

**BY ORDER OF THE  
39TH AIR BASE WING COMMANDER  
(USAFE)**

**INCIRLIK AIR BASE INSTRUCTION 10-401**

**27 MARCH 2014**



**Operations**

**WING PLAN DEVELOPMENT AND  
MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: 39 ABW/IGI

Certified by: 39 ABW/IGI  
(Maj Ronnie K. Blount)

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This instruction implements Air Force Policy Directive (AFPD) 10-4, *Operations Planning: Air and Space Expeditionary Force* (AEF) and references AFPD 63-1; AFPD 20-1, *Integrated Life Cycle Management*. It standardizes the format and coordination process of all wing-level plans published at Incirlik Air Base (AB). It supports Air Force Instruction (AFI) 10-401, *Air Force Operations Planning and Execution* and applies to all wing-level plans. It establishes procedures and outlines responsibilities for the base plans management program and applies to all 39th Air Base Wing (39 ABW) units. This instruction is not intended to replace or supersede joint or higher headquarters (HHQ) guidance. If there is a conflict between this instruction and guidance from a higher command, please notify 39 ABW Inspections Directorate (39 ABW/IGI) office. This guide is UNCLASSIFIED. Units are authorized to reproduce or extract any portion necessary for planning and operational purposes. Any field activities must send implementing publications to the Office of Primary Responsibility (OPR) for review and coordination before publishing. Refer recommended changes and questions about this publication to the OPR, 39 ABW/IGI, using the AF Form 847, *Recommendation for Change of Publication*. Request for waivers must be processed through command channels to the publication OPR for consideration. 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 the Air Force Records Disposition Schedule (RDS) located in Air Force Records Information Management System (AFRIMS): <https://www.my.af.mil/gcss-af61a/afrims/afrims/rims.cfm>.

## ***SUMMARY OF CHANGES***

This document has been significantly revised and must be reviewed in its entirety. Important clarifications include a broadened coordination process for plan OPR; removal of Incirlik Form 3, Plan Review Checklist. Plans signed by 39 ABW Commander (39ABW/CC) should be posted on the 39 ABW SharePoint website. SharePoint sites are on both Nonsecure Internet Protocol Router (NIPR) and Secure Internet Protocol Router (SIPR) systems. Distribution to affected units will include an electronic message providing direction to where the plan has been posted.

### **1. Responsibilities.**

#### 1.1. 39 ABW/CC will:

- 1.1.1. Approve all new or revised 39 ABW plans.
- 1.1.2. Validate all periodic plan reviews.
- 1.1.3. Approve all 39 ABW input to HHQ plans as compiled by 39 ABW/IGI.
- 1.1.4. Ensure 39 ABW has developed supporting plans for all HHQ plans which require 39 ABW support.

#### 1.2. Chief, 39 ABW/IGI will:

- 1.2.1. Administer the wing plans program.
- 1.2.2. Establish plans instructions (this document), outlining specific information essential to the continuity of the wing plans review program.
- 1.2.3. Coordinate all wing plans for squadron and group commander review and wing commander approval and signature.
- 1.2.4. Approve interim changes to 39 ABW plans.
- 1.2.5. Maintain a listing of all 39 ABW plans and plans monitors.
- 1.2.6. Coordinate the wing review of all HHQ plans when tasked.
- 1.2.7. Ensure 39 ABW supporting plans are developed for all HHQ plans, when required by HHQ.
  - 1.2.7.1. Determine the base OPR for all new HHQ plans.
  - 1.2.7.2. Determine any office of collateral responsibility (OCR) who needs to develop annexes to 39 ABW plans.
  - 1.2.7.3. The OPR/OCR for 39 ABW plans is usually determined by the source document requiring the plan or by the 39 ABW/CC.
  - 1.2.7.4. Assign numbers to all new 39 ABW plans.
- 1.2.8. Review all base-level plans before final approval to ensure proper format.
- 1.2.9. Maintain electronic copies of all signed wing plans.
- 1.2.10. Maintain paper or electronic copies or an internet link for all HHQ plans the wing is tasked to support.

1.2.11. Issue interim changes for wing plans to the organizations listed on the plan's distribution list.

1.2.12. Distribute an electronic message advising of new or revised plans to the organizations listed on the distribution list.

1.2.13. Provide a wing plans status brief for commanders as necessary. The brief should provide a summary of what actions are required for plans currently in coordination.

