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Operations

INSTALLATION PLANS PROGRAM

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This instruction implements AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force (AEF)*, and is used in conjunction with planning guidance from other major command (MAJCOM), Air Force, or Department of Defense (DoD) directives. The purpose of this publication is to provide guidance for wing and unit plans representatives to manage and operate their plans program. It outlines program requirements, appointment, self-inspections, staff assistance visits (SAV), working group procedures, and plan development and review process. It applies to all 673d Air Base Wing (673 ABW) and 3d Wing (3 WG) units developing or maintaining planning guidance that impacts Joint Base Elmendorf-Richardson (JBER) organizations. This publication does not apply to the Air National Guard, Air Force Reserve, or Civil Air Patrol units and members. Compliance with this instruction cannot be waived or supplemented. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Route AF 847s from the field through the appropriate chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. See **Attachment 1** for a Glossary of References and Supporting Information.

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Section A—GENERAL PLANS PROGRAM GUIDANCE

1. Program Requirement. Most units on JBER are routinely involved with planning for contingencies that could impact JBER missions. Many JBER units maintain planning guidance for deploying personnel and equipment to support contingencies away from the installation. Often the unit representatives appointed as OPR for their plans program have little to no experience in this additional duty assignment. This instruction was developed to provide units the tools needed to effectively manage and operate their plans program. It includes program requirements and provides concise step by step procedures to follow when developing a new plan, reviewing an existing plan, and staffing a plan.

2. Operational Context:

2.1. Operational Focus. The Plans program is an organization function with the goal of establishing procedures and guidelines to optimize mission effectiveness. The 673 ABW Plans Program Manager (PM) and unit plans representatives will ensure implementation across organizational and functional commands.

2.2. Operational Effectiveness. The Plans program requires dedicated individuals that will analyze, prepare, draft, and revise operational procedures into a written document. Plans must be coordinated through subject matter experts (SME) to ensure accuracy, staffed through leadership for approval, and disseminated to all pertinent participants.

3. Security:

3.1. Operations Security (OPSEC). Protection of plans, checklists and plans correspondence is vital to the security of operations. All plans representatives must remain aware at all times of the need to safeguard critical information. Plans representatives must incorporate a strong sense of OPSEC responsibility into all plans and checklists.

3.2. Classified Storage.

3.2.1. The wing plans PM and unit representatives will ensure plans are stored appropriately based on their classification in accordance with DoD 5200.1-R, paragraph C6.3., *Information Security Program*, and AFI 31-401, *Information Security Program Management*.

3.2.2. Units may store classified materials at other agencies when the volume of classified material or frequency of use does not justify maintaining a safe. Place the classified material in a sealed envelope. Mark the envelope on the front and back with the highest classification of the material contained in the envelope. The owner agency provides the storage agency a memorandum list of names, functional address symbols, and security clearances of personnel authorized access to the envelope. The owner agency reviews the material quarterly. The reviewing official dates and signs the envelope following each review. Use AF Form 614, *Charge-out Record*, when the envelope is temporarily removed. Establish procedures where all classified material is returned to the safe before the end-of-the-day checks.

4. Roles and Responsibilities:

4.1. The 673 ABW Commander will:

4.1.1. Ensure a viable wing plans program is established that supports all JBER organizations and missions (as applicable).

4.1.2. Appoint a primary and alternate plans PM in writing to oversee the program. The primary wing plans PM will generally be the 673 ABW Chief of Plans (XPX). **NOTE:** The wing plans PM will be at least a Major or civilian equivalent; possess a **SECRET** security clearance (as a minimum); be thoroughly familiar with the wing operations, and have a minimum of 2 years retention when appointed.

4.1.3. Establish command relationship and coordination protocols across multiple wing and/or equivalent-level commands.

4.1.4. Ensure organizational planners are trained to incorporate the plans program into all functional areas.

4.1.5. Ensure plans assessments are conducted annually to ensure compliance with this instruction.

4.1.6. Establish a JBER Plans Working Group (PWG).

4.2. Unit Commanders and Wing Staff Agency Chiefs will:

4.2.1. Appoint a primary and alternate unit plans program representative, in writing, using the format outlined in **paragraph 5**, this instruction. **NOTE:** The plans program representatives will be an officer, TSgt, or civilian equivalent; possess a **SECRET** security clearance (as a minimum); be thoroughly familiar with the unit's operations; and have a minimum of 1 year retention when appointed.

4.2.2. Ensure unit planners fully incorporate the plans program into all functional areas.

4.2.3. Ensure plans assessments are conducted annually to ensure compliance with this instruction.

4.3. The 673 ABW Plans PM will:

4.3.1. Manage the wing's plans program and coordinate with all JBER plans offices, as appropriate.

4.3.2. Advise and represent the commander on all plans-related matters, to include developing and recommending plans policy and guidance.

4.3.3. Provide wing-level assistance and guidance on all plans matters.

4.3.4. Maintain this instruction which outlines specific plans protocols essential for effective operations of the wing plans program.

4.3.5. Develop and maintain a plans continuity binder in accordance with **paragraph 6**, this instruction.

4.3.6. Train all plans representatives on duties and responsibilities listed in this instruction and document this training.

4.3.7. Review plans periodically for currency and update (as necessary) to remain in compliance with current directives.

4.3.8. Review and approve all base/wing-level operations/contingency/associate plans before final publication and distribution.

4.3.9. Ensure proper distribution of all plans to tasked organizations and the appropriate functional OPR. **NOTE:** Notify all appropriate functional areas and units when a plan and /or applicable checklist is modified or rescinded.

4.3.10. Ensure all plans are tracked and suspenses are being met. Notify all plans offices of any delays in meeting any suspense.

4.3.11. Establish a PWG (Refer to **Section C**, this instruction). Serve as chair-member of the PWG and conduct quarterly meeting.

4.3.12. Establish an effective wing plans annual review program in accordance with **Section D**, this instruction. Forward a review schedule annually to all unit plans representatives. Conduct an annual SAV for each unit with plans requirements.

4.3.13. In conjunction with all JBER plans offices (if applicable); develop and maintain Commander Senior Staff (CSS) checklists. Review the CSS checklists annually or when directed by competent authority. Indicate this review by updating the date on the checklist.

4.3.14. Maintain a JBER plans e-library (see **paragraph 9.6**, this instruction).

4.3.15. Have access to the Secret Internet Protocol Router Network (SIPRNET), Non-Classified Internet Protocol Router Network (NIPRNET), and organizational e-mail accounts.

4.4. Unit Plans Program Representative:

4.4.1. Manage the unit plans program and coordinate with 673 ABW/XPX on matters pertaining to installation plans.

4.4.2. Advise and represent the commander on all plans related matters, to include developing and recommending unit plans policies and guidance.

4.4.3. Provide unit-level assistance and guidance on plans matters.

4.4.4. Maintain this instruction which outlines specific plans protocols essential for effective operations of the unit plans program.

4.4.5. Develop and maintain a plans continuity binder in accordance with **paragraph 6**, this instruction.

4.4.6. Review plans periodically for currency and update (as necessary) to remain in compliance with current directives.

4.4.7. Conduct an annual review of all unit operations/contingency/associate plans and checklists for which the organization is OPR or as directed by 673 ABW/XPX.

4.4.7.1. Notify 673 ABW/XPX of the intent to produce, change or rescind a plan or annex. Provide any known requirement (that is, higher headquarters (HHQ) directive, and so forth) to do so.

4.4.7.2. Review all applicable checklists whenever a plan is changed or revised and document review on the Master Plans Worksheet.

4.4.7.3. Accomplish all plan preparation, review, revision, and coordination with other agencies in accordance with **Section G**, this instruction.

- 4.4.8. Provide 673 ABW/XPX with an electronic copy of all unclassified and classified plans, and changes for which the unit is the OPR.
- 4.4.9. Comply with the security procedures in **paragraph 3**, this instruction, when storing classified plans, checklists, or other plans material.
- 4.4.10. Ensure all plans are tracked and suspenses are being met. Notify 673 ABW/XPX of any delays in meeting any suspense.
- 4.4.11. Conduct an annual unit plans program self-assessment. Review directives/technical orders/checklists supporting the plan for adequacy and currency. **NOTE:** If any updates/changes to owning plans effects any wing, group and/or tenant organization (to include multiple wings) procedures or checklists, notify 673 ABW/XPX as soon as possible.
- 4.4.12. Provide written report to 673 ABW/XPX within ten duty days of any discrepancies and corrective measures taken from self-assessment.
- 4.4.13. Participate in an annual SAV with 673 ABW/XPX as described in **Section B**, this instruction.
- 4.4.14. Serve as a member of the plans working group (PWG) as appointed by the wing plans program manager.
- 4.4.15. Have access to SIPRNET, NIPRNET and organizational e-mail accounts.

5. Appointment Letter. Commanders and Wing Staff Agency Chiefs (if applicable) will submit memorandums of appointment to 673 ABW/XPX within ten duty days of appointment. A new appointment memorandum is required each time there is a change in the unit level plans representatives. Refer to the Appointment Memorandum located at **Figure 6.1**, this instruction. The memorandum will include:

- 5.1. Rank/Name.
- 5.2. Office Phone.
- 5.3. Security Clearance.
- 5.4. SIPR and NIPR e-mail addresses.
- 5.5. Date Eligible for Return from Overseas (DEROS) (if military/if civilian put N/A).
- 5.6. Commander/Staff Agency Chief (or designee) signature block.

