

a. HQ USAF will:

(1) Provide instructions concerning time and method of submission of programming documents.

(2) Upon receipt of programming proposal, make distribution to other interested agencies.

(3) After validation, submit proposal to OSD/IL for authorization and approval. All DD forms 1391 that involve acquisition of real property will be coordinated with HQ NAVFACENCOM prior to submission to OSD/IL.

b. CINCPACAF will:

(1) Review consolidated facilities requirements list.

(2) Act as USAF agent for purposes of recommending, in concert with CINCPACFLT, which activities and common use facilities will be programmed, constructed, funded and operated by each of the Services.

(3) Prepare Air Force programming documents.

(4) Forward copies of the programming documents to CINCPAC and HQ USAF.

c. CINCPACFLT will:

(1) Prepare USN facility programming documents.

(2) Forward USN and USMC programming documents to CINCPAC and provide an information copy to CINCPACAF.

d. CGFMFPAC will:

(1) Prepare programming documents for USMC facility requirements.

(2) Forward programming documents to CINCPACFLT.

e. CINCPAC will:

(1) Receive and review programming documents from the component commands and validate requirements for the Joint Chiefs of Staff.

(2) Forward a consolidated list of facility requirements and the accompanying Project Documents to HQ USAF.

10. MAINTENANCE AND OPERATIONS COSTS. Maintenance and operations costs of facilities and systems will be proportionately shared by the Air Force, Navy and Marine Corps. Identifiable costs associated with maintenance and operations or exclusive use facilities will be borne by the user.

11. REAL PROPERTY ACCOUNTING. CINCPACAF will:

a. Establish real property accountability in accordance with AFM 93-1 for the base complex, to include component Service real property, upon acquisition of land rights by the U.S. Government.

b. Historical land data will be compiled and entered in the real property records. Indigenous facilities (buildings, utilities, roads, etc.) remaining after completion of construction will be entered on real property accountable records in accordance with paragraph 2-14, AFM 93-1.

c. Required reports and other records pertaining to functions generally included under maintenance of installations and necessary to the continued operation of an installation will be developed and records established. Land and real property will be reported in the Real Property Inventory (RCS: HAF, PRE(SA) 7115) in accordance with AFM 87-18, 21 December 1972.

12. PROGRAM REVIEW. The Facilities Requirements Listing, Facility Design Schedule and Base Master Plan will be submitted to AF/PRE, which will obtain Service approval. These

programs will be included as part of the documentation during
concept of development, (Annex B).

PROGRAM MANAGEMENT. The Directorate of Civil Engineering
(DA/CE), HQ USAF, will serve as the Air Force annex monitor
and the Commander Naval Facilities Engineering Command will
serve as the Navy annex monitor.

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ANNEX E Environmental Impact Statements

1. GENERAL: This annex outlines the actions and responsibilities of the Service components for the preparation and filing of the environmental statements required in accordance with DOD Instruction 6050.1 and AFR 19-2.

2. DEFINITIONS.

a. Environmental Impact Statement. A formal document describing the environmental considerations of an action. It is developed in three stages: (1) Candidate Environmental Statement, (2) Draft Environmental Statement, and (3) Final Environmental Statement.

b. Background Environmental Survey. Studies which determine the impact of the proposed action on the human and natural resources and the measures which may be necessary to protect the values of the affected area.

c. Socioeconomic Considerations. A discussion of the socioeconomic future of the area without the implementation of the proposed action; the economic development in the vicinity of the proposed action, particularly the per capita income; trends in economic development and/or land use of the area, both from a historical and prospective viewpoint; population densities of both the immediate and generalized area; distances from the site of the proposed action to nearby residences; number and type of residences, businesses, and industries that will be directly affected and those requiring relocation if the proposed action occurs.

3. ENVIRONMENTAL IMPACT STATEMENT.

a. A comprehensive environmental impact statement, which discusses the environmental effects of the development outlined in Annex B, will be prepared. The statement will include a discussion of the environmental and socioeconomic effects of the requirements of all Services involved.

b. Each Service component will be responsible for providing information on the environmental effects of its individual facility requirements. Discussion of common use support facilities will be prepared by the Air Force.

c. A background environmental survey will be prepared to determine the potential problems and predict the effect of the development of the entire facility complex on human and natural resources. The objectives of this survey should be to:

(1) Characterize the ecological features of the island and surrounding waters.

(2) Predict, document and evaluate the effects of the facilities.

(3) Recommend measures for minimizing adverse effects of the entire facility on the biota and environment. This will require that sampling be conducted on the island as well as review of the literature.

d. A socioeconomic report will be prepared and included as part of the environmental impact statement. It will discuss the sociopolitical patterns of the people, their relationship to the land, their requirement to maintain their life style, and the impact of the assignment of Service personnel on their requirements. Also there should be a discussion of Service personnel requirements in housing, schools, and recreation. This information can be obtained from the many books and reports on the area, but should be augmented by personal inquiry and observation. The report will be forwarded to AF/PRE and used as the basis for relocation planning (Annex L).

e. The relocation plan, the concept of operations, and facility requirements will be discussed in sufficient detail in the environmental statement to insure that reviewers both within and outside the Air Force clearly understand the implications of the proposed project.

f. The draft environmental impact statement will be updated with the information that is available from the installation master plan.

g. The information requested in these environmental impact statements will be presented in accordance with instructions in AFR 19-2.

4. TASKING.

a. SAF/ILE Responsibilities:

(1) Review the environmental impact statement in its development stages and coordinate with ASD/H&E as appropriate.

(2) File the draft and final environmental statements with the Council on Environmental Quality (CEQ) and other Federal agencies for review.

