

**BY ORDER OF THE COMMANDER
35TH FIGHTER WING**

**35TH FIGHTER WING INSTRUCTION
10-401**



19 MAY 2026

Operations

**WING PLANS AND
PROGRAMS MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-publishing website at www.e-Publishing.af.mil for downloading and ordering

RELEASABILITY: There are no releasability restrictions on this publication

OPR: 35FW/XP

Certified by: 35FW/XP
(Major Thomas R. Fry)

Supersedes: 35FWI10-401, 20 April 2022

Pages: 15

This instruction implements Air Force Policy Directives (AFPD) 10-4, *Operations Planning: Air Expeditionary Force and Global Force Management*, Air Force Instruction (AFI) 10-401, *Operations Planning and Execution*. This instruction outlines the responsibilities of the

35th Fighter Wing (FW) Plans and Programs (XP) position. It standardizes the format and coordination procedures for all plans developed and/or reviewed at Misawa Air Base (MAB). It utilizes guidance established in the Chairman of Joint Chiefs of Staff Manual (CJCSM) 3122.01A and Joint Operations and Planning Execution System (JOPES) Volume I. It is not intended to replace or supersede joint or higher headquarters (HHQ) guidance. If a conflict exists between this instruction and guidance from a higher command, please notify the 35 FW/XP office. In accordance with (IAW) Department of Air Force Instruction (DAFI) 38-101, *Manpower and Organization*, this instruction institutes 35 FW/XP under the direction of the 35 FW Commander (35 FW/CC) to ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed IAW the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System, or any updated statement provided by the Air Force Records Management office located in the Air Force Chief Information Office Compliance Division (SAF/CNZA). The office of primary responsibility (OPR) should inquire with SAF/CNZA for any updated records management statement. Refer recommended changes and questions about this publication to the OPR using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed in its entirety. Major changes include reception of visiting units and receptions working group responsibilities.

Chapter 1—PLANS RESPONSIBILITIES	4
1.1. General.....	4
1.2. The 35th Fighter Wing Commander will:.....	4
1.3. The Director of Wing Plans and Programs will:.....	4
1.4. The Wing Plans and Program Manager will:.....	4
1.5. Wing Legal Office Will:	4
1.6. The Plan OPR will:	4
1.7. Reception.	5
Chapter 2—PLANS MANAGEMENT AND DEVELOPMENT PROCESS	6
2.1. General.....	6
2.2. Plans Review Cycle.	6
2.3. Plan Revision.	6
2.4. Plan Approval.	6
2.5. Suspense Timeline.	6
2.6. Staff Summary Sheet.	6
2.7. Distribution and Release.	6
2.8. Task Authority.	6
2.9. Task Management Tool.	6
2.10. Office of Primary Responsibility.	6
2.11. Plan Review Process and Timeline.....	6
Table 2.1. Timeline Matrix.	7
Figure 2.1. Review Cycle.....	8
Chapter 3—PLANS FORMAT GUIDANCE	9
3.1. General.....	9
3.2. Page Format Basics.....	9
3.3. Information Security and Classification Guidance.	9
3.4. Plan Front Data.	9
3.5. Basic Plan.	10
3.6. Attachments.	10

3.7. Appendix.....	11
Chapter 4—BASE WAIVER PROCESS	12
4.1. General.....	12
4.2. Scope.....	12
4.3. Base Waivers.	12
4.4. Types of Non-Tiered Waivers to be Submitted.	12
4.5. Submission Procedures.	12
4.6. Periodic Review.....	12
Chapter 5—RECEPTION PROCESS	13
5.1. General.....	13
5.2. Roles and Responsibilities.	13
5.3. Communication Flow.	13
5.4. Documentation.....	13
5.5. Major changes.....	13
5.6. Process Timeline.....	13
5.7. Additional Information.	13
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	14

Chapter 1

PLANS RESPONSIBILITIES

1.1. General. This section delineates the specific responsibilities of each agency in the planning process. IAW DAFI 38-101, *Manpower and Organization*, XP develops, coordinates, and publishes wing plans. Internal plans managed by XP are called 35 FW Plans. The 35 FW/XP office will ensure Commander's vision for plan development is implemented.

1.2. The 35th Fighter Wing Commander will:

- 1.2.1. Approve and sign the Basic Plan for each wing plan.
- 1.2.2. Approve all periodic plan reviews.
- 1.2.3. Approve all 35 FW input to Higher Headquarters (HHQ) plans as compiled by 35 FW/XP.