6. Continuity Binder. All plans offices will maintain a plans program continuity binder and individual plan binders. Refer to **Table 7.1**, this instruction.

- 6.1. **Binder 1.** The first binder consists of the following tabbed sections:
 - 6.1.1. A – Table of Contents.
 - 6.1.2. B – Memorandum of Appointments. **NOTE:** The 673 ABW/XPX will keep Group and Tenant Units/Group plans office will keep their Squadrons.
 - 6.1.3. C – Unit Plans Representative Training Documentation.
 - 6.1.4. D – Wing Plans Program Instruction.

- 6.1.5. E – Master Plans Worksheet.
- 6.1.6. F – Plan Review Documentation.
- 6.1.7. G – Self-Assessments and SAVs.

Figure 6.1. Unit Plans Representative Appointment Memorandum



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS, 673D AIR BASE WING
JOINT BASE ELMENDORF-RICHARDSON, ALASKA

(Date)

MEMORANDUM FOR 673 ABW/XP

FROM: *(Unit Office Symbol)*

SUBJECT: Unit Plans Representative Appointment

1. The following individuals are appointed as representatives for this organization:

	Primary	Alternate
Rank/Name:	_____	_____
Office Symbol:	_____	_____
Duty Phone/Fax:	_____	_____
Email (NIPR/SIPR):	_____	_____
Clearance:	_____	_____
DEROS:	_____	_____

2. This letter supersedes all previous letters of appointment to this position.

3. Direct any questions or concerns to *(point of contact)* at *(telephone number)*.

*Signature Block/Signature of Unit Commander or
 Staff Agency Chief*

cc:
Group plans representative (if applicable)

- 6.1.7.1. Self-Assessments and SAVs schedule.
- 6.1.7.2. Self-Assessments Reports.
- 6.1.7.3. SAV Reports.
- 6.1.7.4. SAV Discrepancies Replies.
- 6.1.8. H –Roster of all JBER Plans Representatives/OPRs.
- 6.1.9. I – Miscellaneous.

6.2. **Binder 2.** This is mandatory for the wing plans office and optional for all units. Plans will be maintained in separate binders. The plan binder will consist of the following sections:

6.2.1. Table of Contents.

6.2.2. Memorandum of Record of Plan Review.

6.2.3. Plan.

6.2.4. Final Top-line Coordination Staff Summary Sheet.

Section B— Plan Program ASSESSMENT

7. Purpose. A self-inspection and/or SAV are designed to ensure organizations are in compliances with all directives, regulations, and guidance. Units and agencies can request a SAV anytime. 673 ABW/XPX will conduct an annual unit-level SAV. The checklist in **Table 7.1** will be used for this purpose.

Table 7.1. SAV Checklist

SAV CHECKLIST			
SAV CONDUCTED BY:		DATE:	
PERSON CONTACTED:		UNIT:	
A. DOCUMENTATION:		YES	NO
1. Is there a current memorandum of appointment on file for the unit plans representative(s)?			
2. Is the primary unit plans representative's initial training documented?			
3. Have all requirements of the previous SAV been accomplished?			
B. PLANS PROGRAM CONTINUITY BOOK:			
Tab A--Table of Contents			
Tab B--Memorandum of Appointments Note: Wing will keep Group and Tenant Units/Groups will keep their Squadrons			
Tab C--Unit Plans Representative Training Documentation(s)			
Tab D--Wing Plans Program Instruction			
Tab E--Master Plans Worksheet			
Tab F--Plan Review Documentation			
1. Annual plans review schedule			
2. Plan OPRs: Maintain final coordination and a master copy of each plan revision/change for the life of the revision/change			
3. Tasked units: Maintain copies of coordination submitted to plan OPRs in response to their requests for biennial reviews. Keep material from last review of each plan.			
Tab G--Self-Assessments and Staff Assistance Visits (SAV)			
1. Self-Assessment and SAV Schedule			
2. Last two Self-Assessment Reports			

3. Last two SAV Reports			
4. Last two SAV Discrepancy Replies (as required)			
Tab H--Roster of All JBER Plans Representatives/OPRs			
Tab I—Miscellaneous. Anything else the unit wants to keep (newsletters, cross-feed reports, etc.)			
C. PLAN REVIEWS			
1. Are plans/changes prepared and fully coordinated IAW the wing instruction?			
2. Is all coordination maintained for the life of each plan?			
3. Is reproduction master of each plan/change maintained?			
4. Are biennial reviews conducted, documented, and maintained?			
D. PLANS LIBRARY			
1. Are all required unit plans accounted for in the plans library?			
2. Is a DD Form 2861 used to cross-reference the location of all plans/ copies of plans not maintained in the master plans library?			
3. Is record of changes properly completed/changes accurately posted?			
E. OUTBRIEF (DISCUSS AS REQUIRED)			
1. Reviewed SAV findings/recommendations?			
2. Briefed plans representative on responsibilities listed in the instruction?			
3. Provided prompt assistance/guidance on plans matters as requested?			
4. Outbriefed commander or staff agency chief if requested?			

7.1. **Self-Inspection.** All plans representatives will conduct an annual self-inspection of their program using the SAV checklist.

7.2. **SAV.** 673 ABW/XPX will:

7.2.1. Provide a proposed SAV schedule to all units plans offices each December for the next calendar year.

7.2.2. Review last unit SAV prior to visit to become familiar with any past program concerns and/or issues.

7.2.3. Ensure the unit plans continuity binder is current and properly maintained.

7.2.4. Ensure all required plans and changes are accessible.

7.2.5. Review plans to ensure they are current and meet requirements in accordance with regulations and/or guidance.

7.3. **SAV Report.** After the SAV, 673 ABW/XPX will prepare a report documenting the findings and provide it to the unit plans representative and unit commander within ten duty days following the SAV. See SAV Discrepancy Reply procedures and sample format in **Attachment 2**, this instruction.

Section C— JBER PWG

8. Purpose. The working group ensures the timely and efficient review of current and future planning issues through integration and coordination between all JBER plans offices. The PWG allows organizations on JBER to exchange information and ideas in development of plans guidance, policies, and command relationships.

8.1. Requirements:

8.1.1. PWG should be convened quarterly.

8.1.2. The wing plans PM will chair the PWG.

8.1.3. All PWG members **MUST** have a current **SECRET** (or higher) security clearance.

8.2. Procedures:

8.2.1. 673 ABW/XPX will file copies of the meeting minutes in the plans continuity binder.

8.2.2. Suggested PWG briefing/discussion items are:

8.2.2.1. New or changes in directives, regulations and/or guidance that will require a review, revision or rescission of a current plan.

8.2.2.2. Update on current draft plans.

8.2.2.3. Any plans shortfalls/limiting factors.

8.2.2.4. Plans issues and concerns identified by the commander and/or PWG members.

8.3. **Composition.** Normally, 673 ABW/XPX, unit plans representatives, and other JBER planners will be members of the PWG. There may be a case where SMEs will augment the PWG to provide insight of a plan, as needed.

Section D— Plan Process

9. Purpose. To help ensure a smooth transition from plan development or review to plan completion, the following guidance should be followed in this chapter and throughout the instruction. All offices that have a requirement to produce a plan should notify their unit plans

representative to ensure proper management and coordination. All OPRs will consult unit plans representatives and AF directives and/or guidance before drafting, revising or rescinding a plan to ensure compliance.

9.1. **Plan OPR Determination.** The OPR is determined by the source document requiring the plan or as directed by 673 ABW/XPX. The OPR will be responsible for overseeing development and coordinate with unit plans representatives for proper staffing.

9.2. **Program Review.** Unit plans representatives will review annually their plans program and plans that impact their organization. **Note:** Ensure plans are in compliance with current directives, regulations and/or guidance set by the wing and/or higher headquarters.

9.3. **Plan Development and Revision.** Plans OPRs are responsible for developing and updating plans for which their organization is the designated OPR (see **Section F**, this instruction).

9.4. **Obtaining Signatures:**

9.4.1. Basic Plan and Memorandum of Transmittal. The basic plan is signed by the respective wing commander. The memorandum of transmittal is signed by 673 ABW/XPX. To obtain these signatures a plan package will be prepared.

9.4.2. Plan Package. The plan OPR will prepare and forward a staff summary sheet (SSS) and draft plan to 673 ABW/XPX. XPX will prepare the coordination package that includes:

9.4.2.1. Coordination Package (Bottom-line or Top-line Coordination):

9.4.2.1.1. SSS. **NOTE:** Commanders, wing staff agency chiefs, and tenant organizations will concur with the plan and appropriate annex(es) by signing the SSS.

9.4.2.1.2. Memorandum of transmittal on appropriate letterhead.

9.4.2.1.3. Completed plan.

9.4.2.1.4. All signed Bottom-line SSS (**NOTE:** Only for Top-line coordination).

9.4.2.2. Staffing. See **Section H**, this instruction, for coordination process.

9.5. **Plan Suspense's:**

9.5.1. The unit plans representative will confer with the OPR on establishing a suspense for their plan. **NOTE:** Suspense should be reasonable and allow enough time to process through all applicable organizations to include final signatures.

9.5.1.1. Use the plans timeline matrix in **Table 9.1**, this instruction, to set a reasonable timeline for development, revision, coordination to final signature. At a minimum, creation to final signature should take no longer than four months.