(3) Insure that the environmental impact statement is part of the decision-making process.

b. AF/PRE Responsibilities:

(1) Review the environmental impact statement in its development stages and solicit comments concerning the statement from environmental coordinators in the Air Staff offices.

(2) Provide assistance and advice relative to preparation of the environmental statement.

c. CINCPACAF Responsibilities:

(1) Prepare the environmental statement through its three stages.

(2) Consolidate the information provided by each of the Services and incorporate them into the environmental statement.

(3) Visit the island to accomplish the background environmental survey and the socioeconomic report.

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(4) Provide copies of the socioeconomic report to HQ USAF/PRE and PACDIVNAVFACENGCOM.

(5) Forward copies of the environmental statement to HQ USAF/PREV for review.

(6) Conduct public hearings on Tinian and Saipan in accordance with AFR 19-2.

(7) Answer the comments received from the Federal agencies and during public hearings on the draft environmental statement.

d. PACDIVNAVFACENGCOM will assist in the preparation of the Environmental Statement as requested by CINCPACAF.

5. PROGRAM MANAGEMENT. The Director of Civil Engineering, HQ USAF, is the Air Force annex monitor and the Director, Environmental Protection Division, OPNAV, is the Navy annex monitor for Annex E environmental Impact Statements.

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ANNEX F Communications-Electronics

1. OBJECTIVE: To provide adequate, reliable, timely, and cost effective communications-electronics support for the phased development of Tinian Island as described in this programming plan.
2. PURPOSE: This annex provides basic C-E guidance to support the objective of the Tinian Island development and to permit detailed C-E planning by PACOM components.
3. REQUIREMENTS: Specific C-E requirements to support the phased introduction of US military activities on Tinian Island must be identified in detail by participating C-E planners and incorporated in the follow-on detailed plan.
4. RESPONSIBILITIES:
 - a. CINCPACAF will serve as focal point in the development of detailed C-E planning. Such planning will be conducted in conjunction with CINCPAC, CINCPACFLT, CINCSAC, DCA-PAC, and other agencies having C-E requirements or responsibilities associated with this plan.
 - b. Funding associated with C-E common use services will be shared by the Air Force and Navy.
 - c. Installation, operation and maintenance, and funding associated with special purpose or unique C-E systems/facilities will be the responsibility of the using Service.
 - d. The Defense Communications Agency will exercise management responsibilities, as stated in DOD Dir 5105.19, for long-haul communications.
5. C-E PLANNING:
 - a. Planning for fixed telecommunications facilities must include identification of known and projected long-term requirements. Consideration of such requirements will provide for a more economical future expansion capability.
 - b. Plans should make maximum use of existing or programmed theater C-E resources and avoid unnecessary duplication.
 - c. Recommended intra-island and inter-island (long-haul) communications facilities as well as navigational aids/flight facilities necessary to satisfy the timephased development should be incorporated in detailed planning. Detailed planning for each phase should address as a minimum:
 - (1) Requirement description.
 - (2) Applicable criteria (e.g., DCS compatibility, siting, frequency clearances, reliability, expansion requirement, COMSEC, logistic support).
 - (3) Required operational date.
 - (4) Recommended equipment/facility:

- (a) Fixed or mobile transportable configuration
 - (b) Equipment availability
 - (c) Equipment cost
 - (d) Leased or GFE
- (5) Real property requirement.
- (a) Square Feet
 - (b) Construction cost
 - (c) Expansion requirement
- (6) Manning requirement.
- (7) Recommended responsible Service, with rationale.
- (8) Project security guidelines.

d. Review of the communications requirements plan will be accomplished as follows:

(1) PACAF submits the draft requirements plan to the USAF Annex F monitor (AF/PRC).

(2) AF/PRC reviews and coordinates the plan with the USN and DCA.

(3) CINCPAC reviews and validates the communications requirements plan.

(4) AF/PRC includes the validated communications requirements plan in the Concept of Development documentation (Annex B) for OSD review and assignment of responsibilities.

6. COMMUNICATIONS IMPLEMENTATION DOCUMENTATION: Upon OSD approval of the communications concept and assignment of MILDEP responsibilities, the responsible Services will prepare draft programming documentation. Draft documentation will include:

- a. CINCPACAF communications requirements for JCS validation.
- b. Inputs to DCS Plans.
- c. DODD 4630.1 documentation.
- d. PPBS inputs.

7. PROGRAMMING: Programming for required C-E systems/facilities will be accomplished in accordance with applicable DOD, Service, and CINCPAC directives upon approval of the Crested Isle implementation.

8. PROGRAM MANAGEMENT: The Directorate of Command Control and Communications (AF/PRC), HQ USAF, will serve as the USAF annex monitor and the Naval Telecommunications Command (Code 73) will serve as the US Navy annex monitor for Annex F, Communications Electronics.

ANNEX G Logistics

1. PURPOSE: This Annex provides general Logistics policy and planning guidance for the development of a multi-service military base complex on the island of Tinian.

2. GENERAL POLICY GUIDANCE:

a. Political negotiations are expected to provide guaranteed tenure of US activities at this location. Logistics planning and the scope of logistics activities will be oriented to capitalize on the long term status of operations.

b. Primary logistics planning will be involved with the sequential development of Phases IV, V, VI, and VII as described in Annex B. Planning will include provisions for the implementation of Phase VI at any time subsequent to Phase II.

c. A joint use concept will be applied to the maximum extent possible for all logistics directly related to support operations on the island. Existing regulations and directives pertaining to inter-service and host/tenant support relationships will be used as guidelines for planning but will not preclude the application of fresh ideas and innovative arrangements for carrying out required logistics operations. The overriding objective in all planning will be to insure that the end support arrangement represents the absolute minimum possible cost of operation consistent with the Services' respective authorized mission requirements. Responsibility for single management and supervision of joint logistics activities will be assigned in the concept of operation.

d. The political negotiations are expected to require development of a base complex and employment of indigenous labor from Saipan and other neighboring islands. The logistics concept will be developed to use the potential of this labor force to the maximum extent practicable.