1.3. The Director of Wing Plans and Programs will:

- 1.3.1. Administer the wing plans program.
- 1.3.2. Appoint a Wing Plans Manager (35 FW/XP Wing Plans Manager) to manage the wing plans program.
- 1.3.3. Ensure 35 FW supporting plans are developed for all HHQ plans as required.
- 1.3.4. Review and coordinate as required on all base-level plans before final submission, publication, and distribution.

1.4. The Wing Plans and Program Manager will:

- 1.4.1. Administratively control, review, and coordinate all wing plans initiated by the plans OPR.
- 1.4.2. Provide guidance for proper drafting, distribution, and tasking of organizations.
- 1.4.3. Monitor suspenses and contact plan OPRs for updates during the development, review, coordination, and distribution phases.
- 1.4.4. Maintain digital copies of all wing plans on the 35 FW/XP SharePoint page at <https://usaf.dps.mil/sites/misawa/35FW/SitePages/35-FW-ACE-Program.aspx>
- 1.4.5. Provide training to plan OPRs IAW this instruction upon request.

1.5. Wing Legal Office Will:

- 1.5.1. Review all basic plans for 35 FW for legal consideration prior to be routed to approval authority.
- 1.5.2. Assist Plan OPR with legal considerations that may impact planning during plan development.

1.6. The Plan OPR will:

- 1.6.1. Notify 35 FW/XP when HHQ instruction, manual, plan change, or requirement to develop a wing plan is received.

- 1.6.2. Develop plans, annexes, appendixes, tabs, exhibits etc. using the format guidance outlined in this instruction unless otherwise directed by HHQ or Air Force guidance.
- 1.6.3. Review and coordinate draft plans and appropriate attachments with tasked organizations.
- 1.6.4. Consolidate all recommended changes using the Comment Resolution Matrix (CRM).
- 1.6.5. Initiate an electronic Staff Summary Sheet (eSSS) showing proper routing/coordination with base reviewing officials IAW AFH 33-337.
- 1.6.6. Conduct meetings to review and discuss recommended changes to the plan as needed.
- 1.6.7. Ensure overall classification reflects the contents of the plan. Refer to the Department of Defense Manual (DoDM) 5200.01 for additional guidance.
- 1.6.8. Review all assigned plans periodically and notify 35 FW/XP of any changes or deletions to the plan.
- 1.6.9. Comply with Operation Security requirements when developing, reviewing, or changing existing plans.

1.7. Reception.

- 1.7.1. Unless otherwise specified by 35 FW/CC, the respective OPR for reception at MAB will be within the 35th Logistics Readiness Squadron (LRS). The Deployment and Distribution flight is responsible for maintaining FW Reception slides and presenting data to 35 FW/CC at any/all applicable FW meetings or briefs.
- 1.7.2. For reference regarding responsibility of reception, AFI 10-403 Para. 4.1.3.1.1 states under *Section 4A-General*, “The Aerial Port Squadron or Logistics Readiness Squadron/LGRD flight at established main operating bases will be responsible for reception of forces IAW AFI 10-401, DAFI 24-605 Volumes 1-3, and AFI 24-302, Volumes 1 and 2”.

Chapter 2

PLANS MANAGEMENT AND DEVELOPMENT PROCESS

2.1. General. USAF operational planning is an integral part of the Air Force at all echelons. The wing plans program supports two areas: HHQ plans or publications and local guidance. Both areas require support from many base agencies for the wing to respond properly to any contingency. This instruction has been developed to aid plan OPRs with development, format, coordination, and review requirements.

2.2. Plans Review Cycle. Unless otherwise directed by HHQ guidance or AF directives, the review cycle for all wing plans is annual from the date of approval.

2.3. Plan Revision. If more than 20% of the plan changes before the periodic review date, the OPR will send the revised plan through a full review process, including approval by the 35 FW/CC or designated representative.

2.4. Plan Approval. The wing commander will approve all plans and sign the Memorandum of Transmittal letter unless otherwise directed by HHQ guidance or AF directives. Upon approval, 35 FW/XP will post the updated plan on the 35 FW Plans and Programs SharePoint page.

2.5. Suspense Timeline. 35 FW/XP is responsible for monitoring all suspense dates and coordinates with plan OPRs and the 35 FW Commanders Executive (35 FW/CCE) for tasking and accountability. To ensure timely publication of plans, the Director of Wing Plans and Programs will follow up with commanders of units that miss established suspense dates.