Table 9.1. Timeline Matrix

Phase		Minimum Time
Drafting a Plan		
	Research, Draft plan and Review	8 weeks
Bottom-line Coordination	NOTE: Applicable GP and tenant unit CCs and Plan POCs	
	Review and Adjudication (through all appropriate organization and/or units). Final review/signature by GP, and tenant unit CCs	4 weeks
Top-line Coordination	NOTE: Applicable WG and/or equivalent CCs and Plan POCs	
	Review and Adjudication (through all appropriate organization and/or units). Final review by WG Command Staff and WG and/or equivalent CCs signature	4 weeks
Minimum Time		4 months

NOTE: Minimum times are listed. OPR should add additional time to each phase as appropriate. The adjudication process could extend beyond the minimum timeframe. OPRs and unit plans representatives will coordinate to extend the original suspense, as necessary.

9.5.1.2. OPR will request extensions through their unit plans representative to 673 ABW/XPX. All extensions must include justification and new proposed date no later than ten duty days prior to the suspense.

9.6. Plans Library:

9.6.1. JBER Plans PMs will maintain a master JBER unclassified/classified plans library electronically.

9.6.2. Once the plan has been approved and signed by all applicable commanders, 673 ABW/XPX will post the plan to the JBER plans e-library.

9.7. Plan Distribution:

9.7.1. The 673 ABW/XPX will inform all unit plans representatives via e-mail of the new plan posting.

9.7.2. Functional areas will access the master plans e-library to view or obtain a copy of the appropriate plans.

9.7.3. Any unit unable to view or obtain a copy of a plan via e-library may request a copy through the unit or 673 ABW/XPX, as appropriate.

9.8. **Reproduction.** Generally, the plan will be made available to all units via e-library, however if a unit requires a hard copy the plan may be printed. **NOTE:** It is recommended that unit plans offices maintain a hard copy of their plans and associated plans that affect

their organizations. The unit plans representative will file each plan in accordance with **paragraph 6.2**, this instruction. Ensure proper protocols are adhered to when maintaining classified plans (AFI 31-401, *Information Security Program Management*).

Section E— GENERAL ADMINISTRATIVE PROCEDURES

10. Purpose. General administrative procedures must be followed to ensure all plans are properly formatted.

10.1. Marking:

10.1.1. FOUO. Mark plans containing FOUO information “FOR OFFICIAL USE ONLY” at the top and bottom of the front/back covers and on all pages (excluding blank pages) of the plan.

10.1.2. Classified. See AFI 31-401 for marking classified plans.

10.1.3. Covers will not have anything printed on the reverse side.

10.2. Page and Paragraph Numbering:

10.2.1. Page Numbering. Pages are numbered at the bottom center to indicate the page order in each element of the plan. Under the standard paragraph numbering format (as described in AFMAN 10-401V2, *Planning Formats and Guidance*) the main body of the plan will follow the standard i, ii, 1, 2 numbering system.

10.2.1.1. The “i” page numbering system will be used for numbering the Security Instructions page through the Table of Contents.

10.2.1.2. Basic Plan. The basic plan uses standard numbering format beginning with number 1.

10.2.1.3. Attachment Numbering. Annex, appendix, and tab pages use the following format: C-1-A-3 (denotes page 3 of Tab A to Appendix 1 to Annex C).

10.2.1.4. Paragraph Numbering. Designations for subdividing, numbering, and lettering paragraphs are 1., a., (1), (a), 1, and a respectively. Indent each progressive subdivision. When a paragraph or section is subdivided, it must have at least two subdivisions. Remember, you cannot have an “a” without at least a “b” or a (1) without a (2), etc. Though not standard, some HHQ planning instructions may require the numbering format to be like this instruction, that is, 1, 1.1, 1.1.1, and 1.1.1.1.

10.2.1.5. Each new section (memorandum of transmittal, plan summary, basic plan, annex, appendix, and so forth) must start on a odd page. Blank pages or pages marked “THIS PAGE INTENTIONALLY LEFT BLANK” may be inserted as required to ensure this happens.

10.3. Rules for Capitalizing and Underlining:

10.3.1. References to specific annexes and other attachments are in this format (that is, Annex G is capitalized only in the Table of Contents or as a heading).

10.3.2. Paragraph titles are capitalized and underlined, that is, PURPOSE.

10.3.3. Subparagraph titles are expressed and underlined, that is, Assumptions.

10.3.4. Sub-subparagraph titles are not underlined and expressed, that is, Designations.

10.4. **Font Style and Text Spacing.** Font size will be 12 pt in Times New Roman. Text is single spaced with a space between each paragraph.

10.5. **Dates.** Each separate section of a plan must bear the date of issue or revision. Until a plan is revised, all sections should bear the same date of issue.

10.6. **Abbreviations.** The first time a title or designation is used in an element of a plan, the title or designation must be spelled out and immediately followed by the approved abbreviation, that is, JBER. After the initial spell-outs and abbreviation, use abbreviation thereafter.

10.7. **Identifying Plans.** JBER plans are assigned a number and/or title to coincide with the number and/or title of the USAF or PACAF plans they support or as specified by HHQ directives.

10.8. **Plan Organization.** JBER plans are written in the format described in this instruction unless otherwise prescribed in a higher headquarters directive. Sample plan formats and administrative details are provided in **Attachment 3**, this instruction. Deviations should be kept to a minimum to maintain standardization.

Section F— PLAN DEVELOPMENT

11. Plan Development. Plan development may require single or multiple wing coordination.

11.1. The OPR will:

11.1.1. Notify their unit plan representative to begin the creation of the new plan.

11.1.2. Convene a working group of subject matter experts to research and discuss the creation of the plan.

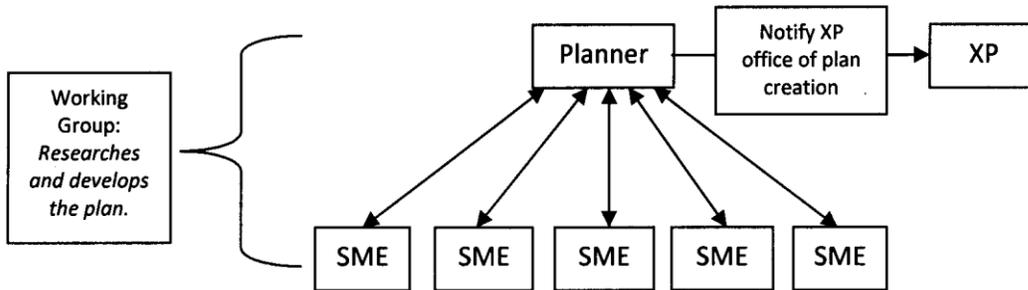
11.1.3. Draft a basic plan in coordination with the subject matter experts as noted in **Figure 11.1**. After the initial gathering of information, use the procedures in **Attachment 3**, this instruction, to assemble and format the draft plan. The Plan Development Checklist (also located in **Attachment 3, Table A3.1**, this instruction) will be used by the OPR in the development process.

11.1.4. Track and document the basic level coordination. Use of a SSS to accomplish the coordination is optional at this stage.

11.2. The unit plan representative will notify 673 ABW/XPX that a new plan is being created.

11.3. Refer to **Section H**, this instruction, for Bottom-line and Top-line review/coordination procedures when staffing the plan.

Figure 11.1. Plan Development.



Section G—REVIEWS, CHANGES AND REVISIONS

12. Review. All plans will be reviewed annually by their OPRs, unit plan representatives and the wing plans PM. Additionally, a plan may require review outside the normal review cycle because of higher headquarters/wing directives, which may require revisions or changes. The plan review checklist in **Table 12.1**, this instruction, will be used for this purpose.

12.1. Review Process. The review will identify areas requiring updates, changes, modifications, etc. All plan reviewers will use the comments matrix worksheet in **Figure 12.2**, this instruction, to provide inputs/comments to the draft plan.

Table 12.1. Plan Review Checklist

PLAN REVIEW CHECKLIST	YES	NO	N/A
1. During the review, is a plan review memo sent or emailed to all tasked organizations and XP to request inputs?			
2. By suspense date, are the results of the review (plan current, change needed, or revision needed) reported to XP?			
a. If the plan is current, is XP provided copies of all plan review coordination?			
b. If a change is needed, is the plan change checklist complete?			
c. If the plan needs to be revised, is the plan preparation and revision checklist complete?			
PLAN REVIEW CHECKLIST - Certification			
<p>I certify I have reviewed this plan IAW appropriate checklists and all corrections have been made as prescribed therein. All applicable checklists have been completed and sent to XPX. This plan is formatted IAW the 673 ABW Plans Program Instruction, Attachment 3 or other HHQ guidance.</p>			
<p>_____</p> <p>(Signature of Plan OPR)</p>		<p>_____</p> <p>(Date signed)</p>	

12.1.1. Fill out the worksheet as follows:

12.1.1.1. Include name, organization and Defense Switched Network (DSN) or commercial # of the specific person in the organization that made the comment.

12.1.1.2. In the comment column place only one comment per row. Ensure all comments describe what action should be taken, that is, Reword, "GP/CC will not..." or Add, "Have all units..." or Delete, "XP office".

Figure 12.2. Comments Matrix Worksheet

Comment #	ORG REVIEWER PHONE	Page, Para, Line	Comments (Administrative, Substantive, or Critical) Rationale	Adjudication
1	Name Org/Office Symbol Phone Number	Page # Para # Line #	Administrative. Reword to say "..." Rationale: better explains requirements/intent.	