3. LOGISTICS PLANNING GUIDANCE FOR PHASED DEVELOPMENT.

a. Phase, I, II, and III.

(1) Development of the island under these phases will be accomplished under civilian contract with logistics support provided by the contractor.

(2) Provisions will be made for staging contractor supplies and equipment through Guam until such time as runway and port facilities on Tinian are sufficiently upgraded to support operations directly to the island.

(3) Close coordination will be effected to insure that the development of logistics support facilities for contractor operations are compatible with planning for the subsequent phases of development.

b. Phase IV. Normal logistics support will be provided to accommodate the level of activity outlined in Annex B. Generally, only organizational maintenance, to include pre-flight and post-flight inspections, armament loading, servicing,

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and minor maintenance, will be provided for in this phase of development. Personnel support will be tailored to meet essential needs on an austere basis.

c. Phase V. Logistics support for self-sufficient main base operations will be developed on a cost-effective basis. Logistics support requirements will be carefully analyzed giving full consideration to the availability of satisfactory support from existing theater or CONUS sources through host/tenant or inter-service support arrangements.

d. Phase VI. The logistics storage capability in this phase may be planned into the development of other phases as desired. However, planning will be accomplished in a manner which will permit the establishment of any one or a combination of the Phase VI logistics missions at any time after Phase II.

e. Phase VII. Logistics support will be provided in accordance with normal procedures and in consonance with the cost effective philosophy outlined for the earlier phases.

4. PROGRAM MANAGEMENT: The Director of Logistics Plans and Programs (AF/LGX), HQ USAF, is the USAF annex monitor and the Commander Naval Supply Systems Command (SUP 014) is the US Navy annex monitor for Annex G, Logistics.

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ANNEX L Land Acquisition

1. GENERAL. This annex outlines the land acquisition procedures to support the operational requirements defined in Annex A and the phased development set forth in Annex B.
2. LAND ACQUISITION. Naval Facilities Engineering Command (NAVFAC) will acquire the land necessary for Tinian development in accordance with the terms negotiated with the Mariana Island Political Status Commission.
3. LAND ACQUISITION PLANNING. NAVFAC will prepare a land planning report for the land acquisition on Tinian. The land planning report will define the entire real estate plan of action, less relocation of the present inhabitants. The report will become the basis for obtaining Congressional approval and funding for land acquisition. Preparation of the report will require obtaining land surveys, title evidence, and appraisals of the property to be acquired.
 - a. Planning efforts will be based on several assumptions in order to minimize the planning time required after the terms of the negotiations are published. Initial planning will be based on acquisition of the 18,500 acres established as the minimum requirement. When the negotiations are completed, AF/PRP will publish the land acquisition terms. The initial land planning report will be revised by NAVFAC to reflect only the negotiated terms. The revised land planning report will be forwarded to AF/PRP.
 - b. Preparation of the land planning report will require increased activity on Tinian and Saipan by DOD representatives. This activity is now restricted to avoid land speculation and unfavorable influences on the political negotiations. If the restriction is continued beyond the date programmed for clearance to permit on-site activity by NAVFAC representatives, the land planning report will be delayed. The merits of continuing the restriction at the expense of delaying the land planning report must be weighed at the time and a decision either to permit on-site activity or to delay the programming milestone will be required.
 - c. NAVFAC will prepare the appropriate project documentation for land acquisition and forward it to AF/PRE. The Air Force will program for land acquisition as a line item above the Air Force FYDP levels for construction.
4. POPULATION RELOCATION. Relocation of most of the population is a requirement as the current population center is immediately adjacent to the proposed port facility. Ammunition safety criteria, secure lines of communication, and planned port warehousing require relocation of San Jose village. NAVFAC will be responsible for planning the relocation of the population and implementing the relocation when approved and funded.
5. RELOCATION PLANNING. NAVFAC will prepare a relocation plan. The plan will define: the population to be relocated,

alternate relocation sites, relocation village concept, cost data, and other actions necessary to relocate the population.

a. Planning efforts will be based on several assumptions in order to minimize the planning time required after the terms of the negotiations are published.

(1) Initial planning will be based on relocation of the population from within the 18,500 acres defined in para 2 above to the remaining acreage on Tinian.

(2) When negotiations are completed, AF/PRP will publish the land acquisition terms. The initial relocation plan will be revised by NAVFAC to reflect only the negotiated terms. The relocation plan will be forwarded to AF/PRP.

(3) Planning will be based on the population information obtained during the Socioeconomic survey (Annex E).

b. Public Law 91-646 requires that there be available within reasonable commuting distance replacement housing that is safe, decent and sanitary. This housing must be available prior to displacement of the inhabitants. Planning will be based on the assumption that suitable replacement housing is not available and, therefore, it will be necessary for the Government to plan for and construct such housing. This will require specific legislative authority. Planning will involve the following:

(1) Select Relocation Sites on Tinian. It will be necessary to confer with officials of Saipan and Tinian to ascertain their views. Inputs from other Governmental agencies such as Housing and Urban Development will be required. It will also be necessary to hold a public hearing at Tinian. All this information will be analyzed and a recommended site selected as well as alternatives that can be presented to the local people for approval.

(2) Develop Relocation Concept. After site selection, design of the relocation village concept will be finalized. The village relocation plan will address the following:

(a) Criteria for safe, decent and sanitary replacement housing.

(b) Layout of streets, including public use areas for park purposes.

(c) Community support facilities requirements, including schools, administration, fire and police services, medical facilities and shopping.