2.6. Staff Summary Sheet. An eSSS will be used to record coordination. Squadron and group commanders will be included in the review/coordination process. For all plans with over a 20% change or new plans, 35 FW/Judge Advocate is a required coordination.

2.7. Distribution and Release. The squadron commander and their unit OPR will work with the 35 FW/XP to determine the distribution and release list of the plan.

2.8. Task Authority. The task authority will be listed within the Memorandum of Transmittal of the plan to explain why the plan exists and the duration the plan must be maintained. A reference to the applicable HHQ directive or AFI regulation must be mentioned.

2.9. Task Management Tool. The Task Management Tool (TMT) will be used to route and coordinate on all plans under review. Do not close tasks until all required documents or negative responses are received from applicable agencies.

2.10. Office of Primary Responsibility. The OPR is designated as the primary Point of Contact (POC) for creating the original draft of a new plan or coordinating changes to a specific established plan. Each plan must be coordinated IAW Air Force, HHQ and 35 FW/XP directives outlined in this instruction.

2.11. Plan Review Process and Timeline. The plan review process is intended to ensure the plan remains up-to-date, relevant, and mission-focused while giving each stakeholder an opportunity to recommend changes.

2.11.1. 35 FW/XP will notify the plan OPR 90 days prior to the last review date.

2.11.2. The plan OPR will update the plan IAW current directives and/or HHQ guidance.

2.11.3. The plan OPR will draft an eSSS and establish a 30-day suspense. The plan OPR will attach a copy of the draft plan and a blank CRM to the email and forward to the 35 FW/CCE for initiation of a TMT tasker to be distributed throughout the wing.

2.11.4. The 35 FW/CCE will consolidate all CRMs and negative responses and forward to the plans OPR and carbon copy 35 FW/XP. Once all CRMs and negative responses are received the Plan OPR will close the TMT tasker.

2.11.5. The plan OPR will then adjudicate/update the plan and forward the final draft to the Misawa Base Publications & Forms Management office (E-mail: 35cs.scxc@us.af.mil) within the 35th Communications Squadron for last-minute formatting corrections.

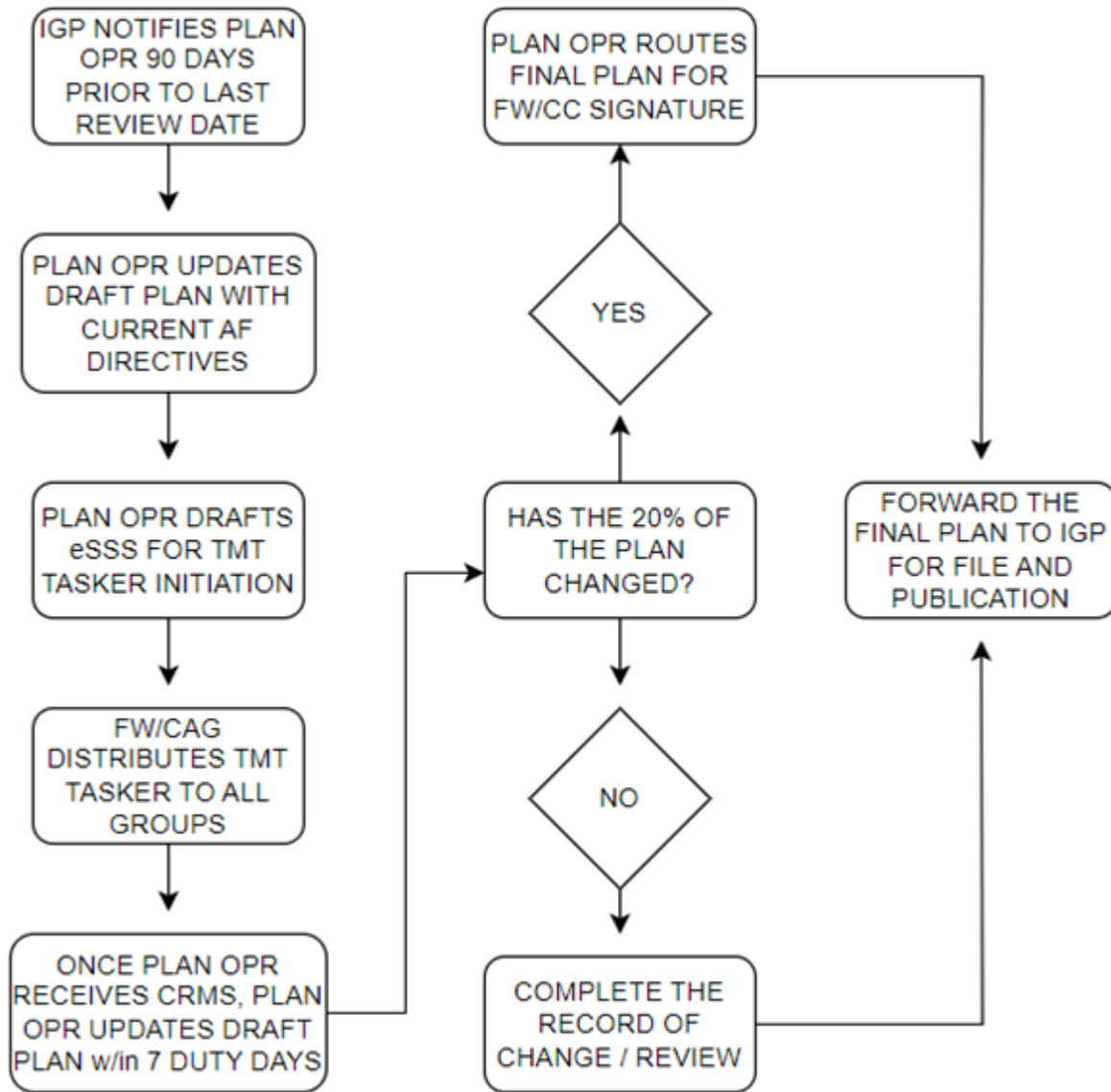
2.11.6. The plan OPR will then forward the final draft and master CRM to 35 FW/XP who will then route for FW/CC signature.

