COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This Instruction provides operational guidance for the Air National Guard's (ANG) Operations Wing Plans Office (XP) functions. This Instruction establishes policy and procedures on all matters relating to Wing Plans functions. It also establishes specific roles and responsibilities, in addition to providing detailed guidance to ANG Directorates, Functional Area Managers, Wing Level Planning Functions and field leadership with respect to operational planning and execution decisions. This instruction is applicable to all ANG units. 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 Form 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 (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at **https://afrims.amc.af.mil/**. NGB/A3/10 is the authority to waive Wing/Unit level requirements in this publication. Submit requests for waivers through the chain of command to the NGB/A3/10 org box, **usaf.jbanafw.ngb-a3.mbx.a3-wkflw-air-spc-cyber-ops@mail.mil**.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes entail vital inputs from Wing level planners, to include an emphasis on the impact of specific missions, weapons systems, installation characteristics and resource constraints on the range of applicable plans. In addition, it raises awareness for alternative constructs and Wing level

resources by and with which to fulfill the responsibilities inputted to the Wing Plans function. This change also provides more flexibility to Wing planners to boost their effectiveness.

Chapter 1

GENERAL GUIDANCE AND STRUCTURE

1.1. General Purpose. Wing Plans Integration and Execution (XP) have oversight for the developing, reviewing, updating and briefing of all wing plans for the Wing Commander. Wing XP is the focal point on all readiness/combat integration requirements. The Chief, Wing Plans is responsible for advising the Wing Commander and his/her staff on the contents of unit and higher headquarters tasked plans during contingency operations and exercises. The Chief of Wing Plans identifies related resource requirements and is the plans integrator for the wing and other agencies.

1.2. Organizational Structure.

1.2.1. Air Force Oversight. Headquarters Air Force (HAF) has little oversight over the Wing-level XP, instead delegating that role to the gained Major Command (MAJCOM) and the Wing Commander. However, HAF dictates Air Force (AF) doctrine and long-range planning to the MAJCOMs, which in turn integrates it into their planning. HAF advises component headquarters planners, via the WMP-3, of the resources available to support joint requirements.

1.2.1.1. HAF Regional Plans and Issues (AF/A4XW) is the AF point-of-contact (POC) for contingency plan reviews and tasks MAJCOMs to review plans and provide comments.

1.2.1.2. The following identifies the HAF source of planning requirements, which filter down to the MAJCOMs, and eventually to Wing XP:

1.2.1.2.1. The Air Force Deputy Chief of Staff, Operations (A3) is responsible:

1.2.1.2.1.1. To the Chief of Staff for developing AF positions on strategy, policy, and objectives, and for preparing and implementing plans and operations.

1.2.1.2.1.2. For unilateral and joint war planning.

1.2.1.2.1.3. For the development of AF Doctrine and long-range plans for the employment of air and space of both Active and Reserve Components.

1.2.1.2.2. The Directorate of Operational Plans and Joint Matters:

1.2.1.2.2.1. Orchestrates AF participation in Joint and Regional War and Mobilization Planning Communities.

1.2.1.2.2.2. The critical operator voice linking AF Concept of Operations (CONOPS) to AF strategy, plans and programming function.

1.2.1.2.3. War and Mobilization Plans Division provides wartime and contingency planning policies, guidance, and systems to the AF. It is responsible for:

1.2.1.2.3.1. Supporting expeditionary war planning, execution processes and resolution of mobilization issues.

1.2.1.2.3.2. Air Staff positions on mobilization and deployment issues for deliberate and crisis action planning.

1.2.1.2.3.3. Managing programs, maintaining and developing documents in the joint and interagency environment in support of the Joint Strategic Planning System (JSPS).

1.2.1.2.3.4. Executing strategic planning responsibilities and providing military advice to the National Command Authority (NCA).

1.2.1.2.3.5. Providing formal input through Air Staff coordination as OPR for the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP) to feed the Planning, Programming, Budget, and Execution System (PPBES).

1.2.1.3. Component Commanders, Joint Task Force Commanders (JTFC), and subordinate Unified Commanders support concept development, Course of Action development, and other tasks as directed by the supported command and the Joint Force Commander (JFC).

1.2.1.3.1. Planners from various functional areas may be tasked to produce "estimates of the situation." These estimates help determine supportability of courses of action by appropriate staff directors. The format for the estimate of the situation may be tailored to suit the functional area and specific needs of the Operations Plan (OPLAN) being supported.

1.2.1.3.2. The Commander's estimate and other planning guidance should be used by the planner as a reference document for drafting the functional area input to the plan.

1.2.2. MAJCOM Oversight. Supporting MAJCOMs provide guidance and procedures for command-gained units to review OPLANS and identify discrepancies between tasked and actual unit capabilities/ authorizations. ANG is considered as a MAJCOM and coordinates with the gaining MAJCOM and Wing taskings.

1.2.2.1. Supporting MAJCOMs submit supporting plans according to the instructions of the component headquarters with primary planning responsibility. The component headquarters will review the submitted OPLANs and advise the MAJCOMs if the OPLANs require changes. MAJCOMs will adjust supporting plans as required.

1.2.2.2. The NGB/A3/10X Operation Planning and Execution Division have direct oversight of wing plans. The A3/10X Division provides guidance to XP and tasks each ANG unit with maintaining and/or generating Contingency Plans (CONPLANs) at the Wing level.

1.2.2.3. Most MAJCOMs maintain a Plans Listing and Summary which is designed to provide a condensed reference of all war and contingency plans and associated commitments.

1.2.2.3.1. The summary outlines MAJCOM plans of all classifications and all wing-level plans required by individual MAJCOM directives.

1.2.2.3.2. Contact the Wing LGRDX to extract DCAPES level planning information.

1.2.2.4. XPs with planning issues pertaining to the MAJCOM function (e.g. mobility, special ops, combat) should contact the ANG Functional Area Manager (FAM) or NGB/A3/10X Division.

1.2.3. National Guard Bureau (NGB) Operation Planning & Execution Function. NGB provides guidance and support to Operational Plans at the Wing level and is responsible for the planning and execution of ANG forces in the Aerospace Expeditionary Force (AEF) for

contingency and combat operations. This Division supervises all ANG Command and Control (C2), readiness reporting, mobilizations, deployment execution, and operational planning.

1.2.3.1. NGB/A3/10X Division is responsible for the following Branches:

1.2.3.1.1. A3/10XP Branch, Plans and UTC Analysis.

1.2.3.1.1.1. Coordinates and monitors UTCs documented in operational plans, UMDs, and USAF UTC databases.

1.2.3.1.1.2. Directly coordinates operational plans and UTCs with Air Staff Headquarters, Joint Staff, Office of the Secretary of Defense (OSD), Major Commands (MAJCOMs), Combatant Commands (CCMDs) and ANG XP Wings.

1.2.3.1.1.3. Incorporates UTC requirements in CCMD operations, AF Strategic and War Mobilization Planning (WMP) documents, Defense Planning Guidance (DPG) and National Military Strategy ensuring ANG UTCs are fully supported to go to war and support war gaming exercises.

1.2.3.1.2. A3/10XW Branch, Mobilizations and Deployment Cell.

1.2.3.1.2.1. Planning and execution of ANG forces in the Aerospace Expeditionary Force (AEF) for contingency and combat operations providing oversight on issues concerning employment/deployment of ANG assets.

1.2.3.1.2.2. Directly coordinates with Wing LGRDX offices concerning unit mobilization requirements. Direct POC that affects mobilization of deploying forces.

1.2.3.1.2.3. Coordinates with MAJCOM requirements, sourcing, and execution of assigned personnel to ANG missions.

1.2.3.1.3. A3/10XG Branch, Global Force Management (GFM).

1.2.3.1.3.1. Plans, directs, monitors future two year plans supporting Joint Chiefs Global Force Management enabling NGB senior leadership and Wings to forecast CCDR (Commander) requirements and make more risk informed force management decisions by integrating assignment, apportionment, and allocation processes.

1.2.3.1.3.2. Programs, policies, and issues analyzed include all operations/tactical GFM plans incorporated into Air Force portions of joint war, mobilization, and contingency plans.

1.2.3.1.3.3. Provides XPs with force structure planning documents.

1.2.3.1.4. A3/10XR Branch, Readiness Reporting.

1.2.3.1.4.1. Coordinates and briefs senior leadership at NGB and USAF Headquarters Chief Of Staff on readiness reporting that is aligned with the measures; Resource readiness, Force Readiness Reporting, Capability readiness, Defense Readiness Reporting System (DRRS) and Unit Type Code (UTC) readiness, AEF UTC Reporting Tool (ART).

1.2.3.1.4.2. Ensures that Wing Readiness Point of Contact (POC) is trained to

perform readiness duties.

1.2.3.1.5. A3/10XO Branch. OFAMO/Chief of Deliberate Planning and Execution.

1.2.3.1.5.1. Program Manager for the Wing Plans (XP) office.

1.2.3.1.5.2. Point of Contact for Functional Area Managers.

1.2.3.2. The NGB Functional Area Manager (FAM) plays a vital role in the planning and execution of all contingency operations in which the ANG is involved. The XP office coordinates with the FAM with the execution of their planning duties. A link for a SIPRNet share-point site by NGB/A3/10XP for Wing XP offices is in development. NGB/A3/10XW (Deployment Execution & Mobilization) currently has a SIPRNet web site that FAMs can utilize.

1.2.4. Wing Plans Integration and Execution (XP). XP operates as a function of the Wing Commander's staff. XP's role is to facilitate and integrate wing planning and to provide planning of War Reserve Materiel (WRM) management. AFI 25-101 directs WRM. Plans will be managed as an extension of the Commander's Inspection Program (CCIP). In the instance a Wing Commander aligns the XP function under the Inspector General (IG), in accordance with (IAW) AFI 38-101, the responsibilities included in this instruction will be fulfilled by the Wing's Inspector General (IG).

1.2.4.1. During periods of normal/steady state planning XP facilitates the wing planning process by:

1.2.4.1.1. **(Internal)** Acting as an integrator and facilitator for plan OPRs and subject matter experts throughout the wing.

1.2.4.1.2. **(External)** Acting as an integrator and facilitator for the wing and Higher Headquarters (HHQ) directed planning.

1.2.4.1.3. Ensures overall plan development progression and advises the Wing Commander regarding the status of all plans.

1.2.4.2. During periods of plan execution XP serves as an advisor and integrator for the Wing Commander.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. General. AFI 38-101 Air Force Organization, states Wing Plans (XP) mission is to:

2.1.1. Coordinate Base Support Planning (BSP). AFI 10-404 is the source document for BSP planning. The Installation BSP Site Manager is assigned to the LRS; Plans and Integration Office. 2.1.2. Provide planning for War Reserve Materiel Management (AFI 25-101). WRM management per AFI 25-101 is the responsibility of the Wing MSG/CC. 2.1.3. Provide input to the Wing Inspector General (IG), as applicable, during exercise planning, in order to facilitate the validation of Wing plans. NOTE: XP and IG are both responsible for planning an exercise. Close coordination between the two offices is necessary to produce a well thought out, productive exercise. (AFI 90-201)

2.2. Organization. XP is a function of a Wing Commander's staff and consists of:

2.2.1. Wing Commander. Provides the Chief of Wing Plans with strategic guidance, operational vision for Concept of Operations (CONOPS), mission intent and approves all wing plans.

