

BY ORDER OF THE COMMANDER
22D AIR REFUELING WING

2 AUGUST 2010



Operations

22 AIR REFUELING WING PLANS
DEVELOPMENT AND IMPLEMENTATION

COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

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OPR: 22 ARW/XP

Certified by: 22 ARW/DS
(Lt Col James Wurzer)

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This instruction has been developed to provide guidance to 22d Air Refueling Wing (22 ARW) units in carrying out their responsibilities in the wing planning process and to standardize all plans developed for the 22 ARW. It describes plans program duties and responsibilities, plan preparation, administrative procedures, and plan formats. It is not intended to replace or supersede joint or higher headquarters guidance. If there is a conflict between this instruction and guidance from a higher command, comply with higher headquarters directives, and notify the Wing Plans and Programs Office (22 ARW/XP) of the conflict. Users of this instruction should familiarize themselves with the referenced guidance. This guide is UNCLASSIFIED. Unit plans representatives are authorized to reproduce or extract any portions necessary for planning and operational purposes. Ensure that all records created as a result of processes prescribed in this publication are maintained In Accordance With (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW with the Air Force Records Information Management System (AFRIMS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. 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 functional's chain of command.

This instruction is a new publication and must be reviewed in its entirety.

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1. Responsibilities

1.1. The Wing Planning Process. This section provides an overview of the wing planning process and the interrelationships of the necessary agencies involved. This process is designed to facilitate the development, maintenance, and updating of all wing plans. This instruction only applies to wing-level plans (plans in which multiple wing agencies are tasked and which are signed by the Wing Commander (22 ARW/CC)). Individual unit plans may use this document as a guide.

1.2. Responsibilities. This section spells out specific responsibilities of each agency in the planning process.

1.2.1. Chief, Wing Plans and Programs (22 ARW/XP), will:

1.2.1.1. Administer the wing planning program.

1.2.1.2. Be responsible for approving all plan changes and reviews.

1.2.1.3. Sign the Memorandum of Transmittal on all wing plans.

1.2.1.4. Develop a plans instruction (this document), outlining specific information essential to the continuity of plans responsibilities.

1.2.1.5. In conjunction with the Superintendent of Wing Plans, review all plans before final submission, publication and distribution.

1.2.2. Superintendent, Wing Plans will:

1.2.2.1. Manage the wing plans process, as spelled out in this instruction.

1.2.2.2. Maintain an Index of all 22 ARW Wing Plans and host it on SharePoint for all affected Wing organizations to reference.

1.2.2.3. In conjunction with 22 ARW/XP, review all wing plans before final submission, publication, and distribution. Ensure all reviews have been coordinated appropriately (See para 2.9.).

1.2.2.4. Ensure proper distribution of wing plans to tasked organizations, HQ Air Mobility Command (AMC), 18th Air Force, and any other HHQ organization, as required.

1.2.3. 22 ARW Commanders. Commanders at group and squadron levels, as well as staff agency chiefs, are integral to the plans process. Commanders/Agency Chiefs, will:

- 1.2.3.1. Ensure Office of Primary Responsibility (OPR) for any unit developed wing plan is familiar with this instruction and the processes described herein.
- 1.2.3.2. Ensure tasked organizations from within their unit are familiar with all wing plans distributed to their unit.
- 1.2.4. Wing plan OPR. A Wing plan OPR is an agency that is responsible for the development and maintenance of a 22 ARW plan. Plan OPRs will:
 - 1.2.4.1. Notify 22 ARW/XP of the intent to produce or change a wing plan or annex in accordance with the annual review schedule or other applicable guidance (HHQ directive, etc.)
 - 1.2.4.2. Comply with the procedures and formats in this instruction and all applicable referenced publications when preparing a new plan, revising a current plan, or issuing a change to an existing plan.
 - 1.2.4.3. Conduct an annual review of all plans for which the organization is OPR in accordance with the schedule published by 22 ARW/XP or when governing directives dictate.
 - 1.2.4.3.1. Ensure plans are reviewed by the following agencies, in addition to tasked organizations:
 - 1.2.4.3.1.1. 22 ARW Judge Advocates (JA) office.
 - 1.2.4.3.1.2. 22 ARW Operations Security (OPSEC) program manager.
 - 1.2.4.3.1.3. 22 ARW Antiterrorism office (22 ARW/XPA).
 - 1.2.4.3.1.4. 22 ARW Information Protection office (22 ARW/IP).
 - 1.2.4.3.1.5. 22 Civil Engineering Squadron (CES) Emergency Management office (22 CES/CEX).
 - 1.2.4.3.2. Document annual review on the Record of Review page within the plan, see para 3.1.4. and Attachment 2, A2.4 for an example.
 - 1.2.4.4. When significant changes are required within the plan, revise it accordingly. Changes must be coordinated with affected tasked organizations (this may be accomplished through a working group, etc.). Review of the changes must be IAW para 1.2.4.3.1.
 - 1.2.4.5. Provide 22 ARW/XP an electronic copy of all new/revised plans.
 - 1.2.4.6. Monitor all plan preparation, review, revision and change actions through appropriate suspense deadlines, as well as follow-up actions.
 - 1.2.4.7. Coordinate changes/reviews with all tasked organizations within the plan to ensure they are familiar with and are capable of accomplishing the plan as written.
- 1.3. Plans Maintenance. Each 22 ARW unit identified on the distribution of, or are tasked under a Wing plan will maintain a copy of it. . Electronic copies suffice; however, units must reference the 22 ARW/XP Index to ensure the most current copy is valid.
- 1.4. OPSEC. Protection of Critical Information (CI) within 22 ARW plans and the correspondence thereof is vital to security and mission accomplishment. While plan OPRs

must incorporate a strong sense of OPSEC responsibility into their respective plans, all 22 ARW members are responsible for ensuring sound OPSEC principles are used in the accomplishment of the plan.