2.11.7. Upon approval, the wing commander will sign the Memorandum of Transmittal letter. 35 FW/XP will then upload the signed plan to the Plans and Programs SharePoint page and notify units of the plan's publication.

Table 2.1. Timeline Matrix.

Phase	Action	Target Time
Drafting a plan	Research, draft plan, and review.	8 weeks (or as coordinated by Plan OPR)
Bottom-line Coordination	Review and adjudication through all appropriate organizations and/or units. Final review and adjudication by group commanders.	2 weeks
Top-line Coordination	Review and coordinate by wing staff agency and final signature by wing commander.	2 weeks
Overall Target Time		3 months

Figure 2.1. Review Cycle.



Chapter 3

PLANS FORMAT GUIDANCE

3.1. General. All wing plans and planning products will conform to the guidance, standardized formats, and content herein unless otherwise prescribed by HHQ or Air Force directives. All required templates can be found on the 35 FW/XP SharePoint. Please refer to [Attachment 1](#) for further details.

3.2. Page Format Basics. Format of all plans will meet these listed criteria:

3.2.1. **Margins.** (Top, Bottom, Left, Right) - 1.0” (one inch). Header & Footer margin - 0.5” (one-half inch). Gutter Margin - 0.5” (one half inch – if placing plan in a binder).

3.2.2. **Paper Size and Orientation.** Letter 8.5” x 11” white bond in portrait orientation.

3.2.3. **Font.** Times New Roman; font size – 12.

3.2.4. **Paragraph.** Paragraphs will be single spaced and left justified. Automatic formatting and page numbering will NOT be used. There will be two spaces after each paragraph number, after each paragraph title, and between all sentences.

3.2.5. **Header/Footer.** Times New Roman; Font size – 11 and centered.

3.2.6. **Paragraph Numbers.** Paragraph numbers will be subdivided using the numeric system reflected in this document. Page numbers will start on the summary of changes page and centered at the bottom of each page.

3.2.7. **Abbreviations.** The first time a title, designation, or acronym is used in a plan it must be spelled out and immediately followed by the approved abbreviation, for example, Crisis Action Team (CAT). The abbreviation alone may be used thereafter.

3.3. Information Security and Classification Guidance. Refer to DoDM 5200.01, Volume 1/DODM5200.01V1 AFMAN16-1404V1, 06 April 2022, *Information Security Program: Overview, Classification and Declassification* for the proper classification markings of plans. Conform to the following as appropriate:

3.3.1. The plan classification level will be reflected in the header and footer of each page of the plan.

3.4. Plan Front Data. This section details specific guidance for the format and general content of plan. All 35 FW Plans will conform to the below elements in the order listed, unless otherwise specified by Air Force or HHQ guidance.

3.4.1. Required Documents.

3.4.1.1. **Cover Sheet.** This document will be on page 1 and will display 35th Fighter Wing MAB information, long title, date of plan, OPR information, and classification markings.