(d) Necessary utilities (power, water, sewage, and telephone) distribution.

(e) Total amount of land required at relocation site.

(3) Develop Cost Data.

(4) Finalized Relocation Plan and Cost Estimate.

c. Relocation planning involving on-site surveys,

Discussions with government officials in the TTPI or actions otherwise contrary to the restrictions in para 3b above will not be taken until clearance is obtained in accordance with Annex P, activity number L 140,010.

d. NAVFAC will prepare the appropriate project documentation for relocation of the population and forward it to AF/PRE. The Air Force will program for relocation as a part of the land acquisition line item in para 3c above.

6. REVIEW AND APPROVAL. The land planning report, the relocation plan and project documentation will be forwarded to OSD for review and approval after the Services' review. OSD will determine whether to request special Congressional action or hold the projects until the next programming cycle should the negotiations and planning be completed out of the normal PPB cycle.

7. FUNDING. Costs associated with the land planning report and the relocation plan will be borne by the Air Force.

8. PROGRAM MANAGEMENT. The Director of Civil Engineering, HQ USAF, is the Air Force annex monitor and the Commander, Naval Facilities Engineering Command is the Navy annex monitor for Annex L, Land Acquisition.

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ANNEX P Programming Milestones

1. GENERAL. This annex outlines the activities and milestones necessary to accomplish the program objective. The annex is published with time-phased actions for Phase I only. Time phasing for subsequent phases will be published as required.
2. PROGRAM MANAGEMENT SYSTEM. The program management system, which includes the definition of the terms used in this annex, is included in Annex S.
3. MILESTONE AND ACTIVITY IDENTIFICATION. Each milestone, including its associated activities within the program plan, has been assigned an alphanumeric identifier for planning, reporting, and controlling purposes. Each identifier consists of a letter and six numbers. The first letter indicates which annex gives primary guidance or development for that milestone or activity. The next three numerals indicate the milestone. The remaining three numerals are assigned to specific activities. Milestones and activities are numbered in sequence by fives (005, 010, 015) to allow for expansion and additions. The activity identifier "000" is reserved for a milestone itself.
4. START AND COMPLETE DATES. The dates listed in the start and complete columns are established to insure completion of the objective within the time frame approved. Most of the dates are calendar dates. However, actions which are dependent on the completion of the political negotiations are time phased using N + days. N + days will be changed to calendar dates when negotiations are completed.
5. PROGRAM MANAGEMENT. The Director of Programs, HQ USAF, is the Air Force annex monitor and the Director, Logistics Planning Division, OPNAV, is the Navy annex monitor for Annex P, Programming Milestones.

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ANNEX P

PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
A 100 000	VALIDATION OF OPERATIONAL REQUIREMENTS		All	20Oct73	15Nov73	
A 100 005	Component Commanders Review	PACAF PACFLT ARPAC	AF N A	20Oct73	19Oct73	
A 100 010	Operational Commanders Review	CINCPAC CINCSAC		19Oct73	29Oct73	
A 100 015	Joint Staff Review	JOINT STAFF		29Oct73	10Nov73	
A 100 020	Revised Requirements Published	AF/PRP	AF	10Nov73	15Nov73	
A 105 000	DEVELOP CONCEPT OF OPERATIONS		All	19Oct73	9Jan74	
A 105 005	Prepare Proposed Concept	PACAF	AF	19Oct73	10Dec73	
A 105 010	Services Review Proposed Concept		AF N	10Dec73	25Dec73	
A 105 015	Publish Approved Concept	AF/PRP	AF	25Dec73	9Jan74	

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ANNEX P PROGRAMMING MILESTONES

LINE/AGENCY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
0170 000	MISSION ELEMENT MANPOWER REQUIREMENTS	PACAF	AF	190ct73	5Nov73	
0170 005	Components Provide Requirements to PACAF	PACAF PACFLT SAC	All	190ct73	310ct73	
0165 010	Consolidate Requirements	PACAF	AF	310ct73	5Nov73	
0165 000	BASE OPERATING SUPPORT (BOS) Manpower Requirements	PACAF	AF	5Nov73	30Nov73	
0165 005	Determine Total BOS Manpower Requirements	PACAF PACFLT	AF	5Nov73	10Nov73	
0165 010	Determine Functional Responsibility for Each Service	PACAF PACFLT	AF N	10Nov73	22Nov73	
0165 015	Develop Organizational Structure	PACAF PACFLT	AF	22Nov73	30Nov73	
0170 000	MANPOWER REQUIREMENT REVIEW	PACAF	AF	30Nov73	9Jan74	
0170 005	Forward Manpower Requirements	PACAF	AF	30Nov73	10Dec73	
0170 010	Validate Manpower Requirements	AF/PRM OP-10	AF N	10Dec73	25Dec73	
0170 015	Distribute Manpower Requirements	AF/PRM	AF	25Dec73	9Jan74	
0175 000	ANALYZE MANPOWER REQUIREMENTS	PACAF	AF	9Jan74	29Jan74	

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ANNEX P PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
C 176 000	IN-SERVICE VS CONTRACT SERVICES	PACAF	AF	29Jan74	8Jul74	
C 177 000	EVALUATE INDIGENOUS PERSONNEL REQUIREMENTS	PACAF	AF	30Mar74	8Jul74	
C 177 005	Determine Current Capability	PACAF	AF	30Mar74	9May74	
C 177 010	Identify Usable Skills	PACAF	AF	9May74	29May74	
C 177 015	Determine Training Capability	PACAF	AF	29May74	19Jun74	
C 177 020	Develop Program for Training & Utilization	PACAF	AF	19Jun74	8Jul74	
C 180 000	MANPOWER REQUIREMENTS REVIEW	AF/PRM	AF	8Jul74	27Aug74	
C 180 005	Forward Manpower Requirements & Proposed Training Program	PACAF	AF	8Jul74	19Jul74	
C 180 010	Validate Manpower Requirements	AF/PRM OP-10	AF N	19Jul74	17Aug74	
C 180 015	Review Proposed Training Program	AF/DPP	AF	19Jul74	17Aug74	
C 180 020	Forward to Program Manager	AF/PRM AF/DPP	AF	17Aug74	27Aug74	