NOTE: Please do not change column titles; use the format as shown. If you have general (GEN) comments for the document that do not correspond to the whole document, place the word 'GEN' under the Page/Para/Line column. If there is a figure on a page that you need to address, place the figure number and title of figure under the Page/Para/Line column.

12.1.2. Comments will be identified as **Administrative, Substantive, or Critical.**

12.1.2.1. Administrative comments identify grammar, punctuation, formatting errors, and so forth. Please include correct information or note discrepancy.

12.1.2.2. Substantive comments pertain to information factually incorrect, unnecessary, misleading, confusing, or inconsistent. Please include correct information or note discrepancy.

12.1.2.3. Critical comments pertain to major deficiencies that will cause non-concurrence with current directives, procedures, or common practices. Please note the correct or proper procedure or practice is. **NOTE:** A critical comment will equate to non-concurrence of the plan as written.

12.1.2.4. Include any rationale to clarify or justify comments or inputs made. Include any directives and/or guidance (if applicable).

12.1.2.5. All comments must be **UNCLASSIFIED.**

12.1.3. Reviewers will send the comments matrix worksheets to their group plans office, who in-turn, will compile all inputs/comments and forward them to 673 ABW/XPX. XPX will review and forward the worksheets to the OPR for adjudication/plan update. **NOTE:** Consider the impact of JBER support agreements and memorandums of agreement/understanding (OPR: 673 CPTS/SAO) when revising or changing wing plans.

12.2. Plan Change/Revision Process. The change or revision process begins when the OPR receives comments matrix worksheets during the plan review. The number of comments and degree of recommended changes will determine if a plan will be changed or revised. A plan change will generally be initiated if total write-in changes affect less than 40 percent of the plan. A revision will take place if more than 40 percent of the plan changes or numerous write-in changes make the plan difficult to use.

12.2.1. Adjudication. The OPR will determine if the inputs/comments should be incorporated into the plan. If inputs/comments are not incorporated into the plan, then

the OPR must work with the units to adjudicate the inputs/comments on the matrix worksheet.

12.2.2. Once a revision has been completed, a new draft is sent to 673 ABW/XPX for coordination to all organizations tasked by the plan.”

12.2.3. Second and possibly subsequent drafts will be required in order to obtain concurrence from all tasked organizations.

12.2.4. Final Draft. After all tasked units’ inputs/comments have been incorporated; the OPR will prepare a final draft and the draft SSS that only contains the Purpose, Background and Recommendation to be staffed to the 673 ABW/XPX. XPX will complete the organizations routing portion of the draft SSS and send it to each group commander, staff agency chief, and associate commander/chief.

12.2.5. The change process is detailed in the plan change checklist in **Table 12.2**. The revision process is included in the plan preparation and revision checklist in **Attachment 3**, this instruction. Comply with all checklist steps and information in this instruction when preparing a change or revision.

Table 12.3. Plan Change Checklist

PLAN CHANGE CHECKLIST			
Note: This checklist is designed to help with the preparation of plan changes. Run this checklist after completing the plan review checklist.			
	YES	NO	N/A
1. Incorporated plan review findings into the change memorandum (see https://elmendorf.eim.pacaf.af.mil/673ABW/XP/XPX/Plans%20Development%20Templates%20and%20Checklists/Forms/AllItems.aspx under respective organization for template)?			
a. Date of change the same as the date of the memorandum?			
b. Distribution listed on the memorandum? Note: If the change includes a new distribution annex (annex Z), it is not necessary to list the distribution on the transmittal memorandum.			
c. Change number and date included in parenthesis at the bottom of each page change (place this information immediately beneath the page number)?			
2. Change coordinated with all affected organizations and XP?			
3. Inputs incorporated and re-coordinated as required?			
4. By suspense of the Annual Plan Review Schedule, finalized change memorandum submitted (printed on PACAF letterhead) to XP for approval? Note: Do not have your commander sign the finalized change memorandum until XP has approved it.			
5. Has XP made .pdf copy of signed change for posting in plans library?			
6. XP ensured distribution is correct, including:			
a. All tasked organizations?			
b. All applicable wing XP(s)?			
c. JBER/CP?			
d. 673 ABW/IG?			
7. Has XP returned final signed copy of change(s) and all coordination documentation to the plan OPR to maintain for the life of the plan?			
8. Did plan OPR ensure copies are sent to off-base recipients and HQ PACAF functional (as required)?			

12.3. Change Procedures:

12.3.1. Page Changes. This method replaces all pages containing changes and is preferred.

12.3.2. Write-in Changes. Write-in changes (in ink) are permissible. This procedure may be used only for minor corrections such as changes to numbers, dates, single words, short phrases, and so forth. Write-in changes are listed on the Change Memorandum of Transmittal.

12.3.3. Change Preparation. Changes will be prepared by following the procedures below and the checklist in [Table 12.3](#) Changes will be coordinated with all tasked

organizations via the plan OPR. The changes must be approved by 673 ABW/XPX prior to publication.

12.3.3.1. Change Memorandum of Transmittal. A transmittal memorandum is prepared for each change and the change is distributed to all addressees listed in Annex Z. (NOTE: Use Change Memorandum located at: <https://elmendorf.eim.pacaf.af.mil/673ABW/XP/XPX/Plans%20Development%20Templates%20and%20Checklists/Forms/AllItems.aspx> .)

12.3.3.1.1. Include change number, plan short title and date of basic plan in the SUBJECT line.

12.3.3.1.2. In paragraph 1, include the change number, dates of the change, long title of the plan and the classification of the plan (if other than unclassified).

12.3.3.1.3. Pen and ink changes will include page, paragraph, line and change. NOTE: Changes should include what is to be removed and inserted.

12.3.3.1.4. A copy of the distribution list must be attached to the Change Memorandum of Transmittal. If a new Annex Z is accomplished, a distribution list is not required. The “to” element should read: “see attached distribution list” or “see Annex Z.”

12.3.3.1.5. Annotate the record of changes and file the memorandum behind the front cover of the plan after posting the changes.

12.3.4. Page Change Marking. Mark new or changed material with a vertical line in the left margin. (NOTE: Use Page Change Memorandum located at: <https://elmendorf.eim.pacaf.af.mil/673ABW/XP/XPX/Plans%20Development%20Templates%20and%20Checklists/Forms/AllItems.aspx>).

12.3.4.1. Include change number and date in parenthesis at the bottom of each page immediately beneath the page number.

12.3.4.2. The date of change should be the same as the date of the memorandum (indicated in the upper right corner).

12.3.5. The 673 ABW/XPX will post the change on the JBER e-library in the plan file.

Section H— Plan Staffing

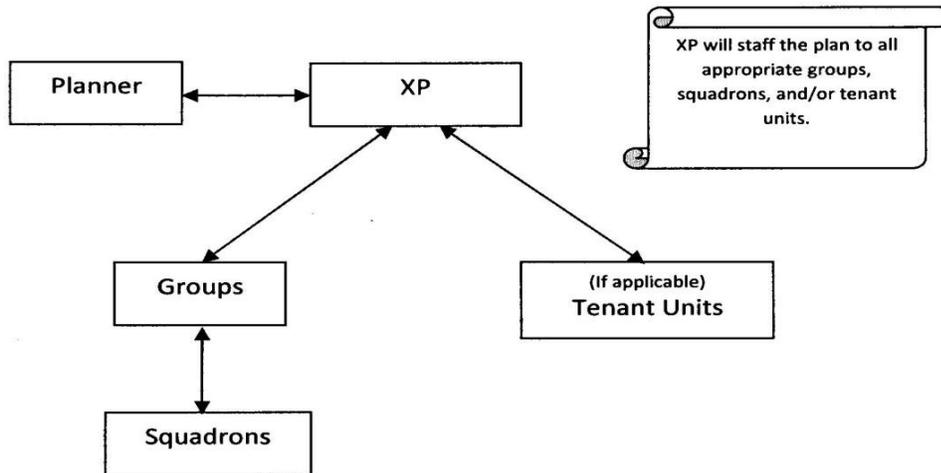
13. Process Ownership. JBER is a complex military installation with many diverse organizations and missions. It is imperative that OPRs, unit plans representatives, and the wing plans PM share ownership in the coordination process. This section establishes staffing protocols between supported, supporting and tenant unit leadership for coordination of all plans affecting JBER. These coordination procedures will be followed to ensure proper staffing and leadership approval.

13.1. **Bottom-line Coordination.** This coordination process is used for the initial review by squadrons, groups, and tenant units on JBER; to include supported organizations.

13.1.1. As outlined in **Figure 13.1**, the planner sends the plan package to 673 ABW/XPX, which in-turn will staff the plan to all pertinent organizations below wing-level.

13.1.2. All organizations will use the comments matrix worksheet in **Figure 12.2**, this instruction, to provide inputs/comments to the plan. Organizations will send completed worksheets to 673 ABW/XPX; which after cursory review will send them to the OPR/planner for plan update or adjudication.

Figure 13.1. Bottom-line Coordination



13.1.3. After any required adjudication and plan updates are completed, the OPR/planner forwards the revised draft to 673 ABW/XPX for restaffing. XPX will resend the plan package to all tasked organizations to review all modifications to the plan and ensure no further concerns or revisions are needed. If no further comments or inputs are identified, the commanders will sign the SSS concurring with the plan as written and forward the SSS to 673 ABW/XPX.