3.4.1.2. **Summary of Changes.** This document will be on page 2 and on its own page. The summary of changes will state changes made to the plan and written in paragraph format.

3.4.1.3. **Memorandum of Transmittal.** This document will be on page 3 and will include information on the task authority requiring the creation of the plan and the duration the plan will remain in existence (if provided). It will establish the review timeline (annual/biennial) required for the plan. Additionally, it will provide any disposition instructions for the superseded plan, its changes, and related documents when the plan replaces or updates an existing plan. The wing commander or designated representative will sign the Memorandum of Transmittal.

3.4.1.4. **Table of Contents.** This document will be on page 4 and will mirror this instruction and any annex listed in the table of contents that is not used will have “Not Used” placed in the page number column.

3.4.1.5. **Security Instructions and Record of Changes.** This document will be on page 5 and will include the long and short titles of the plan and will state any reproduction limitations and security considerations. This document will also capture any review/changes to the plan and disposition references.

3.4.1.6. **Plan Summary.** This document will be on page 6 and will provide a detailed overview of the plan. It provides a brief review of the mission, general situation, and concept of operations and commander’s appraisal of logistics and personnel feasibility of the plan. The following paragraphs are mandatory; 1) Purpose, 2) Conditions for Implementation, 3) Operations to be Conducted, 4) Key Assumptions, 5) Operational Constraints, 6) Time to Commence Effective Operations, 7) Command Relationships, 8) Logistics, 9) Commanders Appraisal, 10) Consolidated Listing and Impact Assessment or Shortfalls or Limiting Factors.

3.5. Basic Plan. This section identifies specific guidance and general content of the basic plan. Additionally, the basic plan provides more detail than the plan summary. The basic plan varies from agency to agency based upon organizational requirements and can include elements such as tables and figures to fit the needs of the plan.

3.5.1. Any content or formatting guidance not specified in this instruction or higher guidance is subject to the interpretation of the plan OPR and may be formatted in any way deemed appropriate to meet intent of the plan.

3.5.2. A unit may request a format waiver from 35 FW/XP if the plan OPR believes significant alterations are necessary to properly outline the plan’s intention.

3.6. Attachments. Attachments to the basic plan listed in order of increasing detail are Annexes, Appendices, Tabs, Exhibits, and distribution lists. 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 plan OPR should refer to 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.

3.6.1. **Annex.** The 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. Each annex will vary on the contents. All 35 FW plans will contain, at a minimum, Annex A - Task Organization and Annex Z - Distribution. Deviations to this format may be approved by 35 FW/XP.

3.7. Appendix. 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.

3.7.1. **Tabs.** 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.

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

3.7.3. **Distribution List.** The distribution list identifies organizations requiring access to the plan. The distribution list will be designated as Annex Z for all wing plans.

Chapter 4

BASE WAIVER PROCESS

4.1. General. This instruction outlines the procedures for submitting, tracking, and coordinating waivers across the base. The primary objective is to ensure transparency, accountability, and effective management of waivers granted for various activities. Risk should be accepted at the appropriate level. Out of date or previously accepted waivers may put the mission, facilities, and most importantly base populace at unnecessary risk.

4.2. Scope. This instruction applies to all base personnel involved in the submission and approval of waivers.

4.3. Base Waivers. Any tiered waiver or waiver that is uploaded into Management Internal Control Toolkit. Additionally, any non-tiered waivers that may impact the safety, security, or regulatory compliance of the installation.

4.4. Types of Non-Tiered Waivers to be Submitted.

4.4.1. Operational Safety and Security Waivers. Pertaining to exemptions to protocols, policies, or regulations in place to protect the safety and security of installation operations.

4.4.2. Facility Use Waivers. Relating to the use of facilities, specifically waivers that alter the use of facilities or permit activities unpermitted otherwise.

4.4.3. Training and Certification Waivers. Functional or positional training that impacts installation operations. An example would be a training waiver for an entire squadron. Individual waivers are not required for submission if they are already tracked at the unit level.

4.4.4. Procedural and Regulatory Waivers. Exemptions to regulation or directives that have an impact on the safety or security of the installation populace, facilities, or equipment.

4.5. Submission Procedures. Base personnel seeking a waiver will prepare a DAF 679 and send it to 35 FW/XP for review. After review, the unit requestor will route for approval through their chain of command. If the waiver is approved, send the approved waiver to 35 FW/XP for tracking purposes.