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ANNEX P PROGRAMMING MILESTONES

FUNCTION/ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
D 220 000	FACILITY REQUIREMENTS LIST	PACAF	AF	15Nov73	29Jan74	
D 220 005	Identify & Prepare Requirements	PACFLT	N	15Nov73	20Dec73	
D 220 010	Consolidate Requirements	PACAF	AF	20Dec73	4Jan74	
D 220 015	Review & Validate Requirements	CINCPAC		4Jan74	14Jan74	
D 220 020	Review Requirements	AF/PRE OP-40	AF N	14Jan74	29Jan74	
D 320 000	MASTER PLANNING	PACAF	AF	15Nov73	27Aug74	
D 320 005	Establish Guidelines & Method of Accomplishment	AF/PRE	AF	15Nov73	15Dec73	
D 320 010	Approve Guidelines & Method of Accomplishment	PACAF	AF	15Dec73	4Jan74	
D 320 015	Prepare Master Plan	AF/PRE OP-40	AF N	4Jan74	3Jul74	
D 320 020	Review & Approve Siting	AF/PRE OP-40	AF N	3Jul74	23Jul74	
D 320 025	Review & Approve Plan	Explosive Safety Board	DOD	23Jul74	12Aug74	
D 320 030	Review & Approve Explosive Safety Siting			12Aug74	27Aug74	
D 330 000	FACILITY DESIGN SCHEDULE	NAVFAC ENG COM	N	9Jan74	27Mar74	
D 330 005	Prepare Schedule			9Jan74	18Feb74	

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ANNEX P PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
D 330 010	Review Schedule	PACAF	AF	18Feb74	10Mar74	
D 330 015	Approve Schedule	AF/PRE OP 40	AF N	10Mar74	30Mar74	
D 340 000	FUNDING RESPONSIBILITY			30Mar74	29May74	
D 340 005	Review Facility Requirements	AF/PRP OP 40	AF N	30Mar74	19Apr74	
D 340 010	Staff Discussions	AF/PRP OP 40	AF N	19Apr74	14May74	
D 340 015	Review Recommended Funding		AF N	14May74	29May74	
D 720 000	FACILITY PROGRAM PACKAGE	AF/PRE		12Aug74	27Aug74	
D 720 005	Facility Requirements List	AF/PRE	AF		29Jan74	
D 720 010	Master Planning	AF/PRE	AF		12Aug74	
D 720 015	Facility Design Schedule	AF/PRE	AF		30Mar74	
D 720 020	Funding Responsibility	AF/PRE	AF		29May74	
D 720 025	Consolidate Program Inputs	AF/PRE	AF	12Aug74	22Aug74	
D 720 030	Forward to Program Manager	AF/PRE	AF	22Aug74	27Aug74	

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ANNEX P

PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
D 940 000	DESIGN PHASE II FACILITIES	AF/PRE	AF	29Apr74	15Nov74	
D 940 005	Provide Guidance	AF/PRE	AF	29Apr74	29May74	
D 940 010	Prepare Documentation	PACAF PACFLT	AF N	29May74	27Aug74	
D 940 015	Review and Validate	PACAF	AF	27Aug74	26Sep74	
D 940 020	Review and Approve	AF/PRE OP 40	AF N	26Sep74	26Oct74	
D 940 025	Preliminary Approval	OSD/IL		26Oct74	15Nov74	

IE/	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
730 030	Assemble Responses	AF/PRE	AF	8Jul74	13Jul74	
730 000	FINAL ENVIRONMENTAL STATEMENT		AF	13Jul74	27Aug74	
730 005	Answer Comments on Draft Statement and Public Hearings	PACAF	AF	13Jul74	28Jul74	
730 010	Review Proposed Final	AF/PRE	AF	28Jul74	17Aug74	
730 015	Approve Statement	SAF/ILE	AF	17Aug74	27Aug74	
730 020	File Statement with Council on Environmental Quality	SAF/ILE	AF		27Aug74	
730 025	Distribute to Other Agencies	AF/PRE	AF		27Aug74	
730 000	CONSIDER ENVIRONMENTAL IMPACTS PRIOR TO DECISION		OSD	27Aug74	26Sep74	

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ANNEX P

PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
E 150 000	BACKGROUND ENVIRONMENTAL SURVEY	PACAF	AF	11Oct73	10Dec73	
E 150 005	Background Literature Review			11Oct73	25Oct73	
E 150 010	Sampling on Location			26Oct73	10Nov73	
E 150 015	Prepare Report			10Nov73	10Dec73	
E 155 000	SOCIOECONOMIC SURVEY	PACAF	AF	11Oct73	10Dec73	
E 155 005	Literature Review			11Oct73	25Oct73	
E 155 010	Survey of Location			26Oct73	10Nov73	
E 155 015	Prepare Report			10Nov73	10Dec73	
E 250 000	CANDIDATE ENVIRONMENTAL STATEMENT		AF	10Dec73	20Mar74	
E 250 005	Prepare Statement	PACAF	AF	10Dec73	8Feb74	
E 250 010	Review Statement	AF/PRE	AF	8Feb74	10Mar74	
E 250 015	Review Statement	SAF/ILE		10Mar74	20Mar74	
E 350 000	DRAFT ENVIRONMENTAL STATEMENT		AF	20Mar74	13Jul74	
E 350 005	Prepare Statement	PACAF	AF	20Mar74	19Apr74	
E 350 010	Review Statement	AF/PRE	AF	19Apr74	4May74	
E 350 015	Review and File Statement	SAF/ILE	AF	4May74	14May74	
E 350 020	Obtain Comments from Other Federal Agencies	SAF/ILE	AF	14May74	3Jul74	
E 350 025	Hold Public Hearing	PACAF	AF	29May74	2Jun74	