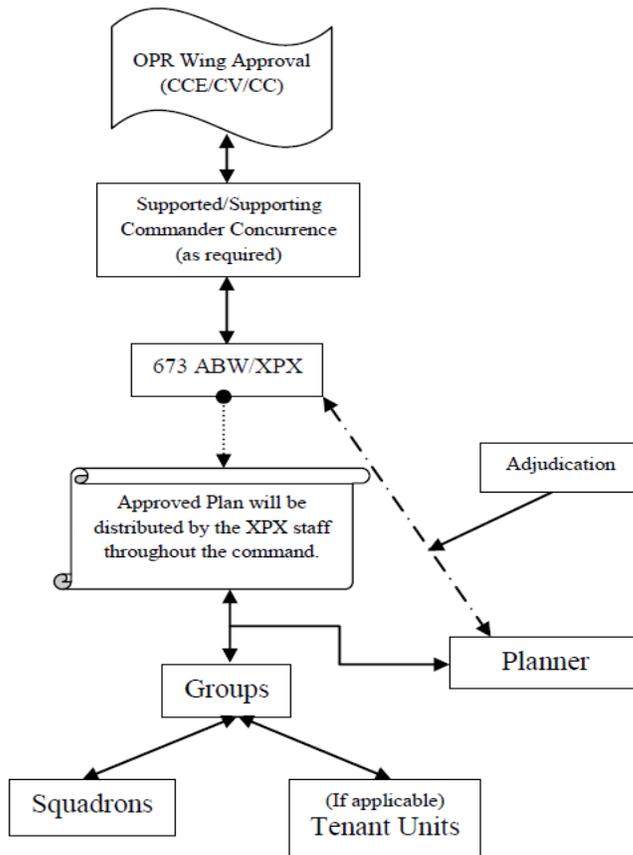
NOTE: If additional commander's comments are noted, the review/adjudication process will begin again (see paragraph 13.1.2, this instruction).

13.1.4. Once all known changes have been incorporated into the new draft, 673 ABW/XPX will create the Top-line coordination package that contains a Top-line SSS, signed Bottom-line SSS, and the most current draft plan.

13.2. Top-line Coordination. Prior to top line coordination, all tasked units in the draft plan, through group level and tenant organizations on JBER should have been given the opportunity to review and provide comments to the plan. Any adjudication required at the bottom line review should now be complete.

13.2.1. The Top-line coordination process as depicted in **Figure 13.2** is used for the final plan review. 673 ABW/XPX will staff the plan through the appropriate wings or equivalent-level command's executive offices for command concurrence; as applicable, prior to forwarding to the approving wing. The process is as follows:

Figure 13.2. Top-line Coordination



13.2.1.1. 673 ABW/XPX will send the plan package that includes a comments matrix worksheet, SSS, and most current copy of the draft plan to appropriate commanders through their executive officer.

13.2.1.2. If commanders have any inputs and/or comments to the plan, they will forward them on the worksheet provided through their executive officers to 673 ABW/XPX. If there are no comments, the commanders will sign the SSS concurring with the plan as written and forward through their executive officers to 673 ABW/XPX.

13.2.1.3. Following a cursory review, 673 ABW/XPX will send the worksheets to the OPR/planner for plan update and advise the OPR/planner as to what level of review and/or adjudication is required.

13.2.1.4. After any adjudication and/or plan updates is completed, the OPR/planner will forward the revised draft to 673 ABW/XPX for final concurrence by wing and equivalent level commands. Once this final check is complete, reviewing commanders will forward their SSS to 673 ABW/XPX indicating concurrence of the plan as written.

13.2.1.5. The 673 ABW/XPX will forward the plan package that includes group level and above signed SSS, latest draft plan, and a comment matrix worksheet to the

approving wing for signature. If no further comments or inputs are required for the plan, the commander will initial the SSS and sign the plan for implementation. **Note:** If additional commander's inputs/comments are noted, the update/adjudication process will begin again (see paragraph [13.2.1](#), this instruction).

13.2.2. The final plan package is then sent to 673 ABW/XPX for distribution.

13.2.3. The 673 ABW/XPX will notify organizations of the new plan posting to the JBER plans e-library.

ROBERT D. EVANS, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 31-401, *Information Security Program Management*, 1 November 2005.

AFMAN 10-401V2, *Planning Formats and Guidance*, 1 May 1998.

AFMAN 33-363, *Management of Records*, 1 March 2008.

Adopted Forms

AF Form 614, *Charge-out Record*

AF Form 847, *Recommendation for Change of Publication*

DD Form 2861, *Cross-Reference*

Abbreviations and Acronyms

ABW—Air Base Wing.

AEF—Air & Space Expeditionary Force.

AFRIMS—Air Force Records Information Management System.

CPTS—Comptroller Squadron.

CSS—Commander Senior Staff

DEROS—Date Eligible for Return from Overseas.

DoD—Department of Defense.

DSN—Defense Switched Network.

FOUO—For Official Use Only.

HHQ—Higher Headquarters.

JBER—Joint Base Elmendorf-Richardson.

MAJCOM—Major Command.

NIPRNET—Non-Classified Internet Protocol Router Network.

OPR—Office of Primary Responsibility.

OPSEC—Operations Security.

PDF—Portable Document Format.

PM—Program Manager.

POC—Point of Contact.

PWG—Plans Working Group.

RDS—Records Disposition Schedule.

SAV—Staff Assistance Visit.

SIPRNET—Secret Internet Protocol Router Network.

SME—Subject Matter Expert.

SSS—Staff Summary Sheet.

TOC— Table of Contents.

Terms

Adjudication— For the purpose of this instruction, adjudication refers to the final judgment of acceptance of change in the review process of a plan that will determine the course of action taken in reference to the issue presented.

Annex— Portion of the plan that breaks down requirements to the functional level (operations, logistics, etc.), describes the concept of mission support by the functional area, and provides detailed information for a specific organization or subject.

Appendix— Subordinate addition to an annex. Includes information too lengthy or detailed for the annex and usually contains a major category of information.

Basic Plan— The base portion of the plan that provides overarching information on the purpose, implementation, operations, administration, logistics, and command relationship procedures throughout the document.

Commander Senior Staff— Subordinate commanders and civilian leaders that support the wing commander in the Installation Command Center during times of crisis.

Cross-referencing— Method of accounting for plans (or files) when the document is maintained in a location other than the designated library. DD Form 2861 is used for this purpose.

E-libraries— Electronic version of the unit plans library.

Exhibit— Subdivision of a tab to further organize detailed information.

Plan Development Process— Process, as determined by XP, to develop, revise, or change a wing plan. That process is included in this instruction.

Plan OPRs— Unit personnel primarily responsible for the content, currency, distribution, and use of a wing plan.

Program Review— Periodic review of a wing plan and unit program by the OPR to determine if the plan(s) and unit continuity book are still relevant and current

Staff Assistance Visit— Observation tool used by wing plans to help units maintain their individual plans programs.

Tab— Subdivision of the appendix used to organize and clarify detailed information.

Tasked Units— Those units tasked with supporting specific actions identified in a wing plan.

Unit Plans Library— Library of contingency or operational plans maintained by a unit to support their Unit Control Center activities. This is generally maintained by the unit plans representative.

Unit Plans Program Representative— Group, squadron, flight, staff agency, and associate unit plans representative.

Wing Plans Program Manager— Individual appointed by wing commander to oversee the wing plans program. This person is generally the Chief of Plans (XP).

Wing Plans Working Group— Group composed of plans representatives from functional areas and associate units with plans requirements that meet periodically to discuss, advise, and staff wing planning guidance.

Attachment 2

SAMPLE SAV DISCREPANCY REPLY

A2.1. SAV Discrepancy Reply. Reply to the Plans SAV Report when all discrepancies are CLOSED. Omit discrepancies corrected during the SAV from the memorandum. Discrepancies should take no longer than 30 days from the SAV report to close. If the OPR needs additional time, request via email to XPX a week prior to the end of the 30 day suspense.

A2.2. Follow the sample format in **Figure A2.1** for the SAV Discrepancy Reply.

Figure A2.1. Sample SAV Discrepancy Reply

	<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS, 673D AIR BASE WING JOINT BASE ELMENDORF-RICHARDSON, ALASKA</p>	<p>(Date)</p>
<p>MEMORANDUM FOR 673 ABW/XP (Group Plans Representative Office Symbol)</p>		
<p>FROM: (Unit Office Symbol)</p>		
<p>SUBJECT: Reply to Plans Staff Assistance Visit Report (Date of Report)</p>		
<p>1. The following corrective actions have been taken on discrepancies identified in subject report:</p>		
<p>a. Reference paragraph _____. Corrective Action: Discuss in detail the action(s) taken. Address the recommendation(s) provided. Direct corrective action(s) at root causes, not symptoms of the problem. If all corrective actions for a discrepancy are complete, end this paragraph with CLOSED. If some part of this corrective action is closed and other parts are still open, indicate which actions are open/closed and provide as estimated completion date (ECD) for those still open. For example, "training of all key supervisors on plans taskings is in progress (OPEN/ECD: 10 Jan 10)."</p>		
<p>b. Reference paragraph _____. Corrective Action: Follow the same format as in paragraph "a" above for each discrepancy identified in the report.</p>		
<p>2. Direct any questions or concerns to (point of contact) at (telephone number).</p>		
<p>_____ <i>Signature Block/Signature of Unit Commander or Staff Agency Chief</i></p>		

previous plan. The memorandum of transmittal is numbered, prepared on PACAF letterhead, and signed by the wing plans program manager. See [Figure A3.2](#) for memorandum of transmittal format.