2.2.1.1. Will appoint a Chief, Wing Plans via appointment letter and send a copy of the appointment letter to ANGRC A3/10X.

2.2.1.2. Integrates XP into the Commander's Inspection Program (CCIP) in order to validate all Wing plans.

2.2.1.3. Assigns a Plan OPR (Office of Primary Responsibility) whenever Higher Headquarters (HHQ) guidance does not specify.

2.2.1.3.1. OPRs will functionally align with the HHQ OPR (e.g. Operations, Safety, Civil Engineering, Logistics, etc.).

2.2.2. Chief, Wing Plans. Facilitates the planning process, integrates local, state, and HHQ plans, and advises the Wing Commander during plan execution.

2.2.2.1. Reports directly to the Wing Commander. (Exception: reports directly to the Vice Wing Commander if delegated IAW **paragraph 2.2.1.1** of this ANGI).

2.2.2.1.1. The Chief, Wing Plans for units with a flying mission should be a rated officer in one of the Wing's active Major Weapon System (MWS) as directed by their Unit Manning Document (UMD) and respective Unit Type Code (UTC). If UMD changes in Wing Plans position are required, please contact A3/10XO – OFAMO.

2.2.2.1.1.1. Exception: The MWS requirement is not applicable to flying units officially in MWS conversion.

2.2.2.1.1.2. For units supporting SIOP (Single Integrated Operational Plan) missions the Chief, Wing Plans will be a rated officer in one of the Wing's active MWS.

2.2.2.1.2. Note: The Chief of Wing Plans and the Logistics Plans Officer are two separate positions to be filled within the UMD.

2.2.2.1.3. Note: For non-traditional mission sets (e.g. ATKW, IW, Cyber) and to ensure a well-rounded planner, Wing CCs are allowed the option of any planner. The AFSC must align with the wing mission, must be a valid benefit, and contribute to mission effectiveness.

2.2.2.1.4. Coordinates inclusion into exercise scheduling and planning and real world events' assessments, as applicable, with the Wing Inspector General (IG), in order to effectively validate Wing plans.

2.2.2.1.5. XP involvement will neither conflict with, nor infringe upon the sanctity of AFI 90-201, The Air Force Inspection System.

2.2.2.1.6. Note: Contingent on resource constraints, Wing plans may be integrated into the Inspector General Function IAW AFI 38-101.

2.2.2.2. Develops supplements, attachments, or original planning documents related to HHQ Operational Plans (OPLANS), MAJCOM plans and supplements IAW AFI 10-401, and as required.

2.2.2.3. Identifies LIMFACs and shortfalls.

2.2.2.4. Supports, develops, and manages planning and execution requirements, to include contingency and crisis action planning to support all possible wartime contingencies when tasked by HHQ.

2.2.2.4.1. Ensures overall plan development progression and advises the Wing Commander regarding the status of all plans.

2.2.2.5. Maintains applicable Wing plans.

2.2.2.6. Facilitates the overall planning process and ensures the integration of internal and external planning entities.

2.2.2.6.1. Ensures plan OPRs and OCRs are aware of and have access to a copy of this instruction (e.g. email, SharePoint, Air Force E-publishing).

2.2.2.6.2. Assists plan OPRs in identifying subordinate unit Subject Matter Experts (SMEs) to act as Offices of Collateral Responsibility (OCRs) for plan development and formal reviews.

2.2.2.6.3. Ensures XP representation at local, state, and federal planning events that affect the wing.

2.2.2.7. Coordinates as final reviewer of a plan before submission to the Wing Commander for his/her approval.

2.2.2.8. Responsible for tracking the OPR formal review and briefing of each wing plan.

2.2.2.9. NGB/A3/10XO, Office of Functional Area Manager Oversight (OFAMO). Maintain a XP distribution list. Contact OFAMO by email for Wing level updates.

2.2.2.9.1. Please send your name, rank, email, and phone number (DSN and Commercial). Ensure you indicate who is being removed from the XP listing in your office.

2.2.2.10. Advises the Wing Commander and his/her staff on the contents of unit and HHQ tasked plans during execution of contingency operations and exercises.

2.2.2.10.1. Will be prepared to serve as a Special Staff Advisor to the Crisis Action Team (CAT) Director IAW AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations.

2.2.3. Operations Planner.

2.2.3.1. If assigned, is an additional member of the Wing Staff and reports directly to the Chief of Wing Plans.

2.2.3.2. Should be a rated officer in one of the Wing's active MWS.

2.2.4. Logistics Planner.

2.2.4.1. The LRS Commander appoints a Logistics Planner that coordinates with the Chief of Wing Plans and other base functions for planning and integration.

2.2.4.1.1. Is assigned to the Logistics Readiness Squadron (LRS) and reports to the LRS Commander.

2.2.4.1.2. Logistics Planners are assigned to the Deployment and Distribution Flight (LGRDX).

2.2.4.1.3. Upon coordination with the LRS Commander can assist Wing Planners as required.

2.2.4.2. Manage and coordinate to write, update, and maintain Wing supporting plans and Wing supplements when tasked by AF/HQ, MAJCOMs, 2G0X1 CFETP and ANG.

2.2.4.3. Participate in site activation/deactivation task forces IAW AFI 10-404. Actions include: 2.2.4.3.1. Participating in site survey operations.

2.2.4.4. Identify Aerial Port of Embarkation and Aerial Port of Debarkation for specific deployment requirements.

2.2.4.5. Prepare and writes logistics annexes for plans.

2.2.4.6. Identify LIMFACs and shortfalls for deliberate planning.

2.2.5. Subordinate Functional Planners.

2.2.5.1. Planners. OPRs are responsible for the overall development and maintenance of an assigned plan. Plan OPRs are:

2.2.5.1.1. Determined by the source document (AFI or other HHQ guidance) requiring the plan.

2.2.5.1.1.1. When HHQ guidance does not specify the OPR, the Wing Commander will designate a unit OPR functionally aligned (e.g. Operations, Safety, Civil Engineering, Logistics, etc.) with the intent of the plan.

2.2.5.1.2. Responsible for the overall development of the assigned plan to include all supporting annexes, appendices, checklists, etc.

2.2.5.1.3. Responsible for assigning OCRs to unit Subject Matter Experts (SMEs), as needed to develop the plan.

2.2.5.1.3.1. Assign tasks and establish deadlines of required OCRs.

2.2.5.1.3.2. Responsible for consolidating OCR inputs and the writing of the plan.

2.2.5.1.3.3. Upon plan approval, identifies when the plan's next formal review must be initiated IAW **Chapter 3** of this instruction.

2.2.5.1.4. Responsible for conducting formal reviews and administrative updates of the existing plan.

2.2.5.1.5. Responsible for scheduling and conducting briefings specific to the content of the plan prior approval from Wing Commander.

2.2.5.1.6. Responsible for promptly advising XP whenever the source document of a plan changes, the OPR creates significant changes, directs a rewrite, or rescinds the plan.

2.2.5.1.7. When requested, responsible for advising the commander regarding plan specifics during plan execution.

2.2.5.1.8. Responsible for identifying any limiting factors or shortfalls within the planning process and the scope of the approved plan.

2.2.5.2. OCRs are Unit-Level Functional Area SMEs directly responsible to the plan OPR.

2.2.5.2.1. OCRs are identified by functional area or as directed by their commanders to represent a specific requested function.

2.2.5.2.2. OCRs ensure all expectations, capabilities, and requirements are captured accurately within the plan.

2.2.5.2.3. Assists the OPR to identify any limiting factors or shortfalls.

2.2.6. Supporting Elements.

2.2.6.1. NGB/A3/10XP. Coordinates and monitors UTCs that are documented in the appropriate Operational Plans, Unit Manning Documents, and AF UTC databases. NGB Plans will participate in the planner's development of supported Combat Commander Time Phased Force Development Documents (TPFDD) and related actions to ensure that these UTCs are visible and readily available for apportioned ANG major combat forces, SOF units, and theater level Combat Support and Combat Service Support units. Incorporate ANG UTC requirements in CCMD operations, AF strategic and War Mobilization Planning (WMP) documents, Defense Planning Guidance (DPG), National Military Strategy by ensuring these UTCs and are fully supported to go to war. Interprets, analyzes, and advises on UTC operational execution for all ANG forces and resources during AF War-gaming activities.

2.2.6.2. Wing/Unit Installation Deployment Officer (IDO). IAW 10-403, Deployment Planning and Execution, the IDO acts on the behalf of the Wing Commander in directing, controlling, coordinating, planning and executing deployment actions. The IDO and/or staff is responsible to access DCAPES (Deliberate Crisis Action Planning & Execution Segments) for TPFDD planning and DRRS (Defense Readiness Reporting System) for readiness and operational planning.

2.2.6.3. XP Unit Augmentees. Commanders may periodically augment XP with subordinate unit planners.

2.2.6.3.1. The Chief of Wing Plans will exercise TACON of any augmentees while assigned to XP.

Chapter 3

PLANS MANAGEMENT

3.1. General. Presently no single-source, consolidated list of plans exists for XP to reference in determining what plans XP must maintain. The range of applicable plans varies contingent on weapon system, MAJCOM, and whether a wing is a host, tenant or stand-alone unit. Focus on the plans that specifically apply to your wing's weapon system and mission essential functions, as articulated by the MAJCOM. Also pay close attention to your installation's emergency response plans. Contact the MAJCOM and IDO to check what might be available in DCAPES and DRRS under Operational Plans. Also, confer with the Wing IG, so as to identify and develop a list of applicable plans that the MAJCOM IG would evaluate. Below is a compiled base listing from ANG units. There may be other plans your unit may consider appropriate.

Table 3.1. Applicable Base Plans (Non-Exhaustive).