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ANNEX P PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
F 300 000	DEVELOP COMMUNICATIONS REQUIREMENTS PLAN	PACAF	AF	30Nov73	9May74	
F 300 005	Requirement Description	PACAF	AF	30Nov73	19Jan74	
F 300 010	Applicable Criteria	PACAF	AF	19Jan74	18Feb74	
F 300 015	Required Ops Date	PACAF	AF	18Feb74	23Feb74	
F 300 020	Equipment and Facilities	PACAF	AF	23Feb74	24Apr74	
F 300 025	Recommended Service Management Responsibilities	PACAF	AF	24Apr74	29Apr74	
F 300 030	Recommended Funding Responsibilities	PACAF	AF	29Apr74	9May74	
F 700 000	REVIEW OF COMMUNICATIONS REQUIREMENTS PLAN	AF/PRC	AF	19May74	17Aug74	
F 700 005	Operational Commander Approval	CINCPAC CINCSAC		19May74	19Jun74	
F 700 010	Review and Approve	AF/PRC NCC	AF N	19Jun74	18Jul74	
F 700 015	Forward to Program Manager	AF/PRC	AF	17Aug74	27Aug74	
F 900 000	DRAFT PROGRAM DOCUMENTATION PREPARED	PACAF PACFLT	AF N	26Sep74	24Jan75	

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ANNEX P PROGRAMMING MILESTONES

NR/Y	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
1 145 000	PRELIMINARY LAND ACQUISITION PLAN	NAVFAC	N	20ct73	19Jul74	
1 145 005	Assign Planning Responsibilities	NAVFAC	N	20ct73	31Oct73	
1 145 010	Land Survey	NAVFAC	N	10Dec73	9Apr74	
1 145 015	Title Search	NAVFAC	N	8Feb74	9May74	
1 145 020	Appraisals	NAVFAC	N	29Jan74	8Jun74	
1 145 025	Complete Report and Forward to AF/PRE	NAVFAC	N	8Jun74	28Jun74	
1 145 030	Review Report	AF/PRE	AF	28Jun74	19Jul74	
1 145 000	PRELIMINARY RELOCATION PLAN	NAVFAC	N	20ct73	27Aug74	
1 145 005	Review Socioeconomic Survey	NAVFAC	N	10Dec73	25Dec73	
1 145 010	Select Relocation Sites	NAVFAC	N	20ct73	30Mar74	
1 145 015	Develop Relocation Concept	NAVFAC	N	28Feb74	8Jun74	
1 145 020	Develop Cost Data	NAVFAC	N	8Jun74	28Jul74	
1 145 025	Prepare Preliminary Plan and Forward to AF/PRE	NAVFAC	N	28Jul74	12Aug74	
1 145 030	Review Report	AF/PRE	AF	12Aug74	27Aug74	

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ANNEX P

PROGRAMMING MILESTONES

MILESTONE / ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
L 950 000	COMPLETE LAND ACQUISITION AND RELOCATION PLANNING	NAVFAC	N	N+30	N+130	
L 950 005	Review Negotiated Terms	NAVFAC	N	N+30	N+40	
L 950 010	Revise Land Acquisition Plan	NAVFAC	N	N+40	N+100	
L 950 015	Revise Relocation Plan	NAVFAC	N	N+40	N+100	
L 950 020	Review Planning	AF/PRE	AF	N+100	N+110	
L 950 025	Review and Approval	OSD		N+100	N+130	

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PROGRAMMING MILESTONES

MILESTONE/ ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
B 800 000	CONCEPT OF DEVELOPMENT			9Jan74	26Sep74	
B 800 005	Concept of Operations Approved		AF N		9Jan74	
B 800 010	Manpower Program Proposal Completed		AF		27Aug74	
B 800 015	Communications Program Proposal Completed		AF		17Aug74	
B 800 020	Facilities Program Proposal Completed		AF		27Aug74	
B 800 025	Environmental Statement Filed		AF		27Aug74	
B 800 030	Services' Review		AF N	27Aug74	11Sep74	
B 800 035	OSD Review & Approval	OSD		27Aug74	26Sep74	

PROGRAMMING PLAN 73-1

ANNEX P

PROGRAMMING MILESTONES

ACTIVITY	DESCRIPTION	ACTION AGENCY	ACTION SERVICE	START	COMPLETE	STATUS
920 010	NEGOTIATIONS COMPLETE	OSD/ISA		N-10	N+90	
920 015	Determine that Negotiations are Complete	OSD/ISA		N-10	N-10	
920 010	Provide Agreement Terms	OSD/ISA		N-10	N+1	
920 015	Revise H Dates in Annex P	AF/PRP	AF	N+1	N+10	
920 020	Provide Land Acquisition Terms to NAV FACENCOM	AF/PRE	AF	N+10	N+30	
920 000	NEGOTIATION IMPACTS					
920 005	Review Negotiated Items for Impact on Program	AF/PRP	AF	N+30	N+60	
920 010	Assess Requirement for Initial Mil Presence	AF/PRP	AF	N+30	N+60	
920 015	Evaluate Other Negotiated Items	AF/PRP	AF	N+30	N+60	
920 020	Revise Programming Plan	AF/PRP	AF	N+60	N+90	