Figure A3.2. Memorandum of Transmittal Format

	<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS, 673D AIR BASE WING JOINT BASE ELMENDORF-RICHARDSON, ALASKA</p>	<p>(Date)</p>
<p>MEMORANDUM FOR SEE DISTRIBUTION (ANNEX Z)</p>		
<p>FROM: 673 ABW/XPX</p>		
<p>SUBJECT: JBER Plan XXXX</p>		
<p>1. Attached is JBER Plan XXXX (<i>plan title</i>). This plan supersedes Elmendorf AFB (<i>plan title</i>) dated (<i>date of plan</i>) that should be disposed of IAW DoD 5400.7-R AFSUP1, <i>DoD Freedom of Information Act Program</i>. This plan supports (<i>AFI XXXX, PACAF Plan XXXX, etc.</i>). Send requests for change in distribution to (<i>plan OPR</i>) and 673 ABW/XPX.</p>		
<p>2. This plan is effective on receipt (or scheduled effective date) and implemented when directed by the 673d Air Base Wing Commander.</p>		
<p>3. JBER Plan XXXX was coordinated with all tasked organizations. Supporting plans (<i>are/are not</i>) required.</p>		
<p>4. Direct any questions or concerns to (<i>plan OPR</i>) at (<i>telephone number</i>).</p>		
<p>_____ <i>Signature Block/Signature of Chief, Wing Plans</i></p>		
<p>Attachment: JBER Plan XXXX</p>		

A3.1.3. Distribution Change Memorandum. All plans will include a standard memorandum that addressees may use to notify 673 ABW/XPX of changes in distribution requirements. The distribution change memorandum is not numbered and will follow the memorandum of transmittal. See [Figure A3.3](#) for the distribution change memorandum format.

Figure A3.3. Distribution Change Memorandum Format

	APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>
<u>JBER PLAN XXXX</u>	
DISTRIBUTION CHANGES	
	DATE: _____
MEMORANDUM FOR (<i>Plan OPR</i>) _____/XPX	
FROM: _____	
SUBJECT: Distribution of JBER Plan XXXX	
1. Change distribution for subject document as follows:	
a. Discontinue distribution.	
b. Change number of copies to ____.	
c. Change office symbol and address to _____.	
2. The listed changes apply to this plan only.	
3. The listed changes apply to all wing plans distributed by (<i>plan OPR</i>).	
4. REMARKS:	
	<i>Signature block of Commander, Staff Agency Chief, of Authorized Representative</i>
INSTRUCTIONS: <i>Complete and send a copy to (Plan OPR) and _____/XPX if there are any distribution changes and/or concerns</i>	

A3.1.4. Security Instructions and Record of Changes. The security instructions and record of changes page is the first numbered page (page will be numbered “i”). The security instructions must include the long and short titles of the plan, plan classification, and any reproduction limitations. Identify the classification in **paragraph 2** (if applicable). See **Figure A3.4** for the security instructions and record of changes format.

A3.1.5. Plan Summary. The summary provides a purpose, description, brief review of conditions of implementation, operations to be conducted, assumptions, operational constraints, OPSEC, command relationships, logistic requirements, and limiting factors.

Figure A3.4. Security Instructions and Record of Changes Format

APPROPRIATE WING
JBER AK 99506
Date of Plan

JBER PLAN XXXX
SECURITY INSTRUCTIONS AND RECORD OF CHANGES

SECURITY INSTRUCTIONS

1. The long title of this plan is Joint Base Elmendorf-Richardson (*title of plan*). The short title is JBER Plan XXXX.
2. This document is unclassified.
3. The office of origin is (*OPR office symbol*).
4. Reproduction of this document, in whole or in part, to assist tasked organizations in development of supporting operating instructions and/or checklists is authorized.
5. Dispose of this document IAW provisions of DoD 5400.7-R AF Sup 1, *DoD Freedom of Information Act Program*.

RECORD OF CHANGES

<u>Change No. and Date</u>	<u>Date Entered</u>	<u>Posted By</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

A3.1.5.1. All plans will use the following statement on the Plan Summary page under Command Relationship: JBER commanders approve the usage of this plan for distribution and execution by concurring/initialing on the SSS. WG/CC or designated representative approves this plan for implementation by signing the plan.”

A3.1.5.2. See **Figure A3.5** for the plan summary format. All paragraphs identified in this format must be included in the plan summary. Add additional paragraphs, as required.

Figure A3.5. Plan Summary Format

<p>APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i></p>
<p>JBER PLAN XXXX PLAN SUMMARY</p>
<p>1. PURPOSE: Briefly describe the reason for implementing the plan. If this is a supporting plan, identify the supported plan here.</p>
<p>2. CONDITIONS FOR IMPLEMENTATION: Summarize the situation in which the plan should be considered for implementation.</p>
<p>3. OPERATIONS TO BE CONDUCTED: Summarize operations conducted on plan implementation, including subparagraphs on deployment and/or employment, forces assigned, and supporting plans if applicable.</p>
<p>4. KEY ASSUMPTIONS: List key assumptions that are absolutely essential to the logic of the plan.</p>
<p>5. OPERATIONAL CONSTRAINTS: List major factors that may impede accomplishing the mission.</p>
<p>6. OPSEC: Summarize OPSEC considerations that impact significantly on conduct of the operation. If the operation is unclassified and only normal OPSEC considerations apply, enter normal.</p>
<p>7. COMMAND RELATIONSHIPS: Usually, command relationships will be normal. If other than normal, summarize the command arrangements to be employed in executing the plan. Include the statement "JBER Commanders approve the usage of this plan for distribution and execution by concurring/initialing the Staff Summary Sheet. WG/CC or designated representative approves this plan for implementation by signing the basic plan."</p>
<p>8. LOGISTICS APPRAISAL: Provide an appraisal of the logistics and transportation feasibility.</p>
<p>9. LIMITING FACTORS: Provide a consolidated listing and impact assessment of limiting factors that impact significantly on the conduct of operations. Specify tasks that cannot be accomplished and efforts to resolve them.</p>
<p>ii</p>

A3.1.6. Table of Contents (TOC).

A3.1.6.1. List the annexes, appendices, tabs and exhibits (with titles) and corresponding page number as noted in [Figure A3.6](#)

A3.1.6.2. When any annex designator (A thru Z) is not used, indicate so by entering "Not Used" in the "PAGE" column.

A3.1.7. Basic Plan. The basic plan consists of the five major paragraphs shown in [Figure A3.7](#). Additional paragraphs may be included to fit the needs of the plan. The basic plan will be signed by the WG/CC or designated representative.

Figure A3.6. Table of Contents Format

APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>	
<u>JBER PLAN XXXX</u> TABLE OF CONTENTS	
<u>CONTENTS</u>	<u>PAGE</u>
Letter of Transmittal	
Distribution Changes	
Security Instructions and Record of Changes.....	i
Plan Summary.....	ii
Table of Contents.....	iii
Basic Plan.....	1
ANNEX A-- <i>TASK ORGANIZATION</i>	A-1
ANNEX B-- <i>ANNEX TITLE</i>	B-1
ANNEX C-- <i>ANNEX TITLE</i>	C-1
Appendix 1-- <i>Appendix Title</i>	C-1-1
Tab A-- <i>Tab Title</i>	C-1-A-1
Exhibit 1-- <i>Exhibit Title</i>	C-1-A-1-1
Tab B-- <i>Tab Title</i>	C-1-B-1
Appendix 2-- <i>Appendix Title</i>	C-2-1
ANNEX D-- <i>ANNEX TITLE</i>	D-1
ANNEX E-- <i>ANNEX TITLE</i>	E-1
ANNEX F-- <i>ANNEX TITLE</i>	F-1
ANNEX G-- <i>ANNEX TITLE</i>	G-1
ANNEX H-- <i>ANNEX TITLE</i>	H-1
ANNEX I through ANNEX W.....	Not Used
ANNEX X-- <i>ANNEX TITLE</i>	X-1
ANNEX Y-- <i>ANNEX TITLE</i>	Y-1
ANNEX Z-- <i>DISTRIBUTION</i>	Z-1
iii	

A3.1.7.1. The five major paragraphs of each plan must be listed in each plan even if they are not applicable. If they do not apply, "Not Applicable" should be inserted after the paragraph title (that is, "4. ADMINISTRATION AND LOGISTICS: Not applicable"). This method permits standardization and enables planners to refer immediately to a standard paragraph when seeking specific information.

A3.1.7.2. Detailed unit tasking and/or information is not normally covered in the basic plan. Detailed tasks are addressed in the appropriate functional annexes, appendices, and so forth. **NOTE:** Only basic tasks are stated here. However, each tasked organization should be briefly addressed in the basic plan.