1.5. Classified storage. 22 ARW is tasked to support several classified plans. Units that do not maintain a sufficient amount of classified material to justify a safe, may maintain copies of their classified plans or classified plans for which they are tasked, at 22 ARW/XP, or the Wing Operations branch (22 ARW/XPO). Paper copy plans and notes must be placed in a sealed envelope marked with the unit, highest classification held, and the date submitted. 22 ARW/XP may also maintain electronic copies of classified plans which units may work from.

1.6. Sensitive Unclassified Information storage. Plans containing sensitive or critical information are designated for official use only (FOUO) and require protection against public disclosure. See DoDR 5400.7, *DOD Freedom of Information Act Program/AF Sup 1* and DoD 5200.1-R, Information Security Program, for safeguard requirements.

2. Preparing and Updating Plans.

2.1. Plans Development. Anyone with knowledge of a requirement to produce a plan should notify 22 ARW/XP to ensure proper coordination and tracking.

2.2. OPR Determination. The OPR for 22 ARW plans is determined by the source document requiring the plan.

2.3. Identifying Plans. 22 ARW plans are assigned a number and/or title to coincide with the number and title of the higher headquarters plans they support or as specified by directive, if applicable. If there is no higher headquarters directive, or it is a base-level plan, see 22 ARW/XP for identification guidance prior to proceeding with coordination.

2.3.1. Many plans are incorrectly labeled as "OPLAN". Operational Plans (OPLAN) are defined by AFMAN 10-401V1, *Operation Plan and Concept Plan Development and Implementation*.

2.3.2. A base level plan that does not support a higher headquarters (HHQ) plan will be labeled as such, e.g. 22 ARW Installation Deployment Plan. For further guidance, consult AFMAN 10-401V1, *Operation Plan and Concept Plan Development and Implementation*, AFMAN 10-401V2, *Planning Formats and Guidance*, or Joint Operation Planning and Execution System Volume 2 (JOPELV2). If a plan OPR determines there is a conflict between this instruction and any higher headquarters guidance, comply with HHQ requirements and notify 22 ARW/XP immediately for resolution and documentation.

2.4. Plan Format. 22 ARW plans are written in the format described in this instruction unless otherwise prescribed in a higher headquarters directive. This instruction is based on AFMAN 10-401 and follows that format. Sample plan formats and administrative details are provided in Chapter 3. Deviation should be kept to a minimum to maintain standardization. Refer to DoD 5200.1-PH, *DoD Guide for Marking Classified Documents*, and Information Security Oversight Office (ISOO), *Marking Classified National Security Information Guide* for additional guidance on the preparation and marking plans that are classified.

2.5. Plan Suspenses. Plan OPRs must make every effort to meet suspense deadlines for annual reviews, changes, and revisions. Because of the coordination with tasked organization and agencies identified in para 1.2.4.3.1., review coordination should be started early, and tracked by plan OPRs to ensure reviews are accomplished on time. 22 ARW/XP will contact units failing to meet the suspense to determine the current status. Units not responding with justification for the delay will be identified as such. A formal HHQ plan tasking requires sufficient lead time to ensure suspense deadlines are met. Local suspense will be determined by the amount of lead time provided by HHQ. All suspense requirements can only be achieved with the full cooperation of all 22 ARW commanders, the Wing Plans staff and plan OPRs.

2.6. Plan Preparation Process. Any unit tasked to develop a plan should first consult 22 ARW/XP to determine if a similar document already exists; as a plan, Operating Instruction (OI), etc. The unit will then gather the necessary information, establish required working groups from the tasked organizations, as required, to build the plan according to the guidance in this instruction & HHQ direction. Refer to para 2.9 for coordination procedures.

2.7. Plan Review Process. A plan must be reviewed annually, unless directed otherwise. 22 ARW/XP will remind OPRs when their plans are coming up for review. 22 ARW/XP will help accomplish the annual review, if the OPR requests assistance. Plan reviews are documented by OPR signature and date on the review page at the front of the document. Signature indicates that no significant changes are required at the time of the review, based on inputs from all tasked organizations, as well as the agencies identified in para 1.2.4.3.1. Review of a plan does not require a change to the date of the plan. Plan OPRs should start the review process (See Attachment 3) as early as 60-90 days before it is due.

2.7.1. Issuing Changes Following Plan Review. During a plan review, OPRs must seek inputs from tasked organizations and when significant changes are required, must revise the wing plan. See para 2.8.

2.7.1.1. Significant Changes. Changes that affect how a process works are considered significant changes. Changes in office symbol, phone number/building number changes, acronym changes, etc. that do not affect the process itself do not require a revision to the plan, nor Wg/CC approval. The 22 ARW Chief of Plans and Programs may sign the Memorandum of Transmittal and approve those types of changes (See para 3.1.2.).