Plan	OPR
Staff Level	
Anti-Terrorism Plan	ATO
Barrier Plan	CES
Installation Emergency Management Plan (IEMP 10-2)	CES
Continuity of Operations	CC
Chaplain Contingency Plan	HC
Public Affairs Communication Plan	PA
Base Support Plan	LRS
Partial Government Shutdown Plan (Technicians)	FSS
Air-Shows Plan	OPS
OPSEC Plan	SFS
Safety Plans	
Aircraft Mishap Response Plan	SE
Bird Wildlife Aircraft Strike Hazard (BASH) Plan	SE
Operational Contracting Support (OCS)	
Finance Contingency Operations Support Plan	FM
Contingency Contracting Support Plan	CNTF
Aircraft Decontamination Plan	MXG
Munitions Resupply Plan (ASA Units)	MXG
HURRVAC Plans	OPS
Natural Disaster Aircraft Evacuation Plan	CC
Security	
Integrated Defense Plan	SFS
Air Operations Security (Anti-Piracy) Plan	CC

Force Support	
Mortuary Plan	FSS
Integrated Cultural Resource Plan	FSS
Emergency Family Assistance Plan	FSS
IDS Community Action Plan	FSS
Disaster Preparedness and Recovery for Official Mail Center	FSS
Higher Headquarters & Associated Plans	
Installation Deployment Plan	IDO
Disease Containment Plan	MDG
Medical Contingency Response Plan	MDG
Unified Command Plan	HQ
GFM/GFMAP/GFMIG	HQ
Joint Strategic Capabilities Plan (JSCP)	HQ
CONPLAN/OPLAN/OPORD/EXORD/FRAGORD	HQ
WMP-2	HQ
WMP-3	HQ
MAJCOM ISOP or PL&S	HQ
Presidential Support Plan	HQ
Domestic Operations CONPLAN	State/HQ
Civil Support Operations CONPLAN	State/HQ
Joint Training Plan	State/HQ

3.2. Required Plans. The following sources are available for XP to cross-reference for potential planning requirements.

3.2.1. Source Documents. Most plans are driven by a source document functionally aligned with the HHQ component (i.e. Operations, Safety, Logistics, etc.) and may designate an OPR for local plan development.

3.2.1.1. OPLANS are maintained above the MAJCOM level. Due to the classified nature of these plans, wings may not receive access to them until an OPORD or EXORD is issued. (Note: Some OPLANS are classified Top Secret and will not be released to a wing until execution. May be viewed in DRRS).

3.2.1.2. Executive Orders, DODIs, AFIs, ANGIs, and OPLANS.

3.2.2. ANG Functional Area Managers (FAMs), along with NGB/A3/10XP are the conduit for supporting Wing XP operational planning.

3.2.2.1. Air Force.

3.2.2.1.1. WMP-3 (SECRET) Plans Listing and Summary for each Combatant Command (CCMD).

3.2.2.1.2. WMP-5 (SECRET) List of planning variables for mission design series (MDSs) to include expenditures such as fuel, water and food.

3.2.2.1.3. Secretary of Defense Orders Book (SECRET) Compilation of orders signed by SECDEF, which mobilizes units.

3.2.2.1.4. CENTCOM Anvil Chart (SECRET) Guidance for employment of the Force.

3.2.2.2. Gaining MAJCOM/A3/10X Division.

3.2.2.2.1. Note: Not all MAJCOMs (i.e. Air Mobility Command) maintain a single-source plans listing for use by their assigned and gained Wings.

3.2.2.3. State. Joint Forces Headquarters (JFHQ).

3.2.2.3.1. XP will inquire with their respective State's JFHQ J5/8 Plans and Requirements Branch or equivalent regarding how to access any applicable state plans.

3.2.2.4. Individual plans may direct units to create and maintain supporting plans.

3.3. Applicable Plans. The Chief, Wing Plans will maintain the plans applicable to their wing. The plans will be made available to commanders, OPRs, OCRs, and any other function that will support the implementation of these plans.

3.4. Plan Reviews. Plan OPRs will:

3.4.1. Initiate a formal review of a plan whenever: (Note: Use **attachment 4** as a guide.)

3.4.1.1. Maturity of the source document, established review cycle, or commander directed (as applicable) review cycle occurs.

3.4.1.2. Applying lessons learned.

3.4.1.2.1. Exception: Not applicable when applying only minor administrative changes which do not significantly alter the overall plan.

3.4.1.3. Command directed.

3.4.2. Establish and ensure timely progression of the formal review.

3.4.2.1. Identify, task and set realistic deadlines for OCR coordination and required inputs.

3.4.2.2. Request assistance from XP when experiencing difficulties identifying, tasking, or receiving timely inputs from OCRs.

3.5. Briefings. Plan OPRs are prepared to brief the Wing Commander regarding their plan: (Note: Use **Attachment 5** as a guide.)

3.5.1. When the Wing Commander initially assumes command of the wing.

3.5.2. Prior to the Commander approving the plan.

3.5.3. When requested by the Commander.

3.6. Tracking. The Chief, Wing Plans will:

3.6.1. Track when each plan was last approved by the Wing Commander.

3.6.2. Track when each plan OPR is due, to initiate its next formal review.

3.6.3. Track when an OPR briefs the Wing Commander regarding a plan IAW **para. 3.5**.

3.6.4. Ensure the Logistic Planner tracks the status of all support agreements at the wing to include SAs, MOUs, and MOAs.

3.6.4.1. This list will include:

3.6.4.1.1. Agreement title.

3.6.4.1.2. Agreement number (as applicable).

3.6.4.1.3. Agreement OPR.

3.6.4.1.4. Date of the original agreement.

3.6.4.1.5. Required review cycle IAW AFI 25-201.

3.6.4.1.6. Date the agreement is due for review.

3.6.5. Ensure OPRs and commanders have access to the list.

KEITH G. MACDONALD, Maj Gen, USAF
Commander, ANGRC

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Abbreviations and Acronyms

ACC—Air Combat Command

ADCON—Administrative Control

ADVON—Advanced Echelon

AEF—Aerospace Expeditionary Force

AETC—Air Education and Training Command

AEW—Aerospace Expeditionary Wing

AF—Air Force

AFI—Air Force Instruction

AFJET—Air Force JOPES Editing Tool

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFQT—Air Force Query Tool

AFRC—Air Force Reserve Command

AFRICOM—Africa Command

AFRIMS—Air Force Records Information Management System

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AFT—Analysis Feasibility Tool

AMC—Air Mobility Command

ANG—Air National Guard

ANGI—Air National Guard Instruction

AOC—Air operations center

AOR—Area of Responsibility

APOD—Aerial Port Of Debarkation

APOE—Aerial Port Of Embarkation

ARC—Air Reserve Component

ART—AEF UTC Reporting Tool

ATO—Air Tasking Order

C2—Command and Control

CAP—Crisis Action Planning

CAT—Crisis Action Team

CC—Commander

CCDR—Combatant Commander

CCIP—Commander's Inspection Program

CCMD—Combatant Command (organization/staff)

CENTCOM—Central Command

CJCS—Chairman, Joint Chiefs of Staff

CJCSM—Chairman of the Joint Chiefs of Staff Manual

CMOS—Cargo Movement Operations System

COA—Course of Action

COCOM—Combatant Command (Command Authority)

COMAFFOR—Commander of Air Force Forces

COMREL—Command Relationship

CONOPS—Concept of Operations

CONPLAN—Concept Plan

CONUS—Continental United States

COOP—Continuity of Operations

CPG—Contingency Planning Guidance

CRG—Contingency Response Group

CRE—This term Contingency Response Element replaces MSE (Mission Support Element)

CSAF—Chief of Staff of the Air Force

DETCO—Detachment Commander

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DCC—Deployment Control Center

DIRLAUTH—Direct Liaison Authorized

DIRMOBFOR—Director of Mobility Forces

DOC—Designed Operational Capability

DOD—Department of Defense

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

DRRS—Defense Readiness Reporting System

DSCA—Defense Support for Civil Authorities

EAF—Expeditionary Air Forces

EBAO—Effects Based Approach to Operations

EOC—Emergency Operations Center

EP—Emergency Preparedness

EUCOM—European Command

EXORD—Execution Order

FAM—Functional Area Manager

FOB—Forward Operating Base

FOL—Forward Operating Location

FRAGORD—Fragmented Order

GATES—Global Air Transportation and Execution System

GDSSII—Global Decision Support System, Version Two

GEF—Guidance for Employment of the Force

GFM—Global Force Management

GFMAP—Global Force Management Allocation Plan

GFMIG—Global Force Management Implementation Guidance

HAF—Headquarters Air Force

HD—Homeland Defense

HHQ—Higher Headquarters

HO—Homeland Operations

HQ—Headquarters

HSPD—Homeland Security Presidential Directive

IAW—In Accordance With

IDO—Installation Deployment Officer

IDP—1 Installation Deployment Plan; 2 Installation Defense Plan; 3 Installation Development Plan

IDS—Integrated Delivery System

IG—Inspector General

IGEMS—IG Evaluation Management System

IPR—In Process Review

IRF—Immediate Reaction Force

ISOP—Index and Status of Plans

ITV—In Transit Visibility

JCS—Joint Chiefs of Staff

JEL+—Joint Electronic Library+

JFACC—Joint Force Air Component Commander

JFC—Joint Force Commander

JFHQ-s—Joint Force Headquarters–State

JOC—Joint Operations Center

JOPES—Joint Operation Planning and Execution System

JOPPA—Joint Operations Planning Process for Air

JP—Joint Publication

JPEC—Joint Planning and Execution Community

JRSO&I—Joint Reception, Staging, Onward Movement and Integration

JSCP—Joint Strategic Capabilities Plan

JTF—Joint Task Force

LIMFACS—Limiting Factors

LOGFOR—Logistics Force Packaging Module

MAJCOM—Major Command

MANFOR—Manpower Force Packaging System

MEFPAK—Manpower and Equipment Force Packages

METL—Mission Essential Task List

MICT—Management Internal Control Toolset

MOA—Memorandum of Agreement

MOE—Measure of Effect

MOG—Maximum (aircraft) on Ground.

MOP—Measure of Performance

MOU—Memorandum of Understanding

MWS—Major Weapons System

NAF—Numbered Air Force

NCA—National Command Authority

NGB—National Guard Bureau

NORAD—North American Aerospace Defense Command

NORTHCOM—Northern Command

NIPRNET—Non-secure Internet Protocol Router Network

NRF—National Response Framework

NSHS—National Strategy for Homeland Security

OCR—Office of Collateral Responsibility

OCONUS—Outside the Continental United States

OE—Operational Effect

OO—Operational Objective

OPCON—Operational Control

OPLAN—Operation Plan

OPORD—Operation Order

OPR—Office of Primary Responsibility

OSD—Office of Secretary of Defense

PACOM—Pacific Command

PID—Plan Identification Designator

PL&S—Plan Listing and Summary

PPBES—Planning, Programming, Budget and Execution System

POC—Point of Contact

POTUS—President of the United States

RATE—Refine, Adapt, Terminate, Execute

ROMO—Range of Military Operations

SECDEF—Secretary of Defense

SIPRNET—Secret Internet Protocol Router Network

SME—Subject Matter Expert

SMEAC—Situation Mission Execution Administration Command and Control

SOCOM—Special Operations Command

SOUTHCOM—Southern Command

TACC—Tanker Airlift Control Center

TACON—Tactical Control

TO—Tactical Objective

TPFDD—Time Phased Force and Deployment Data

TT—Tactical Task

UCC—Unit Control Center

UCP—Unified Command Plan

UDCC—Unit Deployment Control Center

UDM—Unit Deployment Manager

UJTL—Universal Joint Task List

ULN—Unit Line Number

UMD—Unit Manning Document

UMIS—Unit Management Information System

USAFE—United States Air Forces in Europe

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

UTC—Unit Type Code

WARNORD—Warning Order

WMP—War and Mobilization Plan

WRM—War Reserve Materiel

XP—Wing Plans, Integration and Execution

Terms

Administrative Control—Direction or exercise of authority over subordinate or other Organizations in respect to administration and support. Also called ADCON. (JP 1-02)

Aerial Port of Debarkation (APOD)—A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for entrance to the country in which it is located. For AEFs, this will usually be the Forward Operating Location (FOL).