ANNEX S Program Management

1. GENERAL. This annex outlines the program management system to plan, organize, coordinate, direct, and control the development of Crested Isle.
2. PROGRAM MANAGEMENT.
 - a. The Executive Agent has designated the Director of Programs, HQ USAF (AF/PRP) as Program Manager. He is responsible for the overall management of the programming plan and for timely accomplishment of its objectives. In addition, AF/PRP will serve as the Air Force Program Monitor.
 - b. The Director, Logistics Planning Division, OPNAV, has been designated as Program Monitor for coordinating Navy/Marine Corps responsibilities for this plan.
 - c. Annex Monitors have been designated to serve as points of contact for the appropriate actions defined in their assigned annexes.
3. PROGRAM COORDINATION. The program manager, the program monitors and annex monitors will form a Program Planning and Review Group (PPRG) which will monitor the program status and coordinate actions affecting the program. The group will meet as scheduled by the Program Manager.
4. DEFINITIONS.
 - a. ANNEX - A subdivision of the programming plan prepared by and applicable to a single function such as logistics, civil engineering or personnel.
 - b. APPENDIX - A subdivision or an addition to an annex.
 - c. MILESTONE - A major occurrence which is of primary importance in the accomplishment of the phase objective.
 - d. ACTIVITY - An occurrence subordinate to a milestone which is of primary importance in the accomplishment of stated milestone.
 - e. ACTION AGENCY - The particular office having the responsibility for accomplishment and reporting of milestones and activities. Activities identified within a given milestone may have different action agencies, but are restricted to the functional area designated by the annex.
 - f. MANAGEMENT SYSTEMS - A systematic method which, when properly applied to the program, will insure detailed planning, control and progress evaluation and will provide a sound basis for making timely management decisions.
 - g. PROGRAM MANAGER - The office assigned the primary responsibility for overall management of the program plan to insure timely accomplishment of the program objectives.
 - h. PROGRAM MONITOR - The office within each Service responsible for coordinating Service actions for the Programming Plan.

~~SECRET~~

The program monitor is the single point of contact for the program manager on all actions concerning his Service.

i. ANNEX MONITOR - The office within each Service assigned responsibilities for planning, monitoring, and reporting all actions associated with an individual annex. The annex monitor is a single point of contact on all actions concerning each annex.

j. PROGRAM PLANNING AND REVIEW GROUP - This is a working panel composed of the program manager as the chairman, the program monitors and the annex monitors.

5. DIRECTIVES. The Program Manager will issue Program Directives to initiate phases, major actions, and changes to the Program and to provide guidance for action agencies. Program Directives will be coordinated with the Program Monitors and will be issued directly to the action agencies. Information copies will be provided to all agencies listed in Annex Z.

6. GENERAL INFORMATION BULLETINS. The Program Manager will send information bulletins to all addresses in Annex Z concerning the overall status of the program and the status of milestones and activities that are currently active. These bulletins will be used to expose possible impacts of one action or agency on another. Bulletins will be sent at least quarterly but may be issued more frequently as desired by the Program Manager.

7. STATUS REPORTS. Action agencies will prepare status reports monthly when an activity for which the agency is assigned responsibility in Annex P is active. An activity becomes active on the scheduled start date or the actual start date, whichever is first. The activity remains active until actual completion. Reports will be submitted on the first of each month to the Program Manager with copies provided to the Program Monitor and the Annex Monitor.

8. STATUS REPORT FORMAT. Status reports will be prepared in the following format:

a. Part I. Status of Time-Phased Action. Identify by milestone/activity identifier each milestone or activity currently active or completed and not previously reported. Indicate status as appropriate:

- (1) Complete - Show date completed.
- (2) Ahead of schedule - Show percent complete and probable date of completion.
- (3) On schedule - Show percent complete.
- (4) Behind schedule - Show percent complete and probable completion date or date expected to be back on schedule.

b. Part II. Explanation of Deficiencies or Deviations. Explain why any milestone or activity is either behind or ahead of schedule or why it was not accomplished as programmed. If deficiencies exist, recommend action to remedy situation and estimate cost by which remedy could be effected. Discuss impacts on other milestones/activities and overall relation to program objectives.

c. Part III. General Summary. Discuss generally any situation which might have significant impact on program objectives, whether they be potential or actual, detrimental or beneficial.

9. SPECIAL REPORTS. When a milestone or activity is active, special reports will be submitted whenever matters arise requiring the Program Manager's immediate attention and will follow the same format as status reports. Prior or subsequent to periods when a milestone or activity is active, special reports will be used to identify situations with possible significant impact on the program. The form will be narrative, similar to Part III of the status report. These will be submitted to the Program Manager by the action agencies, with information copies sent to all affected agencies.

10. PROGRAM MANAGEMENT. The Director of Programs, HQ USAF, is the Air Force annex monitor and the Director, Logistics Plans Division, OPNAV is the Navy annex monitor for Annex S, Program Management.

145°35'