Figure A3.7. Basic Plan Format

APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>
<u>JBER PLAN XXXX</u> BASIC PLAN
<u>REFERENCES:</u> List references by publication number and title as identified in AFMAN 10-401V2, page C23
<u>TASKED ORGANIZATION:</u> See Annex A (or list them as appropriate)
1. <u>SITUATION.</u> Provide a concise description of the purpose to be achieved by implementing the plan. If this is a supporting plan, indicate the plan it supports. <ol style="list-style-type: none"> a. <u>General.</u> Describe the general environment or conditions that would implement the plan. b. <u>Assumptions.</u> List only assumptions directly relevant to the development of the plan. Assumptions about specific aspects of the operation should be included in appropriate annexes.
2. <u>MISSION.</u> State concisely the task and purpose to be accomplished on execution. This statement should answer the questions: who, what, when, where, why, and sometimes how.
3. <u>EXECUTION.</u> <ol style="list-style-type: none"> a. <u>Concept of Operations.</u> Should describe the general nature/purpose of the operations to be conducted and coordination/cooperation necessary to execute actions required by the plan. b. <u>Tasks.</u> List assigned organization tasks by separate subparagraph under its respective group for ease of interpretation. List each task as a concise statement of a mission to be performed. Ensure task assignments include all actions to be performed to fulfill the concept of operations.
4. <u>ADMINISTRATION AND LOGISTICS.</u> In separate sub-paragraphs, provide broad guidance on how Administration and Logistics support requirements will be conducted and/or implemented.
5. <u>COMMAND AND CONTROL.</u> Identify the command and control relationship such as between two wings or an off-base agency that supports the plan.
<p>NOTE: Basic Plan will be signed by the appropriate wing commander. A list of Annexes will be included after the signature block. Refer to AFMAN 10-401V2 for additional guidance on basic plan format.</p>
1

A3.1.7.3. List all annexes actually used in the plan following the WG/CC signature block, as described in AFMAN 10-401V2.

A3.1.7.4. Do not duplicate assumptions or references in the basic plan.

A3.1.8. Attachments. Attachments to the basic plan listed in order of increasing detail are annexes, appendices, tabs and exhibits. Prepare attachments in a form that best portrays the information: for example, text, a matrix, an overlay, a map, graph, or table. Paragraph titles on the attachment figures are only recommendations. The basic plan should refer to each annex that has been prepared. However, information provided in the basic plan is not normally repeated in the attachments. Annexes used for the plan should be listed on the final page of the basic plan; refer to AFMAN10-401V2, page C-28. Subordinate attachments to

annexes (in the order of appendices, tabs, exhibits or maps) are listed on the final page of the parent attachment (in the order noted), i.e., tabs listed on last page of appendices and exhibits listed on last page of tabs.

A3.1.8.1. Annex. An annex is produced by a functional area (operations, logistics, and so forth) and describes the concept of mission support by the functional area. It contains detailed information for a specific organization or subject. See **Figure A3.8** for a generic annex format.

A3.1.8.1.1. All JBER plans will contain, as a minimum, an Annex A (Task Organization) and Annex Z (Distribution), unless specified otherwise in a higher headquarters directive. Refer to AFMAN 10-401V2, page C-28 for standard titles of remaining annexes and follow to the greatest extent possible. **NOTE:** Do not use the letters "I" or "O" as annex designators.

A3.1.8.1.2. Annexes (except A and Z) will be approved by the functional area commander or wing staff chief by signing the SSS.

A3.1.8.1.3. Limit annexes to essential information not covered in other publications. This does not preclude referencing those publications as appropriate. If there is no specific material for a titled paragraph, do not include that paragraph.

A3.1.8.1.4. List all appendices (if any) addressed in the annex on the last page of the annex.

A3.1.9. Task Organization. This is normally Annex A. As a minimum, list all major JBER organizations and/or units including active duty, National Guard, and reserve components tasked by the plan. An example of the task organization annex format is on **Figure A3.9**.

A3.1.10. Distribution List. This is normally Annex Z. The distribution list accounts for all copies, informs users which agencies and headquarters that maintains copies of the plan. JBER plans will be made available electronically to all tasked organizations as a minimum. Plan OPRs will review HQ PACAF distribution requirements. Addressees must advise plan OPRs of necessary changes to the distribution list. See **Figure A3.10** for a distribution annex format.

A3.1.11. Appendix. An appendix is a subordinate addition to an annex. It includes information too lengthy or detailed for the annex. Normally, each appendix is devoted to a major category of information. For example, if a plan requires more than one response option, a separate appendix could be used to address each option. See **Figure A3.11** for an appendix format.

Figure A3.8. Annex Format

APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>
<p><u>ANNEX X TO JBER PLAN XXXX</u> (TITLE OF ANNEX)</p> <p>REFERENCES: List documents that contribute information to annex.</p> <p>1. GENERAL:</p> <p style="padding-left: 20px;">a. XXXXXXXXXXXXX</p> <p style="padding-left: 20px;">b. XXXXXXXXXXXXX</p> <p style="padding-left: 40px;">(1) XXXXXXXXXXXXX</p> <p style="padding-left: 40px;">(2) XXXXXXXXXXXXX</p> <p>2. ASSUMPTIONS:</p> <p style="padding-left: 20px;">a. XXXXXXXXXXXXX</p> <p style="padding-left: 20px;">b. XXXXXXXXXXXXX</p> <p>3. RESPONSIBILITIES:</p> <p style="padding-left: 20px;">a. XXXXXXXXXXXXX</p> <p style="padding-left: 20px;">b. XXXXXXXXXXXXX</p> <p>4. LIMITING FACTORS:</p> <p style="padding-left: 20px;">a. XXXXXXXXXXXXX</p> <p style="padding-left: 20px;">b. XXXXXXXXXXXXX</p>
<p><i>NAME, Rank, USAF</i> <i>OPR Commander/Staff Agency Chief</i></p>
<p>OPR: <i>Office symbol of annex OPR</i></p> <p>Appendices:</p> <p>1. <i>Appendix Title</i></p> <p>2. <i>Appendix Title</i></p>
<p>X-1</p>

A3.1.11.1. List any applicable references specific to material covered in the appendix.

A3.1.11.2. Assign appendix paragraph titles as required to meet the needs of the appendix.

A3.1.11.3. No signature element is required.

A3.1.11.4. List all tabs (if any) addressed in the appendix on last page.

A3.1.12. Tab. Tab is a further subdivision of an appendix used to organize and clarify the presentation of detailed data. Tabs are prepared in the same general format as appendices but tab is added to the title (that is, TAB X TO APPENDIX X TO ANNEX X TO JBER PLAN XXXX.). See [Figure A3.11](#) for an appendix format.

Figure A3.9. Task Organization Annex (Annex A) Format

APPROPRIATE WING JBER.AK 99506 <i>Date of Plan</i>
<u>ANNEX A TO JBER PLAN XXXX</u> TASK ORGANIZATION
<u>673 ABW/</u> CP HC IG JA PA PAIO SE XP CPTS
<u>673 MSG/</u> CC CS FSS SFS CONS
<u>673 MDG/</u> CC
<u>673 CEG/</u> CC 673 CES 773 CES
<u>673 LRG/</u> CC 673 LRS 773 LRS
<u>3 WG</u> CC 3 MXG 3 OG
<u>USARAK</u> G3
<u>ASSOCIATE/OTHER</u> XX
A-1

A3.1.13. Exhibit. An exhibit is a further subdivision of a tab to enable the planner to organize the portrayal of greater levels of detail. Exhibits are prepared in the same general format as tabs and appendices but exhibit is added to the title (that is, EXHIBIT X TO TAB X TO APPENDIX X TO ANNEX X TO JBER PLAN XXXX.). See [Figure A3.11](#) for an appendix format.

Figure A3.10. Distribution Annex (Annex Z) Format

		APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>
<u>ANNEX Z TO JBER PLAN XXXX</u>		
DISTRIBUTION		
<u>ORGANIZATION</u>	<u>NO. OF COPIES</u>	
<u>673 ABW/</u>		
CC		
CP	1	
HC	1	
IG	1	
JA	1	
PA	1	
PAIO	1	
SE	1	
XP	1	
CPTS	1	
<u>673 MSG/</u>		
CC	1	
CS	1	
FSS	1	
SFS	1	
CONS	1	
<u>673 MDG/</u>		
CC	1	
<u>673 CEG/</u>		
CC	1	
673 CES	1	
773 CES	1	
<u>673 LRG/</u>		
CC	1	
673 LRS	1	
773 LRS	1	
<u>3 WG</u>		
CC	1	
3 MXG	1	
3 OG	1	
<u>USARAK</u>		
G3	1	
<u>ASSOCIATE/OTHER</u>		
XX	1	
TOTAL COPIES	25	

Figure A3.11. Appendix Format

APPROPRIATE WING JBER AK 99506 <i>Date of Plan</i>
<u>APPENDIX X TO ANNEX X TO JBER PLAN XXXX</u> <i>(TITLE OF APPENDIX)</i>
<u>REFERENCES:</u>
a. Publication number, <i>Title</i>
b. Publication number, <i>Title</i>
1. <u>PARAGRAPH HEADING:</u>
a. XXXXXXXXXXXXXXXX
b. XXXXXXXXXXXXXXXX
(1) XXXXXXXXXXXXXXXX
(2) XXXXXXXXXXXXXXXX
2. <u>PARAGRAPH HEADING:</u>
a. XXXXXXXXXXXXXXXX
b. XXXXXXXXXXXXXXXX
Tabs:
A. <i>Tab Title</i>
B. <i>Tab Title</i>
X-1-1

A3.2. References. Additional information concerning plan format is available in AFMAN 10-401V2.