Aerial Port of Embarkation (APOE)—A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for departure from the country in which it is located.

Aerospace Expeditionary Force—Aerospace Expeditionary Forces (AEFs) are a composite organizations of aerospace capabilities from which a tailored ASETF, composed of AEWs, AEGs, and AESs, is created to provide forces to meet theater commander in chief (CINC) requirements. An AEF is not a discrete warfighting unit.

Aerospace Expeditionary Wing (AEW)—An AEW is a Wing or a Wing slice assigned or attached to an ASETF or an in-place NAF by MAJCOM G-series orders. Normally, the ASETF or in-place NAF commander also exercises OPCON of AEWs. An AEW is composed of the Wing command element and some groups. The AEW commander reports to a COMAFFOR.

ANG Shortfall—ANG has contacted all units (in and outside the current AEF pair and is unable to meet their commitment.

Air Operations Center—(DoD) The principal air operations installation from which aircraft and air warning functions of combat air operations are directed, controlled, and executed. It is the senior agency of the Air Force Component Commander from which command and control of air operations are coordinated with other components and Services. This is also called AOC. (JP 1-02).

Airlift—Operations to transport and deliver forces and materiel through the air in support of strategic, operational, or tactical objectives. (AFDD 1-02)

Air Refueling—The capability to refuel aircraft in flight, which extends presence, increases range, and allows air forces to bypass areas of potential trouble. (AFDD 1-02).

Air Reserve Component (ARC) Shortfall—ANG is unable to fill the requirement and has contacted AFRC who is also unable to fill the ANG requirement.

Command and Control (DOD)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. This is also called C2. (JP 1-02).

Combatant Command (Command Authority)—(JP 1-02)—Combatant Command (Command Authority) refers to COCOM which is related to OPCON and TACON versus Combatant Command (organization/staff) refers to CCMD.

Concept of Operations (CONOP)—A verbal or graphic statement that clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources. Also called CONOPS. (JP 1-02.)

Constraint—In the context of planning, a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. (JP 1-02. SOURCE: JP 5-0)

Contingency—a situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect US interests. (JP 1-02. SOURCE: JP 5-0)

Contingency Plan—A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command. (JP 1-02.)

Course of Action—1. Any sequence of activities that an individual or unit may follow. 2. A scheme developed to accomplish a mission. 3. A product of the course-of-action development step of the joint operation planning process. Also called COA. (JP 1—02.)

Contingency Response Group (CRG)—The term CRG replaced (TALCE) Tanker-Airlift Control Element. The CRG provides on-site management of air mobility airfield operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions as necessary.

Crisis Action Planning—The Adaptive Planning and Execution system process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. Also called CAP. (JP 1-02.)

Culmination—a point in time and/or space at which the operation can no longer maintain momentum.

Culminating Point—The point at which a force no longer has the capability to continue its form of operations, offense or defense. (Approved for incorporation into JP 1-02.)

Defense Support of Civil Authorities—In response to requests for assistance from civil authorities, for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

Deliberate Planning—1. The Adaptive Planning and Execution system process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. (JP 1-02.)

Emergency Preparedness—The measures taken in advance of an emergency to reduce the loss of life and property, and to protect a nation's institutions from all types of hazards through a comprehensive emergency management program of preparedness, mitigation, response and recovery.

Expeditionary Aerospace Force (EAF)—The EAF concept is how the Air Force will organize, train, equip, and sustain itself by creating a mindset and cultural state that embraces the unique characteristics of aerospace power – range, speed, flexibility, precision – to meet the national security challenges of the 21st Century.

Familiarization—A general understanding of the mission, objectives, and the conditions of implementation, supply and sustainment lines to a specific plan. Unlike a review, which requires specific means of implementation, familiarization is the operational level "what and whom".

Feasibility—The joint operation plan review criterion for assessing whether the assigned mission can be accomplished using available resources within the time contemplated by the plan. (JP 1-02. SOURCE: JP 5-0)

In Progress Review (IPR)—A specific review during the creation of a new plan. The commander provides strategy, situational awareness, and applies the operational design concept to guide the planning staff during the writing process.

Joint Force Air Component Commander—(DoD) The joint force air component commander derives authority from the joint force commander who has the authority to exercise operational control, assign missions, direct coordination among subordinate commanders, redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. The joint force commander will normally designate a joint force air component commander. The joint force air component commander's responsibilities will be assigned by the joint force commander (normally these would include, but not be limited to, planning, coordination, allocation, and tasking based on the joint force commander's apportionment decision). Using the joint force commander's guidance and authority, and in coordination with other Service component commanders and other assigned or supporting commanders, the joint force air component commander will recommend to the joint force commander apportionment of air sorties to various missions or geographic areas. This is also called JFACC. (JP 1-02).

Joint Force Commander—(DOD) A general term applied to a combatant commander, sub unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. This is also called JFC. (JP 1-02).

Lead Unit—MAJCOMs will designate a lead unit when the forces placed on call come from more than one location. The Lead Unit works closely with the parent MAJCOM who directs the planning and coordination efforts of designated AEF units to determine operational, logistics, and support requirements to meet mission objectives.

Limiting Factor (DOD)—A factor or condition that, either temporarily or permanently impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, mal-positioned forces or materiel, extreme climatic conditions, distance, transit or over-flight rights, political conditions, etc. (JP 1-02).

Maximum (aircraft) on the Ground (MOG)—The maximum number of aircraft that can be accommodated at one time at a specific location due to limitations of ramp space, servicing capabilities, cargo handling, or other considerations.

Objective—1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan. (JP 1-02.)

Operational Approach—A description of the broad actions the force must take to transform current conditions into those desired at end state. (JP 1-02.)

Operational Control—The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Also called OPCON.

Operational Design—The conception and construction of the framework that underpins a campaign or major operation plan and its subsequent execution. (JP 5-0)

Operation Plan—1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data. Also called OPLAN. (JP 1-02.)

Pre—Positioning—Pre-positioning refers to movements that take place prior to receipt of a CJCS Warning/Alert Order. Pre-positioning normally refers to equipment and supplies. Exception: The HQ AMC TACC commander may (pre)position air refueling forces (aircraft and crews) in anticipation of a Warning/Alert Order. Depending on the nature of the contingency, this will facilitate the timely movement of other positioning/deploying forces.

Positioning—Positioning refers to movements that take place after receipt of a Warning/Alert Order but prior to the Execute Order. Positioning normally refers to aircraft, aircrews, and MSTs.

Reach-back—The process of obtaining products, services, and applications or forces, equipment, or materiel from Air Force organizations that are not forward deployed (AFDD 2, AFDD 1-2). This capability allows commanders to obtain or coordinate support from units not physically located with the forward force. By leveraging advances in communications technology, reach back capabilities make it possible to utilize CONUS and/or rear-based assets and organizations to perform various functions in support of AEF operations. Effective use of reach back will reduce the number of personnel and amount of equipment which deploys to the AOR, reduce airlift and support requirements, and will positively impact a commander's ability to protect the deployed force. Reach back is predicated on global communications, rapid global mobility, and time-definite resupply capabilities.

Reach between—Reach between, or en route communication, provides services and capabilities to ensure continuous command and control and information support for deploying forces. For deploying forces, en route communication starts upon departure from garrison field and continues until arrival in the AOR or at the FOL. For power projection and supporting missions, en route communication starts upon departure from garrison or FOL and continues until return to the respective recovery base. The goal of en route communication is to provide timely information updates for improved situational awareness and command and control from deployment to employment.

Restraint—In the context of operation planning, a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action. (JP 1-02. SOURCE: JP 5-0)

Review—A planning process which refines understanding of a plan from the broader perspective to the tactical implementation of plan progression, including the knowledge of conditions of implementation, concept of operation, phase triggers, weight of effort for each phase, assumptions, the mission the plan is attempting to execute, integration of forces and understanding where forces are going, what tasks and effects are being generated, supply and sustainment of forces, assessment criteria, generation of reports and command and control systems.

Risk—Probability and severity of loss linked to hazards. (JP 1—02)

Search and Rescue (DOD, NATO)—The use of aircraft, surface craft, submarines, specialized rescue teams, and equipment to search for and rescue personnel in distress on land or at sea. (DOD) Also called SAR. See also combat search and rescue; combat search and rescue mission coordinator; component search and rescue controller; isolated personnel; joint combat search and rescue operation; joint search and rescue center; joint search and rescue center director; rescue coordination center; search and rescue mission coordinator. (JP 1-02)

Special Operations (DOD)—Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or informational

objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted across the full range of military operations, independently or in coordination with operations of conventional, non-special operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO. (JP 1-02).

Strategic Concept—The course of action accepted as the result of the estimate of the strategic situation which is a statement of what is to be done in broad terms. (JP 1-02.)

Supporting Plan—A plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported commander's plan. (JP 1-02. SOURCE: JP 5-0)

Surveillance (DOD, NATO)—The systematic observation of aerospace, surface or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. See also air surveillance; satellite and missile surveillance; sea surveillance. (JP 1-02)

Tactical Control—The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Also called TACON.

Tanker Airlift Control Center (TACC)—The AMC direct reporting unit responsible for tasking and controlling operational missions for all activities involving forces supporting USTRANSCOM's global air mobility mission. The TACC is comprised of the following functions: current operations, command and control, logistics operations, aerial port operations, aero medical evacuation, flight planning, diplomatic clearances, weather, and intelligence. (JP 1-02) The TACC is AMCs single link between customers and operational units. The TACC plans all AEF inter-theater mobility missions through HQ AMC TACC/XOP and XOOK, and providesC2 within 24 hours of scheduled takeoff through HQ AMC TACC/XOC. (Following receipt of an AEF Warning or Alert Order, TACC becomes the sole point of contact for AEF deployment coordination.) See also Tanker Airlift Control Element.

Tanker Airlift Control Elements (TALCE)—A mobile command and control organization deployed to support strategic and theater air mobility operations at fixed, en-route, and deployed locations where air mobility operational support is nonexistent or insufficient. The CRG (TALCE) provides on-site management of air mobility airfield operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions as necessary. The CRG (TALCE) is composed of Contingency Response Elements (CREs) from various units and deploys in support of peacetime, contingency, and emergency relief operations on both planning and "no notice" basis. CRGs (TALCEs) are tailored based on projected requirements. For sustainment operations, personnel sourced from mobility units should replace the CRG (TALCE).