MILITARY LAND REQUIREMENT

Farallon de Fajros

Maug

Asuncion

Agrihan

Pagan

Alamagan

Guguan

Sarigan

Anatahan

Farallon de Medinilla

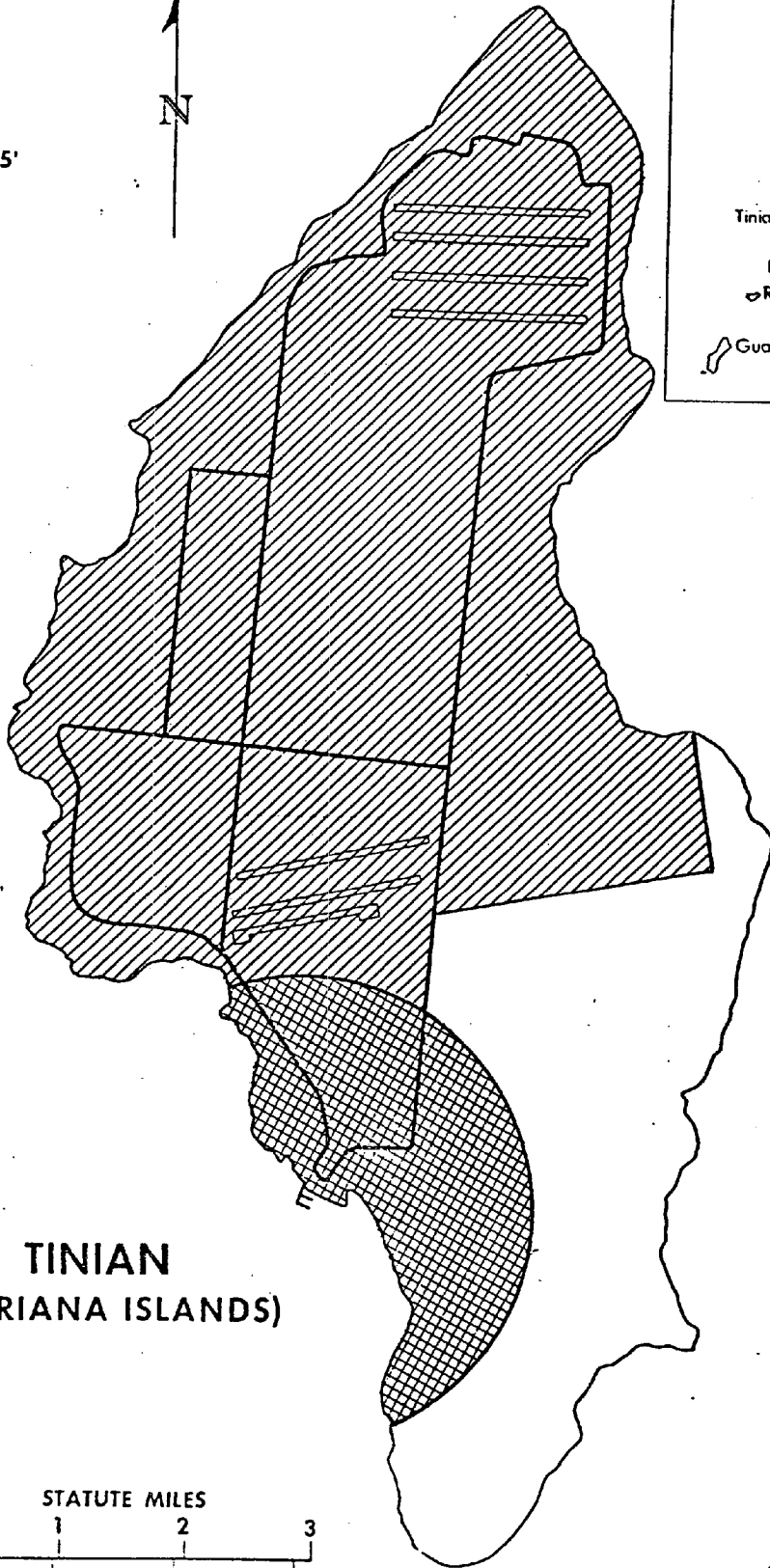
Tinian Saipan

Aguijan
Nalutan Rock

Rota

Guam **MARIANA ISLANDS**

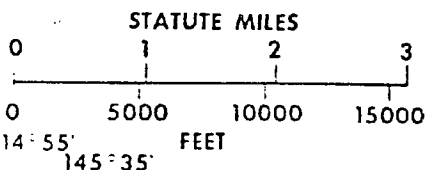
15°05'



15°00'

15°00'

TINIAN
(MARIANA ISLANDS)



412750

14°55' 145°35'

Y-1

145°40'

14°55'

ANNEX 2 Distribution

DEPARTMENT OF DEFENSE

OSD/IL	1	DCA	1
OSD/IU	1		
OSD/IH	1		
OSD/IR	1		
OSD/ISA	1		
OSD/T	1		
OSD/M&RA	1		

JOINT STAFF, UNIFIED AND SPECIFIED COMMANDS

Joint Staff J-4	1	CINCPAC J-5	2	SAC/XP	5
J-3	1	CINCPAC J-4	1		
J-5	5	CINCPAC J-6	1		
J-6	1	CINCPAC REP MARI	1		

DEPARTMENT OF THE ARMY

DAMO/IAP	2	DAMO/PLW	1
DAMO/DDP	1	DAMO/PLT	1
DAMO/PLS	1	CINCUSARPAC	10

DEPARTMENT OF THE NAVY

ASN (I&L)	1	OPNAV		COMNAVFACENGCOM	2
CINCPACFLT	10	OP-090	3	CHNAVMAT	2
CMC	10	OP-094	3	CHBUMED	2
CGFMFPAC	10	OP-01	3	COMNAVSUPSYSCOM	2
		OP-04	10	COMNAVCOMM	2
		OP-05	3	COMNAVELEX	2
		OP-06	3	COMNAVSHIPSYSKOM	2
				COMNAVORDSYSCOM	2

DEPARTMENT OF THE AIR FORCE

SAF/IL	1	AF/PR	1	PACAF/XP	10
SAF/ILI	1	AF/PRP	5	MAC/XP	5
SAF/ILE	1	AF/PRE	5	TAC/XP	5
SAF/OI	1	AF/PRC	5	AFCS/XP	1
SAF/USI	1	AF/PRM	5		
		AF/XOX	2		
		AF/XOO	2		
		AF/ACB	1		
		AF/LGX	5		
		AF/DPP	1		
		AF/IGS	1		
		AF/SGH	1		