1.3. Unit Commanders will:

1.3.1. Ensure unit compliance with this instruction.

1.3.2. Ensure plans, for which their organization is the OPR, are reviewed prior to their required review date.

1.3.3. Appoint an OPR for each plan which their organization is responsible.

1.3.4. Appoint in writing, primary and alternate Plans Monitors.

1.3.5. Review and coordinate on all 39 ABW plans when requested.

1.3.6. Ensure all changes or revisions are posted to each plan maintained by the unit.

1.3.7. Ensure 39 ABW/IGI is notified of the intent to produce or change a wing plan.

1.3.8. Ensure 39 ABW/IGI is notified when a governing directive for a plan is updated and initiate an out of cycle plan review of the wing plan.

1.3.9. Review plans which task the unit and develop supporting annexes or checklists as necessary.

1.4. Plan OPRs will:

1.4.1. Initiate the required plan review to ensure the plan is reviewed before its due date.

1.4.2. Comply with the proper Operations Security (OPSEC) procedures when developing, maintaining and storing plans and checklists (Attachment 3).

1.4.3. Comply with the procedures and formats in this instruction and all applicable referenced publications when preparing a new plan or revising or issuing a change to an existing plan.

1.4.4. Monitor and document all plan preparation, review, revision and change actions through appropriate suspense deadlines and follow-up actions.

1.5. Plan Monitors will:

1.5.1. Assist commander and OPRs with the review and coordination of all unit plans and their responsibilities.

1.5.2. Review plans for proper formatting before submitting to IGI.

1.5.3. Update IGI monthly on status of plans.

**2. Plan Maintenance.**

2.1. Each 39 ABW unit will be familiar with the electronic location of each plan they are tasked to support as identified on the plan's distribution lists.

2.2. OPSEC: Protection of Critical Information (CI) within 39 ABW plans, checklist and plans correspondence is vital to security and mission accomplishment of operations. Unit must remain aware, at all times, of the need to safeguard CI. All 39 ABW personnel affected by the plan are responsible for ensuring OPSEC.

2.3. Storage: Plans must be stored in accordance with their classification. Plans containing sensitive or critical information are designated For Official Use Only (FOUO) and may require protection against public disclosure. Mark and store classified plans according to approved classification guidance and Department of Defense (DoD) 5200.1-R, Information Security Program.

### **3. Plan Creation.**

3.1. Any unit wishing to or tasked to develop a plan should first consult 39 ABW/IGI to determine if a similar document already exists. The unit will then gather the necessary information and build the plan according to the guidance in this document and any applicable HHQ documentation. Refer to Paragraph 5 for plan review and approval procedures.

### **4. Plan Development.**

#### **4.1. Plan Title and Numbering:**

4.1.1. Wing plans are assigned a number and title to coincide with the number and title of the HHQ plans they support. If there is no HHQ plan, the plan number will correspond to the governing Air Force Instruction or other directive it supports.

4.1.2. 39 ABW plans will be classified as Operations Plans (OPLANS), Concept Plans (CONPLANS), Functional Plans (FUNCPLANS) or Supporting Plans IAW AFI 10-401, paragraph 3.3.

#### **4.2. Plan Contents:**

4.2.1. Wing plans are written in the format described in this instruction unless otherwise prescribed in a HHQ directive. This instruction is based on AFMAN 10-401 Volume 2, Planning Formats and Guidance, and follows that format. Deviations should be kept to a minimum to maintain standardization.

4.2.2. Plans are comprised of a number of elements including a cover, memorandum of transmittal, security instructions (with record of changes and record of review), plan summary, table of contents, basic plan and annexes. All 39 ABW plans will include these elements in the order listed, unless specified otherwise in HHQ directives.

4.2.3. The front cover must show the date of the plan, the OPR, 39 ABW, long title, and number of the plan. See AFMAN 10-401, Vol 2, for guidance on properly marking the plan's classification.

4.2.4. The Memorandum of Transmittal of a plan should identify the reason for preparing the plan. The need for preparing further supporting plans must be specified. The OPR for the plan must be identified and disposition instructions must be included when the plan supersedes a previous plan. The Memorandum of Transmittal is not numbered and is signed by the 39 ABW/CC. The date of the transmittal letter should be the same as that of the plan.

4.2.5. The Security Instructions and Record of Changes page is the first numbered page (use lower case Roman numbers -- i.e., "i" for the first page). The security instructions must include the long and short titles of the plan and will state any reproduction limitations. A record of changes is not necessary for changes made during formal reviews.