2.7.1.2. Memorandum of Transmittal. 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.

2.7.1.2.1. 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".

2.7.1.2.2. For page changes (non-significant), the change number and date of the change must be placed in the footer of the page with changes. The change will be annotated on the Security Instructions and Record of Reviews along with the date of the review.

2.7.1.2.3. Unit commanders or equivalent, and staff agency chiefs set procedures for internal control of classified material. When entering classified material into a mail distribution system, a receipt is required. Personnel may use AF Form 310, *Document Receipt and Destruction Certificate* as a receipt.

2.7.2. Change Transmittal. A Memorandum of Transmittal is required for each revision, signed by the Wg/CC, or appropriate approval authority. The change is then distributed according to Annex Z, and adjusted in the Wing Plans Index.

2.7.3. Page Changes. Page changes are the most efficient method of issuing changes to a plan without re-writing the plan in its entirety. This method re-accomplishes all pages containing changes, leaving unaffected pages unchanged. To indicate new or changed material, a vertical line is added in the left margin and the footer is annotated appropriately (See Attachment 2, A2.10 for a page change example). These are effective for changes that are not significant (See para 2.7.1.1.). In the case of electronic only distribution, OPRs should send out the complete plan rather than just the changed pages.

2.7.4. Out-of-cycle Review. The 22 ARW/XP may initiate an out-of-cycle review of any wing plan. Plan OPRs may initiate out-of-cycle reviews for their plans. Out-of-cycle reviews are reviews of a plan that do not fall on their normal annual review cycle.

2.8. Plan Revision Process. A plan revision is required for any significant change IAW para 2.7.1.1. The revision process follows the review process, documented in Attachment 3. Plan format is described in Chapter 3. Comply with all checklist steps and information in this instruction when preparing a plan revision. When a plan revision is accomplished, the publication date of the plan will change. Follow coordination steps as outlined in paragraph 2.9. to accomplish a plan revision.

2.9. Plan Coordination Process.

2.9.1. Plans will be coordinated using Suspense Tracking and Control System (STACSWeb) or other wing approved staffing process. All new wing plans and revisions must be coordinated through all Group Commanders, the director of staff, and, as applicable, the 931st Air Refueling Group (931 ARG) and 184th Intelligence Wing (184 IW) Commanders. Inputs from either of these organizations must be addressed (either changed or justified as is). Once all changes have been made, the plan must be sent to the organizations listed in para 1.2.4.3.1. prior to being routed via 22 ARW/XP for submission to the Wing Staff for approval. All documentation of Group Commander, etc. review must accompany the plan.

2.9.2. Wing Commander Approval. The Wing Commander must approve all new plans and all revisions to current wing plans. All wing plans must be reviewed by 22 ARW/XP prior to being submitted for final approval coordination. Digital signatures at every level are authorized to show approval.

2.10. Hardcopy Reproduction and Distribution. All plans may be distributed electronically. Any unit may produce a hard copy of a wing plan with approval from the plan OPR. Careful attention must be paid to the Wing Plan Index to ensure units are operating off of the most current plan. Classified plans will be maintained only by the OPR except on a case-by-case basis. Hardcopy classified plans must be numbered and accounted for appropriately to ensure all copies are accounted for at all times.

3. Plan Format.

3.1. Plan Elements. Plans are comprised of a number of elements including a cover, letter of transmittal, security instructions (with record of review), plan summary, table of contents, basic plan, annexes, appendices, tabs, and distribution change letter. All 22 ARW plans will include these elements in the order listed, unless specified otherwise in HHQ directives.

3.1.1. Plan Cover. The front cover must show the date of the plan, the issuing headquarters, long title, and the number of the plan, if applicable. See paragraph 3.3., DoD 5200.1-PH and ISOO *Marking Classified National Security Information Guide* for instructions on properly marking the classification of the plan cover. See Attachment 2, A2.1 for proper format. For classified plans include a “declassify on” statement, and source of classification.

3.1.2. Memorandum of Transmittal. 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 as well. The OPR for the plan must be identified and disposition instructions must be included when the plan supersedes a previous version of the plan. The Memorandum of Transmittal is not page numbered and is signed by the Chief, Wing Plans and Programs (22 ARW/XP). The date of the transmittal letter should be the same as that of the plan. Attachment 2, A2.2 contains an example of a Memorandum of Transmittal.

3.1.3. Distribution Change Memorandum. All plans will include a standard memorandum that addressees may use to notify the OPR and 22 ARW/XP of changes in distribution requirements. The Distribution Change Memorandum is not page numbered and will follow the Memorandum of Transmittal in 22 ARW plans. Refer to Attachment 2, A2.3 for an example of a Distribution Change Memorandum.

3.1.4. Security Instructions and Record of Reviews. The Security Instructions and Record of Review page is the first numbered page (numbered with lower case roman numerals; e.g. i, ii, iii, iv, etc.). The security instructions must include the long and short titles of the plan and should state any reproduction limitations. Attachment 2, A2.4 is an example of a Security Instructions and Record of Review format.