Time—phased force and deployment data (TPFDD)—The Joint Operation Planning and Execution System data base data base portion of an operation plan; it contains time-phased force data, cargo and personnel data, and movement data for the operational plan, including: (a) in- place units (b) units to be deployed to support the operation plan with a priority indicating the desired

sequence for their arrival at the port of debarkation (c) routing of forces to be deployed (d) movement data associated with deploying forces (e) estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces (f) estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. (JP 1- 02)

Task Force (DOD, NATO)—1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. Semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. (JP 1-02)

Warning Order—1. A preliminary notice of an order or action that is to follow. 2. A planning directive that initiates the development and evaluation of military courses of action by a supported commander and requests that the supported commander submit a commander's estimate. 3. A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning. Also called WARNORD. (JP 5-0)

Wing (Level) Plan—A tactical level plan which supports global campaign plans, crisis action plans, homeland operations, or by-law requirements with requirements driven by Air Force Instructions, Department of Defense Instructions, or Executive Orders. Wing Plans may provide supporting material for Combatant Commander (CCDR) OPLANs or CONPLANs (such as flight plans to bed down locations), but do not have a role in the creation or maintenance of CCDR OPLANs.

Wing Level Shortfall—The Wing responsible for filling a rotation has contacted all their units (including GSUs) and is unable to fulfill the requirement.

Attachment 2

WORKING GROUPS AND ORDERS

A2.1. List of Typical Working Groups.

Figure A2.1. List of Typical Working Groups.

Working Group	Source
Anti-Terrorism Working Group	AFI10-245
Installation Defense Working Group	AFI31-101
Threat Working Group	AFI10-245
Emergency Management Working Group	AFI10- 2501
Recovery Working Group	AFI10- 2501
Base Support Plan Working Group	AFI10-404
Force Protection Working Group	AFI31-101
Deployment Process Working Group	AFI10-403

A2.2. Types of Orders. There are different orders used throughout the planning cycle. Wings generally will see OPORDs and EXORDs at time of execution, however for planner situational awareness all types of orders will be listed below (**Figure A2.2**.). Refer to JP 5-0 for more information on their use.

Figure A2.2. Types of Orders.

Attachment 3

GUIDANCE FOR CREATING PLANS

A3.1. Source Document.

A3.1.1. CJCSM 3130.03 Adaptive Planning and Execution Planning Format and Guidance, is the primary source for plan formatting. It outlines the structure and content of Operation Plans (OPLANs), with and without a TPFDD, CC's estimate, and annex structure for a plan.

A3.1.2. AFI 10-401, Air Force Operations Planning and Execution outlines the planning process at the HAF and MAJCOM level. **Chapter 3** contains practical information on explaining the types of plans and orders and the different types of planning methodologies.

A3.1.3. AFI 10-402, Mobilization Planning and Personnel Readiness identifies the requirements for mobilization planning.

A3.1.4. AFI 10-403, Deployment Planning and Execution are the resource for a unit's Installation Deployment Plan.

A3.1.5. AFI 10-404, Base Support and Expeditionary Site Planning are the resource for a unit's Base Support Plan (BSP).

A3.1.6. JP 3-0, Joint Operations, is the all services doctrine for conceptualizing planning and defining the operational environment.

A3.1.7. Air Force Doctrine Annex to JP 3-0, Operations and Planning is the Air Force's supporting publication on strategy and operational design, planning, employment, and assessment of airpower through the use of effects based approach to operations (EBAO).

A3.1.8. JP 5-0, Joint Operation Planning, is the all services doctrine for conducting joint and interagency planning activities across the full range of military operations (ROMO). It forms the core of the joint warfighting doctrine and establishes the framework to plan as a joint team.

A3.1.9. Air Force Doctrine Volume 4, Operations is the Air Force's foundational doctrine publication on the overview of key planning processes and reviews operational design, the joint operation planning process for air (JOPPA), effects based approach to operations, execution and assessment.

A3.2. Planning Functions.

A3.2.1. Planning translates strategic guidance and direction into contingency plans, and operation orders (OPORDs). Joint operation planning may be based on defined tasks identified in the GEF and the JSCP. Alternatively, joint operation planning may be based on the need for a military response to an unforeseen current event, emergency, or time-sensitive crisis.

A3.2.2. Although the four planning functions of strategic guidance, concept development, plan development, and plan assessment are generally sequential, they often run simultaneously in the effort to accelerate the overall planning process. The commander may direct the planning staff to refine or adapt a plan by reentering the planning process at any of the earlier functions. The time spent accomplishing each activity and function depends on the nature of the crisis.

A3.2.3. Planning Functions are:

A3.2.3.1. Strategic Guidance. This function is used to formulate politico-military assessments at the strategic level develop and evaluate military strategy and objectives, apportion and allocate forces and other resources, formulate concepts and strategic military options, and develop planning guidance leading to the preparation of Courses of Action (COA).

A3.2.3.2. Concept Development. During deliberate planning, the supported commander develops several COAs, each containing an initial CONOPS that identifies, at a minimum, major capabilities required and task organization, major operational tasks to be accomplished by components, a concept of employment, and assessment of risk for each COA. In time-sensitive situations, only one COA may be developed. Using the strategic guidance and the CCDR's mission statement, planners prepare evaluation request messages to solicit COA input from subordinate units and develop preliminary COAs based upon staff estimates.

A3.2.3.3. Plan Development. This function is used to fully develop supporting plans, contingency plans or orders with applicable supporting annexes, and to refine preliminary feasibility analysis. This function fully integrates mobilization, deployment, employment, sustainment, conflict termination, redeployment, and demobilization activities. The primary product is an approved plan or order.

A3.2.3.4. Plan Assessment. The commander continually reviews and assesses the complete plan, resulting in four possible outcomes: refine (R), adapt (A), terminate (T), or execute (E). Refer to **attachment 7**.

A3.3. Strategic Guidance.

A3.3.1. Strategic level addresses why and with what will be used to achieve desired effects to formulate and drive specific end states.

A3.3.2. Commanders will develop and evaluate military strategy and objectives, apportion and allocate forces and other resources, formulate concepts and options, and develop planning guidance leading to the preparation of courses of action (COA).

A3.3.3. Commanders will utilize in-process reviews to oversee plan development and apply additional guidance.

A3.3.4. The primary end products of the strategic guidance function are assumptions, conclusions about the strategic and operational environment, end states, and the commander's approved mission statement.

A3.4. Concept Development (Operational Approach).

A3.4.1. Strategy combined with Operational Art and Operational Design develops the Operational Approach which addresses:

A3.4.1.1. End States and Objectives (Ends).

A3.4.1.2. Sequence of Actions (Ways).

A3.4.1.3. Use of resources – constraints and restraints (Means).

A3.4.1.4. Chance of failure, consequences and assumptions (Risks).

A3.4.2. Operational Art is the cognitive visualization supported by skill, experience, creativity and judgment to conceptually organize and employ forces by integrating ends, ways and means while balancing effects with risk.

A3.4.2.1. Requires commanders' vision and intent to determine what should be accomplished.

A3.4.2.2. Guided by the "why" of the strategic level and implemented by the "how" at the tactical level.

A3.4.2.3. Considers employment of forces, sustainment and the unity of effort in time, space and purpose.

A3.4.3. Operational Design implements strategy with Operational Art to develop Courses of Action (COA), Concepts of Operation (CONOP) and Concept of Plans (CONPLANS).

A3.4.3.1. Starts with Problem Framing- establishing the context of the situation by examining the problem from different perspectives.

A3.4.3.2. Possesses design elements to filter and narrow the commander's vision and intent into desired effects directing COAs and CONOPS.

A3.4.4. Effects Based Approach to Operations (EBAO).

A3.4.4.1. Plans and assessments are objectively quantified using effects- the physical or behavioral state of a system that results from an action, set of actions or another effect.

A3.4.4.2. Effects influence the adversary or other actors in the operational environment through the result of tasks to create a cause and effect chain to achieve objectives and ultimately desired end states.

A3.4.4.3. Planning should be accomplished from the end-state, determining subordinate objectives to accomplish the end-state, then deriving the causal effects to determine actions or tasks- known as refinement.

A3.4.4.4. All objectives are quantified with measures of effect and all tasks are quantified with measures of performance. Refer to **attachment 7** for plan assessment.

A3.5. Plan Writing Process. XP oversees the writing of all unit plans. The plan's OPR collaborates with OCRs and writes the plan.

A3.5.1. Joint Operations Planning Process for Air (JOPPA) is the Air Force Planning Process for HHQ and CCDR staff. It utilizes seven steps to facilitate plan development from the strategic to the operational level.

A3.5.1.1. Wing planners are tactical level planners. JOPPA is condensed to tailor the process for manning and scope requirements.

A3.5.2. Situational Awareness is required throughout the planning process and is reinforced through knowledge, collaboration and current events. Planners will utilize all information at their disposal to provide supporting information and content to a plan, to include regulations, intelligence reports, news, and cross-communication with other planners and coordinating with their functional area manager (FAM) when ambiguities exist.

A3.5.3. Process for Creating a Wing-Level Plan.

A3.5.3.1. Commanders provide a mission statement detailing their intent, vision, constraints, assumptions, sequencing and desired end states for all new plans which are required to be written.

A3.5.3.1.1. Mission Statements provide when with whom where with what and why. (e.g. When the fire alarm sounds (when), NGB personnel (whom) at ANGRC (where) will evacuate the building with necessary credentials and bug-out kits to the parking lot away from first responders (what) for their safety and not to impede with firefighting operations (why).

A3.5.3.1.2. Mission Statements may be multiple sentences, each sentence representing different phases or timeframes. (e.g. After accountability, On Order, upon direction of… etc.)

A3.5.3.2. COAs are developed with the OPR as the lead and supported agency with the OCRs providing supporting material, concepts of their function, XP managing and focusing efforts with LGR providing input for sustainability, logistics, and materiel feasibility.

A3.5.3.2.1. The planning team will identify restraints (will not do), shortfalls (needing to do but cannot), additional assumptions and refine the plan through to the tactical task level.

A3.5.3.3. The first In Progress Review (IPR 1) occurs after the CONPLAN is completed and the commander is briefed of the conditions in **A3.5.3.2.1** above.

A3.5.3.3.1. The IPR of the CONPLAN addresses legal and moral obligations/issues, budget concerns and financial feasibility and complexity of the plan. The commander will provide tangible feedback on required changes to the CONPLAN prior to approval.

A3.5.3.4. Upon CONPLAN approval, annex and supporting materials will be included such as maps, charts, graphs, flow charts, checklists and a TPFDD if applicable. The OPR will lead with the OCRs supporting, XP facilitating and integrating, and the operations planner and the logistics planner providing operations and logistics products as required.

A3.5.3.5. Upon draft completion, the final IPR (IPR 2) occurs, addressing forces, phasing, synergy, unity of effort, culmination, efficiency and resource management. The commander provides tangible feedback on required changes to the plan prior to approval.

A3.5.3.6. Once approved, the formal planning process is complete. An EXORD or EXORD may be drafted in advance to hasten execution when needed. Summarize the plan using Situation, Mission, Execution, Administration and Logistics and Command and Control (SMEAC) format.

A3.5.4. Plan titles will be IAW source document or directive guidance. If a number is used in conjunction with the title or source documentation, a number may be used for coordination.