4.2.6. Include a Plan Summary for all plans. It provides a brief review of the mission, general situation, and concept of operations and commander's appraisal of the logistics and personnel feasibility of the plan. The following paragraphs are mandatory; subparagraphs are at the discretion of the plan OPR: 1.) Purpose, 2.) Conditions for Implementation, 3.) Operations to be Conducted, 4.) Key Assumptions, 5.) Operational Constraints, 6.) OPSEC, 7.) Command Relationships, 8.) Logistics Appraisal, and 9.) Personnel Appraisal. (The numbering should be consistent throughout the entire document – see Paragraph 4.1.2.)

4.2.7. The Table of Contents will include the first page of each division. It will also include elements published separately.

4.2.8. The Basic Plan consists of the five major paragraphs: (The numbering should be consistent throughout the entire document – see Paragraph 4.1.2.) 1.) Situation, 2.) Mission, 3.) Execution, 4.) Administration and Logistics, and 5.) Command and Control. Additional paragraph headings may be included to fit the needs of the plan. The five paragraphs of the basic plan must be listed in every plan, even if they are not applicable. If they do not apply, "Not Applicable" will be inserted after the paragraph title (for example, "4.) Administration and Logistics. Not Applicable."). This method permits standardization and enables planners to refer immediately to a standard paragraph when seeking specific information.

4.2.9. Attachments to the basic plan listed in order of increasing detail are annexes, appendices, tabs and exhibits. The basic plan should refer to each annex that has been prepared; however, information provided in the basic plan is not normally repeated in the attachments. If other attachments are used, the planner should refer to any appendices in the text of the annex and to any tabs in the text of the appendix. The table of contents should contain a listing of all annexes, appendices, tabs, exhibits and maps. Annexes used for the plan should be listed on the final page of the basic plan. Other attachments (appendices, tabs, exhibits or maps) are listed on the final page of any attachment that has further attachments.

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

4.2.9.2. A tab is a further subdivision of an appendix used to organize and clarify the presentation of detailed data. Tabs are prepared in the same general format as appendices.

4.2.9.3. An exhibit is a further subdivision of a tab to enable the planner to organize the portrayal of greater levels of detail.

4.2.9.4. References. List documents that are required for complete understanding of the annex or appendix. Do not duplicate references in annexes or appendices that are listed in the basic plan. If no references are required, continue with the next paragraph. Additional information concerning plan format is available in AFMAN 10-401, Vol. 2.

4.2.10. An annex is produced by a functional area (e.g. Operations, Logistics, etc.) and describes the concept of mission support by the functional area. It contains detailed information for a specific organization or subject. All 39 ABW plans will contain, as a minimum, Annex A (Tasked Organization), Annex B (Terms and Definitions), Annex C (Operations), Annex Y (Operations Security) and Annex Z (Distribution). Per AFMAN 10-401, Vol. 2, the letters "I" and "O" must not be used as annex designators. Other annexes will be assigned by the plan OPR.

4.2.11. OPSEC is discussed briefly in the Plan Summary and Basic Plan. Ensure OPSEC is addressed as Annex Y. A template for the OPSEC annex is contained in Attachment 3 of this instruction.

4.2.12. Include a list of all organization tasked by the plan in Annex A.

#### 4.3. Paragraph Formatting:

4.3.1. Paragraphs will be subdivided by using the numeric system as reflected in this document.

4.3.2. Plans will be typed in Times New Roman, font size 12.

4.3.3. Pages are numbered at the bottom center to indicate the page order within each element of the plan. Thus, page C-1-A-3 denotes page 3 of Tab A to Appendix 1 to Annex C.

4.3.4. Each new "section" (basic plan, annex, appendix, tab, etc.) must start on a front (odd) page. Pages marked "THIS PAGE INTENTIONALLY LEFT BLANK" will be inserted as required to ensure this happens.

4.3.5. Plan covers, Memorandum of Transmittal, and Distribution Change Memorandum will stand alone (nothing printed on the back). Exception: Page numbers and/or "THIS PAGE INTENTIONALLY LEFT BLANK" may appear on the back of Memorandum of Transmittal and Distribution Change Memorandum.

#### 4.4. Plan Classification:

4.4.1. The plan cover will have the following information: plan identification number (see Paragraph 4.1. above), long title, full date of basic plan, overall classification (including appropriate caveats – e.g., Formerly Restricted Data (FRD), No Foreign (NOFORN), etc.) at top and bottom, front and back of the cover, downgrading declassification instructions and the 39 ABW emblem. The cover page must not contain any classified information.