3.1.5. Plan Summary. The plan summary is used for all plans. It provides a brief overview of the mission, general situation, concept of operations, and commander’s appraisal of the logistics and personnel feasibility of the plan. Refer to Attachment 2, A2.5 for an example. The paragraphs indicated in the example are mandatory; subparagraphs are at the discretion of the OPR. The Plan Summary page numbering should continue from the Security Instructions and Record of Reviews numbering.

3.1.6. Table of Contents. The Table of Contents will list the first page of each element. It will also include elements published separately (such as classified annexes). The table of contents should contain a listing of all annexes, appendices, tabs, exhibits, and maps. An example can be found in Attachment 2, A2.6. The Table of Contents page numbering should continue from the Plan Summary.

3.1.7. Basic Plan. The basic plan consists of the five major paragraphs shown in Attachment 2, A2.7. All five paragraphs must be included, even if they are not applicable. If they do not apply, insert the statement “Not Applicable” as shown in the example. Major paragraphs other than these five should not be made. All portions of the plan should work within one of the five major paragraphs. Annexes used in the plan should be listed on the final page of the basic plan. The Basic Plan page numbering should start over using Arabic numerals (1,2,3, etc.).

3.1.8. Attachments. Attachments to the basic plan listed in order of increasing detail are: Annexes, Appendices, Tabs, and Exhibits. The basic plan may refer to the attachments to preclude repeating information. Other attachments (appendices, tabs, exhibits, or maps) are listed on the final page of any attachment that has further attachments (e.g. any appendices/tabs/exhibits/maps associated with Annex A should be listed on the final page of Annex A).

3.1.8.1. Annex. Each Annex is produced by a specific functional area (Operations, Logistics, etc.) and describes their role in the plan. It contains detailed information for a specific organization (or function in the case of Annex A or Z). Annexes are formatted in a similar fashion as the Basic plan and should include the five major paragraphs (See AFMAN 10-401V2 for some variations). All 22 ARW plans will contain, as a minimum, Annex A (Task Organization), Operations Security Appendix to Annex C (and subsequently must contain an Annex C), and Annex Z (Distribution). Per AFMAN 10-401, Annexes I, O and R must not be used. Refer to Table 1 for a complete listing of Annexes. Annexes for all plans must follow the list as given in Table 1 (i.e. Annex A is always Task Organization, Annex Z is always Distribution, etc.). If an annex does not apply to the plan, do not include it (annotated in the table of contents). Annexes should be page numbered by Annex (e.g. A-1 should be the page number of the first page of Annex A, while B-3 would be the third page of Annex B.). **Table 1** List of Annexes

Annex A	Tasked Organizations	Annex N	Space Operations
Annex B	Intelligence	Annex O	Not Used
Annex C	Operations	Annex P	Wartime Host Nation Support
Annex D	Logistics	Annex Q	Medical Services
Annex E	Personnel	Annex R	Not Used
Annex F	Public Affairs	Annex S	To Be Provided Under Separate Cover
Annex G	Civil Affairs	Annex T	Not designated in AFMAN 10-401V2
Annex H	Weather Operations	Annex U	Information Management
Annex I	Not Used	Annex V	Safety
Annex J	Command Relationships	Annex W	Civil Engineering

Annex K	Command, Control & Communications Systems	Annex X	Execution Checklist
Annex L	Environmental Considerations	Annex Y	Reports
Annex M	Mapping, Charting & Geodesy	Annex Z	Distribution

3.1.8.1.1. The task organization annex lists all units that are required to act on the contents of the plan. See Attachment 2, A2.8 for an example of a task organization annex.

3.1.8.1.2. Operations. This annex details the Operations section of the plan. Included in this annex is an Appendix for OPSEC (See para 3.1.8.2.1.).

3.1.8.1.3. Distribution List. The distribution list must include all tasked organizations, 22 ARW/XP and 22 ARW/CP as a minimum (See Attachment 2, A2.9). Also see para 2.7.1.2.3.

3.1.8.2. Appendix. An appendix is a subordinate addition to an annex. Normally, each appendix is devoted to a major category of information that falls under the appropriate Annex. Appendices should be page numbered according to Annex (e.g. page 3 of Appendix 2 of Annex A should be A-2-3, and page 12 of Appendix 1 of Annex L would be L-1-12, etc.).

3.1.8.2.1. OPSEC. OPSEC is discussed briefly in the Plan Summary and the Basic Plan. Ensure OPSEC is addressed as an Appendix to Annex C. See your unit or Wing OPSEC point of contact (POC) for guidance.

3.1.8.3. Tab. 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. Page numbering for Tabs follows suit with appendices of annexes (e.g. page 3 of Tab B to Appendix 1 to Annex C would be C-1-B-3).

3.1.8.4. Exhibit. An exhibit is a further subdivision of a tab to enable the planner to organize the portrayal of even greater levels of detail. Page numbers for exhibits follow suit with tabs to appendices of annexes (e.g. page 1 of exhibit 2 to Tab A to Appendix 3 of Annex M would be M-3-A-2-1).

3.2. References. List documents that are required for complete understanding of the attachment. Do not duplicate references in attachments that are listed in the basic plan. See AFMAN 10-401 for additional information.