Table A3.1. Plan Preparation and Revision Checklist

PLAN PREPARATION AND REVISION CHECKLIST			
This checklist is designed to help with the preparation of new plans or revision of existing plans. For plan revisions, run this checklist after the plan review process is complete.			
A. REQUIRED PLAN ELEMENTS	YES	NO	N/A
1. Front cover (refer to figure A3.1. of the instruction)			
a. Long title accurate?			
b. Short title accurate?			
c. Shield placed properly?			
d. Footer correct?			
e. Date realistic and same on each plan element?.			
g. OPR correct?			
h. Top and bottom marked FOUO if required?			
2. Memorandum of transmittal (refer to figure A3.2. of the instruction)			
a. On organizational letterhead?			
b. Date the same as front cover?			
c. "MEMORANDUM FOR" correct?			
d. "FROM" block correct (XP office symbol)?			
e. "SUBJECT" correct?			
f. Long and short titles referenced in the text?			
g. Superseded information provided?			
h. Instructions for supporting plans listed?			
i. OPR referenced?			

j. XP signature block accurate?			
k. Attachment (plan) listed?			
3. Distribution changes (refer to figure A3.3. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Date correct (XP addressed)?			
c. "MEMORANDUM FOR" correct (includes plan OPR and XP)?			
d. "FROM" correct?			
e. "SUBJECT" correct?			
f. OPR listed in paragraph 3?			
g. "Instructions" note listed at the bottom of the page?			
4. Security instructions and record of changes (refer to figure A3.4. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Long and short titles in paragraph 1?			
c. Classification in paragraph 2?			
d. OPR in paragraph 3?			
e. Reproduction limitations in paragraph 4?			
f. Disposal instructions in paragraph 5 (if FOUO or higher)?			
g. Three columns in record of changes correct?			
h. Several lines allowed in record of changes?			
i. Page numbered "i"?			
j. Top and bottom marked FOUO (if required)?			
5. Plan summary (refer to figure A3.5. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Are the following paragraph headings used, including:			

(1) Purpose?			
(2) Conditions for implementation?			
(3) Operations to be conducted?			
(4) Key assumptions?			
(5) Operational constraints?			
(6) OPSEC?			
(7) Command relationships (see A3.1.5.1)?			
(8) Logistics appraisal?			
(9) Limiting factors?			
c. Page numbered "ii" (and up as required)?			
d. Top and bottom marked FOUO if required?			
6. Table of Contents (refer to figure A3.6. of this instruction)			
a. Headers accurate (format, date, etc.)?			
b. Format accurate as outlined in this instruction?			
c. Titles of contents match heading titles used in the body of the plan?			
d. All annexes accounted for (including those not used/noted as such)?			
e. Page number column accurate?			
f. Page numbered with lower case roman numerals: "iii"?			
g. Top and bottom marked FOUO if required?			
7. Basic plan (refer to figure A3.7. of this instruction)			
a. Headers accurate (format, date, etc.)?			
b. "References" and "task organizations" listed correctly?			
c. Are the following paragraph headings used, including:			
(1) Situation?			

(a) General?			
(b) Assumptions?			
(2) Mission?			
(3) Execution?			
(a) Concept of Operations?			
(b) Tasks?			
(4) Administration and Logistics?			
(a) Administration?			
(b) Logistics?			
(5) Command and Control (see A3.1.5.1.)?			
d. Is WG/CC signature block accurate?			
e. All annexes used in the plan listed on the last page of the basic plan?			
f. Pages numbered correctly (first page of the basic plan begins with page "1")?			
g. Top and bottom marked FOUO if required?			
8. Appropriate annexes (refer to figure A3.8. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Page numbering correct?			
c. Titles of appendices (if used) listed as attachment to each annex?			
d. Top and bottom marked FOUO if required?			
e. Annex title match with title used in the Table of Contents and attachment list at the end of the basic plan (all instances of the annex title must be identical)? Do not use the letters "I" or "O" as annex designators.			
9. Annex A--Task Organization (refer to figure A3.9. of the instruction)			
a. Headers accurate (format, date, etc.)?			

b. All tasked commanders/staff agency chiefs listed correctly and organized by wing/group?			
c. Unit names accurate?			
d. Page numbered "A-#" correctly?			
e. Top and bottom marked FOUO if required?			
f. Annex title match with title used in the Table of Contents and attachment list at the end of the basic plan (all instances of the annex title must be identical)?			
10. Appropriate appendices (refer to figure A3.11. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Page numbering correct?			
c. Titles of tabs (if used) listed as attachment to each appendix?			
d. Top and bottom marked FOUO if required?			
e. Appendix title match with title used in the Table of Contents and attachment list at the end of the applicable annex (all instances of the appendix title must be identical)?			
11. Appropriate tabs (refer to figure A3.11. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Page numbering correct?			
c. Titles of exhibits (if used) listed as attachment to each tab?			
d. Top and bottom marked FOUO if required?			
e. Tab title match with title used in the Table of Contents and attachment list at the end of the applicable appendix (all instances of the tab title must be identical)?			
12. Appropriate exhibits (refer to figure A3.11. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Page numbering correct?			

c. Top and bottom marked FOUO if required?			
d. Exhibit title match with title used in Table of Contents and attachment list at end of applicable tab (all instances of exhibit title must be identical)?			
13. Annex X--Execution Checklist (when appropriate and useful)			
14. Annex Y--Glossary (as needed)			
15. Annex Z--Distribution (refer to figure A3.10. of the instruction)			
a. Headers accurate (format, date, etc.)?			
b. Is distribution correct? Distribute to the following as a minimum:			
(1) All tasked organizations			
(2) 673 ABW Plans Office			
(3) JBER/CP			
(4) 673 ABW/IG			
(5) PACAF (as required by guidance)			
c. Are all office symbols correct?			
d. Page numbering correct ("Z-#")?			
e. Top and bottom marked FOUO if required?			
16. Back Cover Note: Top and bottom marked FOUO if required?			
B. FORMATTING			
1. All instances of plan header (ensure proper wing title) match? Same capitalization used? Same date?			
2. All instances of section (plan summary, basic plan, annex, appendix, etc) titles match (i.e., is the title of annex A the same in the Table of Contents, basic plan, and annex itself)?			
3. All paragraphs aligned evenly?			
4. Paragraphs numbered according to the following numbering scheme: 1.,			

a., (1), (a), <u>1</u> , and <u>a</u> or 1, 1.1, 1.1.1, and 1.1.1.1?			
5. If paragraph subdivided, does it have at least two subdivisions (i.e., cannot have an “a” without at least a “b” or a (1) without a (2), etc.)?			
6. Paragraph numbers/letters in consecutive order (ensure none have been inadvertently skipped)?			
C. GRAMMAR			
1. Future tense (i.e., tasks will be done)?			
2. Active voice?			
3. Not verbose?			
4. Language simple, clear, and to the point?			
5. Spelling checked?			
D. CONSISTENCY (ESTABLISH “RULE” AND STICK WITH IT)			
1. Abbreviations (spelled out once the first time used, then abbreviation thereafter)?			
2. Nomenclature (i.e., # WG/CC or wing commander)?			
3. Capitalization			
4. Used boldface, underlining, and capitalization for emphasis?			
5. Bottom line--does whole plan look and sound like it was written by one person?			
E. CONTENTS			
1. Are tasking logical and complete?			
2. Does the plan make sense?			
3. Is each task clearly levied against a specific commander?			
4. Does the plan flow?			
5. Are tasked commanders listed in Annex A and briefly addressed in the basic plan?			

6. Are tasks reasonable given resources and constraints?			
F. COORDINATION			
1. Are all tasked agencies given the opportunity to review/coordinate on the draft plan?			
2. Is XP given the opportunity to review/coordinate on the draft plan (even if not tasked)?			
G. SECOND DRAFT	YES	NO	N/A
1. Used previous coordination copy to ensure all changes made?			
2. Discussed concerns with OPR (remind OPR to prepare staff package for final coordination)?			
3. Rechecked briefly for format, content, and consistency?			
4. Read a second time to catch mistakes missed before?			
H. FINAL	YES	NO	N/A
1. Ensured all blocks on this checklist complete?			
2. Are all required elements included in staff package?			
a. SSS			
(1) Tab 1--Completed Plan			
(a) Is cover (on bond paper) included and in the correct format?			
(b) Is each annex signed (original signature) by the annex OPR?			
(c) Is the date on each plan element consistent and realistic?			
(d) Is the location for OPR WG/CC signature indicated?			
(e) Is the memorandum of transmittal printed on original PACAF letterhead? Is the date the same as the plan date? Is the XP signature block correct?			
(2) Tab 2--Coordination. Is coordination included from:			
(a) Each tasked group commander?			

(b) Head of each tasked agency that does not fall under a group commander (wing staff agencies and associate units)?			
b. Is the plan completed on compact disk in MS Word format?			
3. Is all coordination incorporated in the final plan?			
4. Has a spell check on the MS Word file been run?			
5. Has find and replace been used to search for any common mistakes?			
I. REPRODUCTION AND DISTRIBUTION			
1. Has XP made .pdf copy of signed plan and posted on the Plans Library?			
2. XP ensured distribution is correct, including:			
a. All tasked organizations?			
b. 673 ABW Plans Office?			
c. JBER/CP?			
d. 673 ABW/IG?			
3. Has XP returned final signed copy of plan and all coordination documentation to the Plan OPR to maintain for the life of the plan?			
4. Did Plan OPR ensure copies are sent to off-base recipients and HQ PACAF functional (as required)?			