4.4.2. Each page (front and back) will contain the appropriate security classification header and footer.

4.4.3. Refer to DoD 5200.1-PH, DoD Guide to Marking Classified Documents, for additional guidance on the preparation and marking of plans classified CONFIDENTIAL or SECRET.

4.4.4. Secret FRD and Secret Restricted Data (RD) will not have declassification instructions, according to DoD 5200.1-R, Information Security Program, paragraph C5.12.e.

4.4.5. The back cover will be blank except for overall classification markings at the top and bottom of page.

4.4.6. If the plan is classified Secret or higher, the cover will be red. If the plan is Confidential, the cover will be blue. If the plan is FOUO or is not classified, the cover will be black and white. At a minimum, all plans generated by the 39 ABW will be marked "For Official Use Only."

## **5. Plan Validation Process**

### **5.1. Internal Review**

5.1.1. A 39 ABW plan is current for two years from the date approved by the 39 ABW/CC or the date of the last formal wing review of the plan unless the review interval is otherwise directed in HHQ guidance.

5.1.2. OPRs must begin a plan review approximately two months before the plan becomes overdue. The review is intended to identify areas requiring updates, changes or modifications.

5.1.3. Units will review their own plans and annotate the review on the Security Instructions page.

5.1.4. If no changes are required, a formal plan review memorandum will be routed through 39 ABW/IGI for 39 ABW/CC signature (Attachment 4). If the plan needs only administrative or minor changes, an interim change can be issued and the plan's publication date doesn't change. If there are substantial changes or the plan is five years old, it will undergo a formal revision which includes format updates and a review by all 39 ABW units.

5.1.5. An interim change to a plan or annex of a plan will be prepared and coordinated with all affected agencies by the plan OPR. Once approved, the interim change will be issued to all organizations on the distribution list by 39 ABW/IGI.

5.1.6. The date of the change, the date of the basic plan, and the classification of the plan must be included in paragraph 1 of the Memorandum of Transmittal.

5.1.7. A copy of the distribution list must be attached to the Memorandum of Transmittal. If a new Annex Z is accomplished, a distribution list is not required. The "To" element should read: "See Attached Distribution List" or "See Annex Z."

### **5.2. External Revision**

5.2.1. A revision is required when a plan is more than five years old, or when major changes need to be made.

5.2.2. Major changes include any actions that require the participation of another unit. The OPR cannot change the responsibilities that belong to a separate unit without receiving the approval of that unit commander.

5.2.3. A revision is a formal review by all applicable wing agencies. Proposed changes will be annotated on a Comment Resolution Matrix (CRM), which will accompany the plan.

5.2.3.1. The plan OPR will review the CRM and is responsible for annotating each item as accepted, rejected or modified. All rejected comments must be re-coordinated with the comment originator. If agreement is not reached, 39 ABW/IGI will determine how the rejected comments will be resolved.

5.2.4. If a plan is revised, it must be routed by the OPR to HHQ functional managers to ensure the plan meets HHQ guidance. This coordination and HHQ approval may be documented keeping a digitally signed e-mail on file.

5.2.5. The 39 ABW/IGI or wing plan OPR can direct an out-of-cycle review of any plan for which they are the OPR. An out-of-cycle review is when the review process is initiated at any time other than a plan's required review date.

5.2.6. Regardless of the plan OPR, 39 ABW/IGI will provide direction and oversight of the coordination process and review plans prior to coordination at the squadron and group commander level and subsequent approval by the wing commander.

## **6. Approval.**

6.1. Once a plan is reviewed by unit commanders and all comments on the CRM have been addressed, the IGI office will notify the OPR, who will produce a final hard copy version for routing to the 39 ABW/CC.

## **7. Distribution.**

7.1. After the plan or interim changes have been approved, 39 ABW/IGI will electronically notify the units listed on the distribution list (Annex Z) of its location.

7.2. All units on the distribution list will be familiar with the electronic location of each plan they are tasked to support. The plan will also be posted on the 39 ABW SharePoint website. Classified plans will be posted on the wing SIPR server.

7.3. Hard copy distribution will not occur. If a unit needs the plan in hard copy, it will be responsible for printing it on the appropriate color paper based on the plan's overall security classification.