3.3. Plan Marking. It is imperative that plans are marked for appropriate classification. The classification level will be displayed on the front and back cover as well as on the top and bottom of each page. For classified plans, the annotations should be printed in the color associated with the classification of the document. Additionally, for classified documents, each paragraph must be annotated with its commensurate classification. See DoD 5200.1-PH and ISOO *Marking Classified National Security Information Guide* for additional guidance.

3.4. Paragraph Numbering. Designations for subdividing, numbering, and lettering paragraphs will use either an alphanumeric system (e.g. 1.a.(1)(a), etc.) or a numeric system (e.g. 2.3.4.2.). The plan OPR will determine which numbering system best suits their plan, but it should follow the numbering used in the HHQ parent document, if applicable. Each progressive subdivision should be indented an additional five spaces.

3.5. Page Numbering. Each new 'section' (e.g. basic plan, annex, appendix, etc.) must start on the front of a page (i.e. odd page). If the 'section' preceding ends on an odd page, a blank page must be inserted to maintain conformity. The blank pages will include the phrase "(INTENTIONALLY LEFT BLANK)" or other suitable substitute, but will contain a page number. Plan covers, Memorandums of Transmittal, and Distribution Change Memorandums (not page numbered) will stand alone and will have nothing printed on the back.

3.6. Capitalization and Underlining Guidance.

3.6.1. References to specific annexes and other attachments will use Initial Capitals (e.g. Figure 3, Annex A, etc.).

3.6.2. Paragraph titles are all capitalized and underlined (e.g. PURPOSE)

3.6.3. Subparagraph titles are Initial Capitalized and underlined (e.g. Legal Considerations)

3.6.4. Sub-subparagraph titles are Initial Capitalized only. An exception to this rule applies where agencies are identified or tasked, then they will be all CAPS.

3.7. Text spacing and sizing. Text is single spaced, Times New Roman, 12 pitch font, with 6 pt spacing following paragraphs. Margins will be set to 1 inch. Plan OPRs may opt to use a different format as necessary to make tables fit within margins of a page, etc., however the document should remain legible (recommend no less than size 10 font).

3.8. Dates. Each separate element of a plan must bear the date of issue or revision. Until a plan is revised, all elements should bear the same date of issue.

3.9. Abbreviations/Acronyms. The first time a title, designation, or acronym is used in each element of a plan that is not contained in the glossary, it must be spelled out and immediately followed by the approved abbreviation/acronym (e.g. Crisis Action Team (CAT)). From that point forward in that element, the abbreviation may stand alone.

4. Prescribed Forms/IMT's: No Forms or IMT's prescribed by this publication.

5. Adopted Forms/IMT's: *AF IMT 847, Recommendation for Change of Publication.*

JAMES W. CROWHURST, Colonel, USAF
Commander, 22d Air Refueling Wing Commander

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

AFMAN 10-401 Vol 1, *Operation Plan and Concept Plan Development and Implementation*, 1 Dec 06

AFMAN 10-401 Vol 2, *Planning Formats and Guidance*, 1 May 98

AFI 10-701, *Operations Security*, 30 Sept 05

AFI 31-401, *Information Security Program Management*, 1 Nov 05

AFSUPDoDR 5400.7, *DoD Freedom of Information Act Program*, 24 Jun 02

DoD.5200.1-PH, *DoD Guide to Marking Classified Documents*, 28 Apr 97

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

Information Security Oversight Office (ISOO), *Marking Classified National Security Information Guide*, 22 Sept 03

Abbreviations and Acronyms

AF— Air Force

AFB— Air Force Base

AMC— Air Mobility Command

AMCI— Air Mobility Command Instruction

CAT— Crisis Action Team

CI— Critical Information

CP— Command Post

DoD— Department of Defense

FOUO— For Official Use Only

HHQ— Higher Headquarters

IMT— Information Management Tool

ISOO— Information Security Oversight Office

JA— Judge Advocate's Office

IP— Information Protection Office

OI— Operating Instruction

OPLAN— Operational Instruction

OPR— Office of Primary Responsibility

OPSEC— Operations Security

STACS— Suspense Tracking and Control System

XP— Wing, Plans and Programs Office

XPI— Antiterrorism Office

XPO— Wing Operations Office

Attachment 2

SAMPLE FIGURES

A2.1. Cover Page Format (See para 3.1.1. for more information).

**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 22D AIR REFUELING WING
MCCONNELL AIR FORCE BASE, KANSAS 67221-3504**



**22 ARW <LONG TITLE> PLAN
<DD Month YYYY>**

OPR: 22 ARW/XPO

FOR OFFICIAL USE ONLY

A2.2. Memorandum of Transmittal Format (See para 3.1.2. for more information).

A2.3. Distribution Change Memorandum Format (See para 3.1.3. for more information)

FOR OFFICIAL USE ONLY

Headquarters, 22d Air Refueling Wing

McConnell AFB, KS 67221

Date of Plan

22 ARW (Plan Short Title)
DISTRIBUTION CHANGES

(Date)

MEMORANDUM FOR *(Plan OPR)*
22 ARW/XP

FROM: *(Office Symbol)*

SUBJECT: Distribution of 22 ARW *(Plan Short Title)*

1. Change distribution for subject document as follows:

___ Discontinue distribution.

___ Change number of copies to ___.

___ Change office symbol and address to:

___ Change hardcopy distribution to electronic. Send electronic copies to: *(Org box)*

2. ___ The listed changes apply to this plan only.