A3.5.5. AF, MAJCOM, or Combatant Commander OPORDS, OPLANS, or CONPLANS may require tasked wings to write a supplemental material or supporting an OPORD or OPLAN.

A3.6. Plan Structure.

A3.6.1. Applicability.

A3.6.1.1. If the guiding source documentation prescribes a format- use the given format.

A3.6.1.2. If there is no guidance in the source documentation, then:

A3.6.1.2.1. Use the functional area manager's template as HHQ directive.

A3.6.1.2.2. If no template exists, use the format given in CJCSM 3130.03, APEX Formatting and Guidance.

A3.6.2. All plans should include these elements in the order listed, unless specified otherwise in HHQ directives:

A3.6.2.1. Plan Covers. Include the date of the last review, the issuing headquarters, short title, number of the plan as required, classification, source of classification, and downgrading or declassification instructions. Note: In accordance with applicable security directives (below), labels covers and use applicable card stock. Cover pages will not contain classified information.

A3.6.2.2. Letter of Transmittal. Provides disposition instructions for the superseded plan, its changes, and related documents when the transmitted plan replaces or updates a plan.

A3.6.2.3. Security Instructions and Record of Changes. Planners will review DODM 5200.1, DoD Information Security Program: Overview, Classification and Declassification to determine if a content of a plan falls under its purview. Wing Planners will maintain policy as outlined in DOD 5200.1M, unless written approval to the contrary is received.

A3.6.2.3.1. Classified contingency plans must be marked according to DOD Regulation 5200.1M, Volume 2 and AFI 31-401, Information Security Program Management and as follows:

A3.6.2.3.1.1. Assign each plan an overall security classification that is determined by its content. The highest classification of any part of the plan dictates its overall classification.

A3.6.2.3.1.2. Mark the front and back covers and the letter of transmittal with the overall classification of the plan and any applicable dissemination control marking(s) (e.g., REL TO (authorize for release)). The final paragraph of the letter of transmittal must indicate whether the letter of transmittal, when classified attachments are withdrawn, is Secret, Confidential, or Unclassified. Any transmittal letters remaining classified after attachments are withdrawn must be portion marked and include the classification authority block on the face of the document. Refer to CJCSM 3130.03 for marking guidance.

A3.6.2.3.1.3. Dates are written with the standardized format YYMMDD in the classification authority block. Include a "Classified by" line in the classification authority block. List name and position title or personal identifier of the Derivative Classifier and, if not otherwise evident, include the Component and office or origin. Include a "Derived From" line in the classification authority block. Include a "Declassify on" line in the classification authority block. If applicable, include downgrading instructions.

A3.6.2.3.1.4. The first page of each plan element (the annex, the appendix, the tab, etc.,) will bear the highest classification of any other portion of that element only if

the element is likely to be used separately.

A3.6.2.3.1.5. Each interior page of the classified plan element must be marked according to the highest classification of the information contained on the page or "Unclassified" as appropriate. "Banner line" at the top and bottom of each page. Each paragraph and sub elements of paragraphs must be portion marked (TS), (S), (C), or (U) according to the highest level of information contained in or revealed by it. Exception: When the entire annex, appendix, tab, etc., is unclassified, portion marking is not required. Place the statement: "This entire (annex, appendix, tab, etc.,) is unclassified" on the first page and mark "UNCLASSIFIED" at the top and bottom of it and each page of the unclassified attachment.

A3.6.2.4. Plan Summary. Is used for all contingency plans and provides an operational description of the purpose to be achieved upon plan implementation. It summarizes the plan in critical areas. Refer to CJCSM 3130.03.

A3.6.2.5. Classification Guidance. Provide subjects of areas requiring protection in a matrix which identifies the subjects requiring protection during a specific phase. Wing planners are not original classifiers, and therefore must use Security Classification Guidance and derivative classification, and cite classification sources.

A3.6.2.6. Table of Contents. Contains titles and page numbers appropriate to the plan. The table of contents includes annexes, attachments and tabs.

A3.6.2.7. Basic Plan Content. The plan is signed by the Wing Commander (through the most operationally feasible means) and consists of five main paragraphs. Unless other guidance dictates (**paragraph 4.6.1**) use CJCSM 3130.03 for a comprehensive list of potential content and numbering formatting.

A3.6.2.7.1. Situation.

A3.6.2.7.1.1. General.

A3.6.2.7.1.2. Location.

A3.6.2.7.1.3. Forces.

A3.6.2.7.1.4. Assumptions.

A3.6.2.7.1.5. Legal.

A3.6.2.7.2. Mission.

A3.6.2.7.3. Execution.

A3.6.2.7.3.1. CONOP

A3.6.2.7.3.2. Tasks.

A3.6.2.7.3.3. Coordination Instructions.

A3.6.2.7.4. Administration and Logistics.

A3.6.2.7.4.1. Concept of Logistic Support.

A3.6.2.7.4.2. Administrative.

A3.6.2.7.5. Command and Control.

A3.6.2.7.5.1. COMREL.

A3.6.2.7.5.2. Command and Control Systems.

A3.6.2.8. Annexes will be used to provide more detailed and supplemental information to the basic plan. If the plan is complex or detailed, annexes should be used. A list of attachments and annexes will be listed on the last page of the plan. The following annexes apply to some wing plans:

A3.6.2.8.1. Annex A – Task Organization

A3.6.2.8.2. Annex B – Intelligence

A3.6.2.8.3. Annex C – Operations

A3.6.2.8.4. Annex D – Logistics

A3.6.2.8.5. Annex E – Personnel

A3.6.2.8.6. Annex F – Public Affairs

A3.6.2.8.7. Annex G – Civil Affairs

A3.6.2.8.8. Annex H – Weather Operations

A3.6.2.8.9. Annex J – Command Relationships

A3.6.2.8.10. Annex K – Communications and Information

A3.6.2.8.11. Annex L – Environmental Considerations

A3.6.2.8.12. Annex M – Mapping, Charting and Geodesy

A3.6.2.8.13. Annex N – Space Operations

A3.6.2.8.14. Annex Q – Medical

A3.6.2.8.15. Annex S – Special Technical Operations

A3.6.2.8.16. Annex V – Safety

A3.6.2.8.17. Annex W – Civil Engineering

A3.6.2.8.18. Annex X – Execution Checklist

A3.6.2.8.19. Annex Y – Reports

A3.6.2.8.20. Annex Z – Distribution

Attachment 4

REVIEWING, BRIEFING AND CHANGING PLANS

A4.1. Reviewing Plans.

A4.1.1. General. Personnel should develop familiarity with the plans they are required to participate in, or in which they are expected to direct specific actions as part of the plans' execution. Plans should be reviewed when:

A4.1.1.1. Directed within the source document.

A4.1.1.2. Applying lessons learned. (Reactive)

A4.1.1.3. Command directed reviews.

A4.1.2. Focus criteria during a review:

A4.1.2.1. Regulation changes affecting a CONOP.

A4.1.2.2. Supporting regulation changes (from the OCR) affecting a CONOP.

A4.1.2.3. Strategic Change in objective(s), affecting a CONOP.

A4.1.2.4. Force Structure/ organization changes affecting tasked organizations.

A4.1.2.5. Infrastructure changes (buildings, power supply, communications architecture) affecting orientation or CONOP.

A4.1.3. Tabletop exercises/reviews.

A4.1.3.1. Implements command and coordination without communication, execution and assessment.

A4.1.3.2. Familiarizes command and functional areas with the plan and required coordination instructions.

A4.1.3.3. Tests battle rhythm with a condensed timeframe to project coordination expectations and problems.

A4.1.3.4. Does not fully execute the plan, therefore objective assessment of the plan using measures of effect and measures of performance, testing information flow and loop-feedback systems cannot be accomplished using a table top review. The OPR will initiate the review process per the source document on the anniversary month of the plan effective date (the date the plan was last signed by the wing commander). The OPR:

A4.1.3.4.1. Reviews source documentation guidance for changes.

A4.1.3.4.2. Reviews supporting documentation for changes.

A4.1.3.4.3. Updates the plan with known changes.

A4.1.3.4.4. Notifies and coordinates with OCRs as applicable (emails, change matrices, etc.)

A4.1.3.4.5. OPR consolidates and integrates OCR comments into the plan.

A4.1.3.4.6. OPR finalizes review and submits to XP for senior staff coordination.

A4.1.3.4.7. XP handles administrative tasks to coordinate with senior leaders.

A4.1.3.4.7.1. Processes summary sheets and facilitates/prepares OPR for formal briefing if required.

A4.1.3.4.7.2. Coordinates with senior leaders (group commanders, Vice Wing Commander and Wing Commander) for reviewing the plan.

A4.1.3.4.7.3. Witnesses the briefing or maintains control of the summary sheet in lieu of a briefing.

A4.1.3.4.7.4. Forwards to the Wing Commander for signatory approval.

A4.1.3.4.7.5. The signed plan and summary sheets are returned to XP.

A4.1.3.4.8. Post approval XP disseminates and notifies staff of approved plan.

A4.1.3.4.8.1. Upload a copy of the approved plan and summary sheets on share-point, as applicable.

A4.1.3.4.8.2. Return original signed plan to OPR.

A4.1.3.4.8.3. Email senior staff of plan approval and request forwarding to their planners to update unit QRC's and replace outdated items.

A4.2. Briefing Plans.

A4.2.1. Audience.

A4.2.1.1. The Wing Commander is the target audience of the briefing.

A4.2.1.2. Expect a formal briefing to occur for every plan upon change of command.

A4.2.1.3. Be prepared to brief the Chief of Wing Plans upon assignment.

A4.2.1.4. The scope of the plan briefing is to inform the Wing Commander of coordination of functions so he/she can predict their actions to implement the plan accordingly.

A4.2.1.5. Ensure that if a briefing is classified, all members being briefed have an active security clearance and a need-to-know.

A4.2.1.6. OPRs will ensure XP representation will be present at all formal briefings.

A4.2.2. Content.

A4.2.2.1. OPRs will abide by source documentation on how often plans should be briefed. The Wing Commanders will stipulate to the OPR when a formal briefing is required in lieu of other media (summary sheets, email, verbal, etc.)

A4.2.2.2. The basic elements of a plan briefing should be, but are not limited to:

A4.2.2.2.1. Purpose of the plan.

A4.2.2.2.2. When it should be implemented - (Include key triggers).

A4.2.2.2.3. Resource requirements.

A4.2.2.2.4. Brief synopsis of the CONOP.

A4.2.2.3. The Wing Commander will standardize the desired plan briefing format. XP will coordinate the format with the OPRs.

A4.2.2.4. The briefing requirements will be tailored based on the Wing Commander's emphasis or direction.

A4.3. Changes to Plans. XP will review each plan in conjunction with the review period driven by the OPR, but at least familiarize them annually to ensure currency. (Note: Refer to **Attachment 1** for the difference between familiarization and review.)

A4.3.1. Plans determined to be inadequate by the OPR, OCR, XP, Wing Commander or HHQ will be updated and revised.