## **8. Wing Index of Plans.**

8.1. 39 ABW/IGI will publish a Wing Index of Plans, listing all current plans. A copy of the index will be maintained on the 39 ABW SharePoint website.

8.2. 39 ABW/IGI will maintain the United States Air Forces In Europe (USAFE) Index of Plans.

CRAIG D. WILLS, Colonel, USAF  
Commander

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

AFPD 10-4, *Operations Planning: Air and Space Expeditionary Force Presence Policy (AEFPP)*, 30 April 2009

AFI 10-401, *Air Force Operations Planning and Execution*, 07 December 2006

AFMAN 10-401 Volume 2, *Planning Formats and Guidance*, 01 May 1998

AFPD 20-1, *Logistics Strategy Planning*, 22 April 1993

AFMAN 33-363, *Management of Records*, 01 March 2008

DoD 5200.1-R, *Information Security Program*, 14 January 1997

DoD 5200.1-PH, *DoD Guide on Marking Classified Documents*, 1 April 1997

***Prescribed Forms***

No Forms

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**39 ABW**—39th Air Base Wing

**39 ABW/IGI**—39th Air Base Wing Inspections Directorate

**AB**—Air Base

**AEFPP**—Air and Space Expeditionary Force Presence Policy

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRIMS**—Air Force Records Information Management System

**CI**—Critical Information

**CIL**—Critical Information List

**CJCS**—Chairman, Joint Chiefs of Staff

**CONPLAN**—Concept Plan

**DoD**—Department of Defense

**FOUO**—For Official Use Only

**FRD**—Formerly Restricted Data

**HHQ**—Higher Headquarters

**NIPR**—Nonsecure Internet Protocol Router  
**NOFORN**—No Foreign  
**OCR**—Office of Collateral Responsibility  
**OPLAN**—Operations Plan  
**OPR**—Office of Primary Responsibility  
**OPSEC**—Operations Security  
**PARA**—Paragraph  
**POC**—Point of Contact  
**RD**—Restricted Data  
**RDS**—Records Disposition Schedule  
**SIPR**—Secure Internet Protocol Router  
**USAFE**—United States Air Forces in Europe



**A2.9.** Column 9 – RATIONALE: Provide concise, objective rationale for the comment.

**A2.10.** Column 10 – DECISION: (USED BY PLAN OPR ONLY)

A2.10.1. A – Accept.

A2.10.2. R – Reject (Rationale required for rejection).

A2.10.3. M – Accept with modification (Rationale required for modification).

## Attachment 3

## SAMPLE ANNEX FOR OPERATIONS SECURITY

## A3.1. Sample Annex.

ANNEX Y TO (INSERT PLAN NAME HERE)

OPERATIONS SECURITY

REFERENCES: JCS Pub 3-54, *Operations Security Policy, Concepts, and Standards*

AFI 10-1101, *Operations Security Instructions*

AFM 10-401, *Operational/Concept Plan Development and Implementation*

AFPD 10-7, *Command and Control Warfare (C2W)*

AFPD 10-11, *Operations Security*

Incirlik AB Plan 10-701, *Operations Security*

1. GENERAL: This annex provides guidance for secure planning and conduct of combat, combat support and combat service support operations.

2. CRITICAL INFORMATION: Primary considerations for OPSEC are mission communications and specific mission data, including routings and aircraft capabilities.

3. TASKS: All personnel must avoid non-secure communications or overt actions which would reveal critical information to unauthorized persons.

39 ABW OPSEC representatives will provide the 39 ABW Critical Information List (CIL) to all Squadrons and Wing Staff Agencies assigned to the 39 ABW for briefing and posting.

Each Group/Squadron/Wing Staff Agency OPSEC Point of Contact (POC) will advise their respective plans representative with their individual CIL. This allows for CIL's to be updated at the earliest possible time in the planning phase in order to reflect the individual characteristics of this plan.

**Attachment 4****SAMPLE FORMAL PLAN REVIEW MEMORANDUM**

MEMORANDUM FOR DISTRIBUTION (ANNEX Z)

FROM: 39 ABW/CC

SUBJECT: Plan Review Approval, 39 ABW Plan \_\_\_\_\_

1. The 39 ABW Plan (number and long title) has been reviewed by all tasked organizations and has been found to be current as written. This review will be documented in the plan and the next review will be conducted when there are changes to the governing plan/directive or in two years.
2. Recommended changes to this plan can be submitted at any time to the plan OPR, 39 xx/xxx.

CRAIG D. WILLS, Colonel, USAF  
Commander