3. ___ The listed changes apply to all Wing Plans distributed by *(Plan OPR)*.

4. REMARKS:

(Signature block and signature of CC or Agency Chief)

FOR OFFICIAL USE ONLY

A2.4. Security Instructions and Record of Review Format (See para 3.1.4. for more information. The Security Instructions is always the first numbered page (pg “i”) of a plan.)

FOR OFFICIAL USE ONLY

Headquarters, 22d Air Refueling Wing
McConnell AFB, KS 67221
Date of Plan

22 ARW (Plan Short Title)

SECURITY INSTRUCTIONS AND RECORD OF REVIEW

1. The long title of this plan is 22 ARW (*Plan Short Title*). Short title is 22 ARW (*Plan short title*)
2. This document is (*classification*). The provisions of AFI 10-1101, Operations Security Program, (OPSEC), AFI 22-211, Communications Security (COMSEC) Policies, procedures, and Instructions, and AFI 31-401, Information Security, have been considered in the preparation of this plan. Disseminate information from this plan only to those personnel whose official duties specifically require knowledge of this plan.
3. The office of origin is (*OPR office symbol*).
4. Reproduction of this document, in whole, or in part, to assist tasked organizations in development of supporting OIs and/or checklist is authorized.

RECORD OF REVIEW

Review Date	Accomplished By	Change No./Date (if applicable)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

A2.5. Plan Summary Format (See para 3.1.5. for more information).

FOR OFFICIAL USE ONLY

Headquarters, 22d Air Refueling Wing
 McConnell AFB, KS 67221
Date of Plan

22 ARW (Plan Short Title)
 PLAN SUMMARY

1. **PURPOSE:** Briefly describe the reason for implementing the plan and the specific objective it is intended to accomplish.
2. **CONDITIONS FOR IMPLEMENTATION.**
 - a. **Situation.** Summarize the situation in which the plan should be considered for implementation. This summary should give decision-makers a recapitulation of the major aspects of the plans. The information should be reviewed and, if necessary, updated before its use in adapting a course of action in a given situation.
 - b. **Legal Considerations.** Briefly summarize any legal considerations that may impact implementation.
3. **OPERATIONS TO BE CONDUCTED.** Summarize operations conducted upon implementation.
4. **KEY ASSUMPTIONS.** List the key assumptions that are absolutely essential to the logic of the plan.
5. **OPERATIONAL CONSTRAINTS.** List major factors that may impede implementing the plan, if applicable.
6. **OPSEC.** Summarize OPSEC considerations which significantly impact the conduct of the operation. If the operation is unclassified and only normal OPSEC considerations apply, enter "Normal." As a minimum, use the following statement to emphasize the OPSEC plan impact: "The provisions of AFI 10-101, Operations Security Program (OPSEC), have been considered in the preparation of this plan."
7. **COMMAND RELATIONSHIPS.** If other than normal, summarize the command arrangements to be employed in executing the plan. Usually, command relationships will be "Normal."
8. **LOGISTICS APPRAISAL.** Provide an estimate of logistic feasibility and considerations.
9. **PERSONNEL APPRAISAL.** Provide an estimate of personnel feasibility and any additional information that may impact personnel tasked in the plan such as commencing 24-hour operations.

All paragraphs identified in this format must be included in your Plan Summary. Add additional paragraphs as required. Subparagraphs such as "legal considerations" may be used as necessary.

A2.6. Table of Contents Format (See para 3.1.6. for more information).

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Headquarters, 22d Air Refueling Wing
 McConnell AFB, KS 67221
Date of Plan

22 ARW (Plan Short Title)

TABLE OF CONTENTS AND LIST OF EFFECTIVE PAGES

<u>CONTENTS</u>	<u>PAGE</u>
Security Instructions and Record of Reviews.....	i
Plan Summary.....	ii
Table of Contents and List of Effective Pages.....	iii
Basic Plan.....	1-8
 ANNEX A, TASK ORGANIZATION.....	 A-1
ANNEX B, INTELLIGENCE.....	B-1
ANNEX C, OPERATIONS.....	C-1
Appendix 1 – <i>Appendix Title</i>	C-1-1
Tab A – <i>Tab Title</i>	C-1-A-1
Exhibit 1 – <i>Exhibit Title</i>	C-1-A-1-1
Tab B – <i>Appendix Title</i>	C-1-B-1
ANNEX D, LOGISTICS.....	D-1
ANNEX E, PERSONNEL.....	E-1
ANNEX F, PUBLIC AFFAIRS.....	F-1
ANNEX H, WEATHER.....	H-1
ANNEX J through ANNEX L.....	Not Used
ANNEX Q through ANNEX V.....	Not Used
ANNEX W, CIVIL ENGINEERING.....	W-1
ANNEX Z, DISTRIBUTION.....	Z-1

All 22 ARW plans must include, as a minimum, Annex A, an OPSEC Appendix to Annex C, and Annex Z.

Indicate “Not Used” for all Annexes that do not have applicability to this plan.