A4.3.2. Changes to one functional area in a plan may affect other areas unintentionally. When changes are made that affect the CONOP, the plan will be fully assessed to ensure third-order unintended effects are addressed before required plan execution.

A4.3.3. Ensure current date on all pages.

A4.3.4. Ensure to adapt and provide emerging/ new technology or systems into a plan. If a new technology or system is going to impact a plan, create and allow ambiguity in the plan to incorporate the change ahead of the next review. Upon the next review, remove the old system from the plan if the new system has been incorporated. This allows flexibility during execution.

A4.3.5. If a minor change is required (such as a clerical error) that causes minor confusion, and then changes may occur without further coordination outside of the XP office.

A4.3.6. Apply as many changes as required. If inefficiencies or confusion occurs from the number of changes, rewrite the plan to incorporate all of the changes.

A4.3.7. Identifying Changes:

A4.3.7.1. The date of the change, the date of the basic plan, and the classification of the plan (if other than unclassified) must be included in **paragraph 1** of the letter of transmittal.

A4.3.7.2. A copy of the distribution list must be attached to the letter of transmittal unless an Annex Z (Distribution) is produced. When page changes are made, the change number and the date of the change must be placed in parenthesis below the page number.

A4.3.8. Change Methods:

A4.3.8.1. Page Changes. This is the preferred method of change. This method re-accomplishes all pages containing changes. If the change contains classified material, two copies of AF Form 1565, Entry, Receipt, and Destruction Certificate, are prepared according to AFI 31-401. To indicate new or changed material, add a vertical line in the left margin.

A4.3.8.2. Write-In Changes. Write-in changes (in ink) are permissible but should not be used to make extensive changes. This procedure may be used only for minor corrections, such as changes to numbers, dates, single words, short phrases, etc. which do not cause confusion. List page changes on the letter of transmittal.

A4.3.8.3. Electronic Changes. All Wing-held plans should be maintained as electronic copies. A summary of changes will be distributed electronically; hard copies will be changed as per the above guidance, and then applied to the electronic version.

Attachment 5

PLAN EXECUTION AND ASSESMENT

A5.1. Timing.

A5.1.1. Execution begins when a higher authority declares an EXORD, or the POTUS authorizes an OPORD.

A5.1.2. Execution also begins when all conditions for implementation have been met, and the trigger is annotated in the plan to prevent loss of life or property. (i.e. COOP)

A5.2. Execution.

A5.2.1. The role of XP during execution is to advise the Wing Commander on all plans applicable to the situation.

A5.2.1.1. Advise the Wing Commander of plans which purpose aligns with the situation.

A5.2.1.2. Identify other plans that may be executed simultaneously.

A5.2.1.3. Other supporting plans may be run simultaneously. Advise on prioritization of resources in the order which will achieve the greatest effects to achieve desired objectives.

A5.2.2. Deviations.

A5.2.2.1. Plans make certain preconditions and assumptions to establish certain variables as facts for logical reasoning and deduction.

A5.2.2.2. Plans may require deviation from the CONOP in order to retain sustainability, reflect change in weight of effort, or when certain assumptions are proven false.

A5.2.2.3. Commanders will deviate from a plan during execution when their perception and judgment of the situation deems it necessary to balance ways and means with operational risk.

A5.3. Refining Objectives.

A5.3.1. The end-states and objectives should be created before sub-ordinate effects and actions are identified to avoid 'input-based' planning. Objectives drive the requirements of the plan, not the requirements limiting the necessary objectives.

A5.3.2. Operational Objectives (OO) (the ends) is the intermediate objectives required to reach the end state.

A5.3.3. In order to identify the required tasks to be performed, objectives must be quantified with determined Operational Effects (OE) desired to reach the operational objective and are measured with Measures of Effect (MOE).

A5.3.4. Tactical Objectives (TO) (the ways) are the states needed to create the operational effect. TOs focus on specific types or roles and are also measured with MOEs.

A5.3.5. Tactical Tasks (TT) is developed to support achievement of TOs and articulate the desired effect, including time and duration of effect. TTs are quantified with Measures of Performance (MOP).

A5.3.6. In general, units should align with their Designed Operational Capability (DOC) statements (TO), the Mission Essential Task List (METL) (TT), and the Universal Joint Task List (UJTL) (MOE and MOP) for plan refinement assessments.

A5.4. Assessment.

A5.4.1. Assessment is the continuous process that measures the overall effectiveness of employing forces during operations and a determination of progress toward accomplishing a task, creating an effect, or achieving an objective.

A5.4.2. Assessment supports the commander's decision making process by providing insight into the effectiveness of the strategy and plans. Assessment provides answers to:

A5.4.2.1. Are we doing things right? (Performance of tasks)

A5.4.2.2. Are we doing the right things? (Effect and link of performance to effect)

A5.4.2.3. Are we measuring the right things? (Quantitative and Qualitative Analysis)

A5.4.3. Assessment is performed at the strategic, operational and tactical levels.

A5.4.3.1. Tactical Assessment measures achievement of direct effects.

A5.4.3.2. Operational Assessment measures indirect effects.

A5.4.3.3. Strategic Assessment measures progress toward end-state objectives.

A5.4.4. Assessment utilizes two measures to quantify assessment criteria:

A5.4.4.1. Measures of Performance - Assesses task accomplishment as an absolute written in past tense. (e.g. SA radar at X (not) destroyed.)

A5.4.4.1.1. Measures of Performance assess tactical tasks.

A5.4.4.2. Measures of Effect - Assesses changes in system behavior, capability or operational environment that is linked to an objective or creation of an effect. (e.g. Destroyed 40% of bridges, degraded surface-to-air capability by 25%)

A5.4.4.2.1. Measures of Effect assess objectives at all levels.

A5.4.5. The commander, aided by XP and IG, continually reviews and assess the plan resulting in four outcomes:

A5.4.5.1. Refine – evolve the plan to align with the environment or guidance. This is commonly known as a fragmented order (FRAGORD).

A5.4.5.2. Adapt – change the plan when major modifications are required which change the CONOP. Adapted plans will require review processing after execution.

A5.4.5.3. Terminate – Halt the execution of the plan due to achieved end-states or plan is no longer relevant.

A5.4.5.4. Execute – as planned. See paragraphs **A5.1** through **A5.3** above.

Attachment 6

INTERAGENCY PLANNING FOR JOINT AND DOMESTIC OPERATIONS (DOMOPS)

A6.1. Overview. Joint planning is important for emergency and contingent operations for situations involving sister services (Army, Coast Guard, Navy, etc.) and civilian emergency agencies (FEMA, State and local Emergency Management Agencies). In relation to homeland operations, all three phases require an understanding of the threat, as well as the roles of various other government agencies. To effectively synergize plans and forces, the wing planner needs to be familiar with these agencies, their plans, and provide input into the development of other agencies' plans.

A6.2. National Strategy for Homeland Security. The NSHS is designed to mobilize and organize the nation to secure the US homeland from terrorist attacks. The strategic objectives of homeland security and how the Air Force supports them are to:

A6.2.1. Prevent and disrupt terrorist attacks.

A6.2.2. Protect the American People, critical infrastructure, and key resources.

A6.2.3. Respond to and recover from incidents that do occur.

A6.2.4. Continue to strengthen the foundation to ensure long-term success.

A6.3. Air Force Support of Homeland Security. Within the United States, the national strategy for homeland security envisions circumstances under which the Department of Defense (DOD) would be involved in improving security at home. Specific instances where the Air Force could play a key role include:

A6.3.1. Air surveillance, Air control alert, and direct air defense operations to defend American citizens and territory.

A6.3.2. Cyberspace Defense.

A6.3.3. Quick response in support of civilian agencies by providing forces and capabilities during an emergency such as an attack or natural disaster.

A6.3.4. Participation in "limited scope" missions where other agencies have primary responsibility for security such as at national special security events like the Olympics or the State of the Union Address.

A6.3.5. Support to a joint task force or federal coordinating officer under defense support of civil authorities as a designated base support installation. Support may include use of the installation infrastructure, personnel, equipment, and ancillary resources.

A6.4. National Response Framework (NRF). The NRF is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

A6.5. Homeland Operations. Air Force organizations that provide support for domestic emergencies use the Air Force incident management system (AFIMS) structure to comply with

Homeland Security Presidential Directive 5, Management of Domestic Incidents. The AFIMS structure mirrors the national incident management system (NIMS) structure used by civil response agencies and outlined in the National Response Framework. For the Air Force, homeland operations are the umbrella construct through which it supports Homeland Defense (HD), Defense Support for Civil Authorities (DSCA), and Emergency Preparedness (EP). It incorporates all operations planning and execution designed to detect, preempt, respond to, mitigate, and recover from the full spectrum of incidents and threats to the homeland, whether man-made or natural. A key distinction between HD and DSCA is that in HD, the Department of Defense (DOD) is the lead federal agency (LFA), while in DSCA, another federal organization is the LFA, with DOD acting in support.

A6.5.1. **Range of Military Operations (ROMO).** Within the homeland, the concept of the ROMO takes on expanded dimension with respect to authorities and command direction. Civil security and emergency response forces can gain access to a stratum of DOD resources and training through requests supported by the Economy or Stafford Acts. State National Guard forces using either state funded or federal funded equipment can respond at the direction of the state's governor or these forces may be federalized (come under command authority of the President with funding from the federal level) and with other regular and reserve forces to accomplish DSCA.

A6.5.2. **Homeland Defense (HD).** HD operations involve significant counter-air emphasis and may be supported by preemptive actions through global strike operations against threats to the US homeland or US forces and installations throughout the world.

A6.5.3. **Defense Support of Civil Authorities (DSCA).** DSCA, often referred to as civil support, encompasses missions that can include support to the Department of Justice in preventing or defeating terrorist attacks, or aiding local agency response to natural disasters and terrorist use of chemical, biological, radiological and nuclear, among others.

A6.5.3.1. **Coordination.** The overall coordination of federal response activities is implemented through the Secretary of the Department of Homeland Security (DHS) consistent with homeland security presidential directive #5 and the NRF. For DSCA, the Air Force's involvement is supportive, and dependent on a request to the DOD from the designated lead agency.

A6.5.3.2. **Air Force Capabilities for DSCA.** Most Air Force support to civil authorities will be in already familiar roles:

A6.5.3.2.1. Air Mobility.

A6.5.3.2.2. Airbase Opening and Sustainment.

A6.5.3.2.3. Communication.

A6.5.3.2.4. Reconnaissance

A6.5.3.2.5. Investigative Support.

A6.5.3.2.6. Search and Rescue.

A6.5.3.2.7. Civil Engineer Support.

A6.5.3.2.8. Health Services.

A6.5.4. Emergency Preparedness (EP). The Air Force includes emergency preparedness (EP) within the homeland operations umbrella. EP at the local level, first responders will initiate the incident command system with their local procedures, which links with the unified management system enacting the joint action plan as directed by the National Incident Management System and the national response framework (NRF).