A2.7. Basic Plan Format (See para 3.1.7. for more information)

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Headquarters, 22d Air Refueling Wing
McConnell AFB, KS 67221*Date of Plan*22 ARW (Plan Short Title)
BASIC PLANANNEX EXAMPLE:
ANNEX C TO 22 ARW INSTALLATION DEPLOYMENT PLAN
OPERATIONS

1. **SITUATION.** Describe the reason for implementing the plan and the specific objective it is intended to accomplish. Amplify this paragraph in each Annex as applicable.
2. **MISSION.** State the task and purpose to be accomplished on execution. This statement should answer the questions: who, what, when, where, why, and sometimes how. Use the mission of the commander originating the plan; or the task assigned by the CJCS.
3. **EXECUTION.** This portion establishes how the Wing will execute the plan. Annexes will amplify from the standpoint of the particular element being discussed (Logistics, Intelligence, etc.).
4. **LOGISTICS AND ADMINISTRATION.** Describe how logistics will be provided, to include supply and sustainment plans.
5. **COMMAND AND CONTROL.** If other than “Normal”, identify command and control relationships between the Wing and other agencies that support the plan. Annexes may be written as “Command and Signal” which includes a general statement on the scope and kind of communications – computer systems to be used when the plan is implemented.

NAME, Rank, USAF
Commander, 22d Air Refueling WingAnnexes: *(List only those actually used)*

- A Task Organization
- B Intelligence
- C Operations
- D Logistics
- E Personnel
- F Public Affairs
- H Weather Operations
- J Command Relationships
- K Command, Control, and Communications Systems
- Q Medical Services
- V Safety
- X Execution Checklist
- Z Distribution

1
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A2.8. Task Organization Annex (Annex A) Format (See para 3.1.8.1.1. for more information).

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Headquarters, 22d Air Refueling Wing
McConnell AFB, KS 67221

Date of Plan

ANNEX A TO 22 ARW (Plan Short Title)
TASK ORGANIZATION

22 ARW

22 ARW/CC
22 ARW/CP
22 ARW/PA
22 ARW/JA
22 ARW/SE

184 IW

184 IW/CC

931 ARG

931 ARG/CC

22 OG

22 OG/CC
384 ARS
344 ARS
349 ARS
350 ARS
22 OSS

22 MSG

22 MSG/CC
22 LRS
22 SFS
22 CES

22 MXG

22 MXG/CC

A-1
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A2.9. Distribution Annex (Annex Z) Format (See para 3.1.8.1.3. for more information).

FOR OFFICIAL USE ONLY

Headquarters, 22d Air Refueling Wing
McConnell AFB, KS 67221*Date of Plan*ANNEX Z TO 22 ARW (Plan Short Title)DISTRIBUTION
ORGANIZATIONS

NO. OF COPIES

22 ARW

CP	1
PA	1
JA	1
SE	1
XP	1

184 IW

CC	1
XP	1
CP	1

931 ARG

CC	1
XP	1

22 OG

CC	1
384 ARS	1
344 ARS	1
349 ARS	1
350 ARS	1
22 OSS	1

22 MSG

CC	1
22 LRS	1
22 SFS	1
22 CES	1

<u>TOTAL COPIES</u>	20
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Z-1
FOR OFFICIAL USE ONLY

A2.10. Page Change Format (See para 2.7.3. for more information)

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Headquarters, 22d Air Refueling Wing
 McConnell AFB, KS 67221
Date of Plan

ANNEX Z TO 22 ARW (Plan Short Title)
 DISTRIBUTION

ORGANIZATIONS	NO. OF COPIES
<u>22 ARW</u>	
CP	1
PA	1
JA	1
SE	1
 <u>184 IW</u>	
CC	1
XP	1
CP	1
 <u>931 ARG</u>	
CC	1
XP	1
 <u>22 OG</u>	
CC	1
384 ARS	1
344 ARS	1
349 ARS	1
350 ARS	1
22 OSS	1
 <u>22 MSG</u>	
CC	1
22 LRS	1
22 SFS	1
22 CES	1
 <u>TOTAL COPIES</u>	 19

CHANGE HERE
 REFLECTS 22 ARW/XP
 MOVE TO ELECTRONIC
 COPY ONLY; LOWERING
 TOTAL TO 19 COPIES

Attachment 3

PLANS REVIEW CHECKLIST

PLAN: _____

DATE: _____

	Yes	No	N/A
I FORMAT			
A COVERS			
1 Long title accurate?			
2 Short title accurate?			
3 Footer correct			
4 Date realistic (Note: Date on each plan element should be the same)			
5 OPR correct?			
6 Shield placed properly?			
7 Marked correctly (front and back covers)			
B Letter of Transmittal			
1 "Memorandum For" addressed correctly?			
2 Pre-dated? (Date same as front cover)			
3 "From" block correct? (22 ARW/XP office symbol & address)			
4 "Subject" correct?			
5 Long and short title referenced in text?			
6 Supersession information provided			
7 Instructions for supporting plans listed?			
8 OPR referenced?			
9 22 ARW/XP signature block accurate?			
10 Attachment (Plan) listed?			
11 On AMC letterhead?			
C DISTRIBUTION CHANGES PAGE			
1 Headers accurate? (format, date, etc.)			
2 "MEMORANDUM FOR", date, "FROM", & "SUBJECT" correct? (22 ARW/XP must be addressed)			
3 Paragraph 1 accurate? (Space for address)			
4 OPR listed in paragraph 3?			
5 "INSTRUCTIONS" note listed at bottom of page?			
D SECURITY INSTRUCTIONS AND RECORD OF CHANGES			
1 Headers accurate? (format, date, etc.)			
2 Both on one page?			
3 Long and short title referenced in paragraph 1?			
4 Classification in paragraph 2?			
5 OPR in paragraph 3?			
6 Reproduction limitations in paragraph 4?			
7 Disposal instructions in paragraph 5? (If FOUO or higher)			
8 Three columns in Record of Changes correct?			
9 Several lines allowed in record of changes?			
10 Page numbered "1"?			

PLAN: _____

DATE: _____

	Yes	No	N/A
E PLAN SUMMARY			
1 Headers accurate? (format, date, etc.)			
2 Minimum number of headings covered?			
(1) Purpose			
(2) Conditions for Execution			
(3) Operations to be Conducted			
(4) Key Assumptions			
(5) Operational Constraints			
(6) OPSEC			
(7) Command Relationships			
(8) Logistical Appraisal			
(9) Limiting Factors			
3 Page numbered "ii" (and up as req'd)?			
F TABLE OF CONTENTs			
1 Headers accurate? (format, date, etc.)			
2 Format accurate as outlined in this instruction?			
3 Titles of contents match titles given through plan in headings?			
4 All annexes accounted for (including those not used)?			
5 Page number column accurate (reflects all pages in each section)?			
6 Page numbered with lowercase roman numerals?			
G BASIC PLAN			
1 Headers accurate? (format, date, etc.)			
2 "REFERENCES" and "TASK ORGANIZATION" listed correctly?			
3 Minimum topics covered			
(1) Situation			
(2) Mission			
(3) Execution			
(4) Administration and Logistics			
(5) Command and Control			
4 Wing Commander signature block accurate?			
5 All annexes listed on last page of text?			
6 Pages numbered correctly?			
H ANNEX A (TASK ORGANIZATION)			
1 Headers accurate? (format, date, etc.)			
2 All tasked Gp/Sq CCs listed correctly & 'in order'?			
3 Unit names accurate?			
4 Pages numbered correctly?			

PLAN: _____

DATE: _____

	Yes	No	N/A
I ANNEX Z (DISTRIBUTION)			
1 Headers accurate? (format, date, etc.)			
2 Is distribution correct?			
(1) All tasked organizations			
(2) 22 ARW/XP			
(3) 22 ARW/CP			
(4) 931 ARG (if applicable)			
(5) 184 IW (if applicable)			
(6) 18 AF (if applicable)			
(7) AMC/A? (if applicable)			
3 Are all office symbols correct?			
4 Number of copies reasonable (e- copies delineated as acceptable)?			
5 Page numbered correctly?			
J ADDITIONAL ANNEXES, APPENDICES, TABS, ETC.			
1 Headers accurate? (format, date, etc.)			
2 Page numbering correct?			
3 Title of appendices listed as attachment to each annex, etc.?			
4 Titles match headings (in attached lists & table of contents)?			
II CONTENT			
1 Are taskings logical and complete?			
2 Does plan make sense?			
3 Is each task clearly levied against a specific CC/agency/functional?			
4 Does the plan "flow"?			
5 Are tasked CCs listed in Annex A & addressed in Basic Plan?			
6 Are tasks reasonable given resources & constraints?			
III COORDINATION			
1 Are all tasked agencies given the opportunity to review & coord on plan?			
2 Is 22 ARW/XP given the opportunity to review & coord on draft plan (even if not a tasked org)?			
3 Have all organizations listed in para 1.2.4.3.1. had an opportunity to review the plan?			
4 Have all office symbols been updated?			
IV GRAMMAR			
1 Is plan written in future tense (e.g. tasks will be done)?			
2 Is plan written in active voice?			
3 Is plan succinct (language simple, clear & to the point)?			
4 Was spelling checked?			

PLAN: _____

DATE: _____

	Yes	No	N/A
V CONSISTENCY (ESTABLISH 'RULE' AND STICK WITH IT)			
1 Are abbreviations spelled out the first time they are used in each element?			
2 Are titles consistent (e.g. "22 ARW/CC" or "Wing Commander")			
3 Is the use of bold, underline & capitalization consistent?			
4 Does the plan look/feel like it was written by one author?			
VI FINAL DRAFT			
A Without significant changes:			
1 Send a copy of the plan with the updated Record of Review page to 22 ARW/XP			
2 Include this completed checklist.			
3 Include all coord documentation			
4 For requested change inputs from tasked orgs, etc., but deemed insufficient for a complete revision at the time of the review, send coord documentation and an MFR with the plan for what updates will be made. This will allow XP to help ensure those changes are made at the next revision.			
5 Complete Memo of Transmittal for 22 ARW/XP signature (only req'd for minor changes). See para 2.7.1.1.			
B With significant changes:			
1 Send all coord sheets & final draft to 22 ARW/XP			
2 Include this completed checklist.			
3 Verify changes made from coord'd units.			
4 Complete Memo of Transmittal for 22 ARW/XP signature.			
5 Ensure 22 ARW/XP updates Wing Plan Index			
VII DISTRIBUTION			
1 Ensure 22 ARW/XP and all from Annex Z are provided a new copy of the plan (a copy of the Record of Review page will suffice if no changes were made).			