A6.5.4.1. At the installation level, upgraded EP planning and training is coupled with other efforts; including counterterrorism, antiterrorism, critical infrastructure protection, mission assurance, and information assurance for Air Force infrastructure and personnel to both instill solid passive defense measures and allow a coordinated approach to installation and community protection.

A6.5.4.2. Local base commanders may have their installation identified as a support location. There are three major designations that Air Force commanders may be called upon to support Joint Reception, Staging, Onward Movement and Integration (JRSO&I) functions.

A6.5.4.2.1. Incident Support Base.

A6.5.4.2.2. Federal Team Staging Facility.

A6.5.4.2.3. Base Support Installation.

A6.6. Authority. The missions of homeland operations are normally accomplished either within a "whole of government" environment through an interagency process, or through a military structure. Within the homeland, Air Force forces may operate in different statuses. Regardless of the status the forces are in, there should be clarity of the chain of command to support unity of effort. The National Guard Bureau uses the term National Guard Civil Support, which it defines as the civil support provided to civil authorities by forces in State Active Duty or Title 32 status.

A6.6.1. Installation commanders should possess a comprehensive and effective emergency management program. These can include prepare to deploy orders, establish direct liaison authorized (DIRLAUTH) relationships, command relationships, and other responsibilities, all before an event occurs.

A6.6.2. Installation commanders may provide immediate response to save lives, prevent human suffering, or mitigate great property damage resulting from any civil emergency or attack. When such conditions exist and time does not permit prior approval from higher headquarters, local military commanders and responsible officials of other DOD components are authorized to take necessary action to respond to requests of civil authorities, with follow-on reporting up the appropriate command chain as soon as practicable.

A6.6.3. Installation commanders plan for situations that would require assigned units to assist local authorities. They and their staffs should be aware of the various industries or other facilities in the surrounding community and should assess what potential hazard or threat these industries and facilities may pose to the installation.

A6.6.4. Coordinated planning between the installation and the community is critical to a successful emergency response and should take into account the need to preserve the installation's ability to project and protect its forces when and where needed. Existing rules prohibit actual deployment of personnel until a formal request has been made, unless an

immediate response resulting from a civil emergency or attack is required to save lives, prevent human suffering, or mitigate great property damage.

A6.6.5. Memorandums of Agreement/Understanding (MOA or MOU). MOA/MOU with the surrounding communities can clarify such issues as response procedures and capabilities, and reimbursement of costs. Normal day-to-day preparation activities include the creation of memorandums of understanding/agreement between military installation commanders and local municipal leaders for capability support. Military and civilian units should test the functionality of these agreements through local response exercises.

A6.7. Joint Force Headquarters – State (JFHQ-s). Each state has an agency comparable to Federal Emergency Management Agency (FEMA) designed to direct a response. During an incident, the command and control function is run by the state's emergency operations center, led by the Governor. A parallel structure to the State Government is the National Guard's joint operations center (JOC), within the state's Joint Force Headquarters.

A6.7.1. At the JOC, the Air National Guard (ANG) determines its current capabilities based on its inventory of personnel and equipment and categorizes that capability by FEMA NRF emergency support function- the ANG identifies "non-standard" equipment requirements for domestic responses.

A6.7.2. JFHQ-s is the link to the State Emergency Management Agency which provides input into FEMA and DHS. To ensure effective integration of capabilities, wing planners should:

A6.7.2.1. Identify State and Agency objectives and determine manpower, equipment, and support capabilities that the Wing can provide.

A6.7.2.2. Contact State (J5) Planners and provide inputs that can be readily inserted or integrated into State plans.

A6.7.3. Wing planners need to ensure their JFHQ-s are aware of and have included their wing in state plans for joint domestic operations capabilities, resources, immediate reaction forces (IRF)s and assets for emergency response to domestic situations such as terroristic actions, major accidents, and natural disasters.

Attachment 7

RECOMMENDED TRAINING

A7.1. Overview. No formal training currently is implemented for wing planners to entail their day to day roles and functions. Wing Planners will use this ANGI and establish and maintain contact with the NGB to maintain currency on HHQ changes to policy and unit apportionment. At this time training given will be unit funded.

A7.2. Security Access Requirement.

A7.2.1. Security Clearance and Need-to-Know. XP must maintain the ability to have access to and store classified information for wing awareness on federal operations. XP must have self-sustaining capability to access SIPRNet when required.

A7.2.2. Access/Appointment Letters. XP must be appointed by the Wing Commander in writing, and on the safe access letter for each safe. Common areas (some, one or all) the Chief of Wing Plans and wing planners have access to the following:

A7.2.2.1. Logistics Plans (LGRDX).

A7.2.2.2. Command Post.

A7.2.2.3. Crisis Action Team (CAT).

A7.2.2.4. Operations (Intelligence and Tactics).

A7.3. Air Force Doctrinal Training. All current planning courses are offered as Intermediate Courses for Professional Continuing Education at the Lemay Center for Air Force Doctrine and Development at Maxwell AFB, AL. These courses are unit funded for the ANG.

A7.3.1. Contingency Wartime Planning Course (CWPC). CWPC is sponsored by AF/A3OD that prepares AF planners to serve on a planning staff at every level. This course is more air staff and logistics centric, teaching planners the challenges of crisis action and contingency planning, force phasing, basing and bed-down criteria, readiness tools, mobilization and AEF structure. This course provides an excellent base for XP personnel who do not have a logistics background.

A7.3.2. Joint Air Operations Planning Course (JOAPC). JAOPC educates Airmen from joint, combined or supporting air component commands in the fundamental concepts, principles, and doctrine required developing the air portion of a joint or combined campaign plan. This course is more joint staff and operations centric, teaching planners the JOPPA process, understanding centers of gravity, refining a plan from the strategic level to the tactical task, and validating and assessing CONOPs.

A7.3.3. Information Operations Fundamentals Application Course (IOFAC). IOFAC provides an overview of current information operations doctrine, policies and procedures to provide students insight into how the doctrine may be applied across the ROMO. This course provides insight to aerial application of C2, MISO, and coordination considerations.

A7.4. Systems Training.

A7.4.1. Readiness Reports.

A7.4.1.1. DCAPES UTC Assessment. An AF tool which assesses UTC readiness data. Monthly updates are required. A thorough understanding of how to use DCAPES is highly recommended. DCAPES training is available through Maxwell AFB school house.

A7.4.1.2. Force Readiness Reporting. A DoD tool which assesses unit readiness to their designed operational capability (DOC). A7.4.1.3. Defense Readiness Reporting System (DRRS). A DoD tool which assesses unit readiness with mission essential tasks (METs).

A7.4.2. Planning and Execution Systems.

A7.4.2.1. Joint Operations Planning and Execution System (JOPES). JOPES provides the joint architecture for establishing and communicating Air Force support for the JSCP and the WMP. JOPES provides the OPLAN and TPFDD data to the JFC.

A7.4.2.2. Deliberate and Crisis Action Planning and Execution System (DCAPES). DCAPES is the Air Force proprietary system that interfaces with JOPES and supports all phases of planning and execution at the HAF and MAJCOM levels. DCAPES provides manpower, logistics and feasibility tools (MEFPAK, MANFOR, LOGFOR, AFT) and managerial tools (AFJET, AFQT, UTM) for wing planner operational level situational awareness.

A7.4.2.3. UTC Management and Information System (UMIS). An NGB/A3XW product which provides planners with UTC information.

A7.4.2.4. Logistics Module (LOGMOD). At the wing level, provides the capability to schedule, monitor, and control movement of cargo and personnel via air or surface modes of transportation.

A7.4.2.5. Cargo Movement Operations System (CMOS). CMOS serves as the source data system essential to In-Transit Visibility (ITV) of cargo and passenger movements.

A7.4.2.6. Global Air Transportation Execution System (GATES). Tracks cargo and passengers in lieu of CMOS for AMC.

A7.4.3. Publication Websites.

A7.4.3.1. Warehouse Management System. This system allows access to AFI's not available at e-publishing, such as FOUO regulations. The web link is: **https://wmsweb.afncr.af.mil/wms/Default.aspx** (PKI certificates required).

A7.4.3.2. Joint Doctrine, Education and Training Electronic Information System. (JDEIS). This system allows access to Joint Publications and Instructions not available at the Joint Electronic Library, such as FOUO regulations and guidance. The web link is: **https://jdeis.js.mil/jdeis/index.jsp**? (PKI certificates required).

A7.4.3.3. Air Force E-publishing. This system allows access to AFI's and Forms. The web link is: **http://www.e-publishing.af.mil**

A7.5. State and Local Training.

A7.5.1. Joint Staff Training Course. A NORTHCOM training course to enable integration of National Guard joint forces at the state staff level operations during domestic events.

A7.5.2. State Plans and Requirements. All wing planners should contact their state J5/8 (or equivalent) for access to state plans and EXORDS that affect their wing.

A7.5.3. Airport Manager (for Joint Civil-Military use airports). Civil Airport Managers use the airport's Airport Emergency Plan IAW FAA regulations to manage airport incidents and will likely attempt to use wing forces (such as CE and Fire Protection) with MOUs or MOAs. Communicate and understand MOUs and MOAs to fully synergize wing efforts during an emergency.

A7.5.4. Unit ISOP/PL&S. The Wing ISOP or PL&S is a quick reference tool which gives the wing planner awareness on what plans the wing has for a specific event.

A7.5.5. Unit IEMP 10-2. The Integrated Emergency Management Plan 10-2 is one of the most intensive and thorough plans a wing possesses. Read and understand which forces and what resources are being used during an event to roughly understand the capabilities of the wing, the inter-agency coordination, and how the wing integrates with NIMS through AFIMS and the NRF.

A7.5.6. Continuity Binder. It is recommended that wing planners read and maintain an XP continuity binder containing appointment letters, ISOP, MFRs, applicable emails, a copy of each plan and coordination (summary) sheets to help maintain continuity in the office in case of turnover.

A7.5.7. MOU, MOA and Support Agreements (SA). Inter-agency coordination occurs through written correspondence with MOUs, MOAs, and SAs. Wing Planners should familiarize themselves with all correspondence which will affect planning and execution.

A7.6. Federal Plans Awareness.

A7.6.1. GFMIG and GFMAP. The classified SECDEF documents which apportions forces for planning purposes. Wing Planners can derive some federal plan roles and timelines and intent through these documents.

A7.6.2. WMP-3. The classified AF document produced by HAF/A4XW which uses the GFMIG to allocate each AF unit into a specific top priority plan. Wing Planners should use this document for guidance in finding unit bed-down locations for some federal plans.

A7.6.3. Memorandum from AF/A3OD. A document released every six months detailing Pseudo-PIDs and directing their use.

A7.6.4. DCAPES. Interfaces with the TPFDD of assigned OPLANS for researching what forces may be tasked to support federal operations (on SIPRNet).

A7.6.5. COCOM J5. Each CCMD maintains a planning area which houses their OPLANS on the SIPRNet. Wing Planners should be familiar with which region their wing may be tasked and attempt to access the OPLANS for situational awareness. However, most OPLANS are tightly restricted, and therefore wings most likely will not know of the CONOP or TPFDD until the time of execution.