4.6. Periodic Review. Originators of waivers are responsible for reviewing all waivers annually. Additionally, 35 FW/XP will conduct an annual review of all granted waivers to ensure waivers are still required.

4.6.1. After a change of command, the 35 FW/XP will brief the new 35 FW/CC on all standing waivers. This will ensure base leadership is aware of all waived guidance and allow commanders to decide to maintain desired waivers or not.

4.6.2. Upon release of updated parent regulation with guidance requiring a waiver, originator and 35 FW/XP will ensure waiver is still required or allowed in accordance with updated regulation.

Chapter 5

RECEPTION PROCESS

5.1. General. This guidance outlines the procedures for coordinating and managing the reception process at MAB. The primary objective is to stand up Reception Working Group (RWG) meetings (as required) IAW the 35 FW Reception Business Rules. RWG meetings will be held for key stakeholders from within the 35 FW to plan hosted events for efficient utilization of base resources.

5.2. Roles and Responsibilities.

5.2.1. 35FW/LRS Plans and Integrations Section Cell. 35 LRS, Plans and Integration Section (P&IS), will establish & chair the RWG to oversee the reception planning process for deployments, Temporary Duty Travels, conferences, or events involving reception at MAB. 35 FW Protocol will be the OPR for all Distinguished Visitors (DV) visits and responsible for planning the DV reception process. 35 FW/P&IS or the 35 LRS/CC will be responsible for selecting the Lead Planner(s) for every RWG and coordinate with all required stakeholders to attend meetings, as needed for reception.

5.2.2. Lead Planner(s). Coordinates visit details and communicates with visiting units or individual members received at MAB for mission requirements during visit.

5.2.3. RWG members. Provide support, review requests to identify issues and communicate with the lead planner to provide realistic expectations for current 35 FW mission impact.

5.3. Communication Flow.

5.3.1. Requesting units will communicate through channels designated by the Lead Planner to ensure timely coordination and reduce unnecessary POCs. This will provide clear coordination and direction for the visiting units and/or key parties involved.

5.3.2. RWG sessions are scheduled for approving requests and managing planning details.

5.4. Documentation. Required documentation includes 35 FW visit request forms, prior permission requirement (PPR), entry authority list (EAL), and any other documentation required for reception.

5.5. Major changes. Visiting units must promptly notify the Lead Planner(s) of any major changes to approved visits, as these changes may impact support availability.

5.6. Process Timeline. The reception request process follows a prescribed timeline to ensure timely planning and support. Failure to meet the deadline may result in denial or cancellation of visits.

5.7. Additional Information. For more information, reference the 35 FW Reception Business Rules located on the 35 FW/XP SharePoint.

PAUL T. DAVIDSON, Colonel, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 10-201, *Force Readiness Reporting*, 5 Jun 2024

DAFI 16-1401, *Information Protection Program*, 03 Feb 2023

DAFH 33-337, *The Tongue and Quill*, 27 Jul 2016

AFI 33-322, *Records Management and Information Governance Program*, 23 Mar 2023

DAFI 38-101, *Manpower and Organization*, 29 Aug 19 *Operating Planning: Force Presentation/Force Generation and Global Force Management*, 4 April 10

AFPD 10-4, *Operating Planning: Force Presentation/Force Generation and Global Force Management*, 4 Apr 19

AFI 10-401, *Operations Planning and Execution*, 19 Jul 24

DAFI 10-403, *Deployment Planning and Execution*, 17 Dec 2025

DoDM5200.01V1_AFMAN16-1404V1, *Information Security Program: Overview, Classification and Declassification*, 06 Apr 2022

Department of Defense (DoD) Directive 5200.01, Volume 1 *Overview, Classification, and Declassification*, 17 Jan 2025

DoD Directive 5200.01, Volume 2 *Marking of Classified Information*, 28 Jul 20

DoD Directive 5200.01, Volume 3 *Protection of Classified Information*, 17 Jan 2025

CJCSM 3122.01A, *Joint Operations and Planning Execution System (JOPES) Vol I*, 12 Apr 2023 JP 5-0, *Joint Operation Planning*, 01 Dec 2020

Adopted Forms

DAF 679, *Publication Item Waiver Request/Approval*

DAF Form 847, *Recommendation for Change of Product*

Abbreviations and Acronyms

35 FW—35th Fighter Wing

35 FW/CC—35th Fighter Wing Commander

35 FW/CCE—35th Fighter Wing Commander's Executive

35 LRS—35th Logistics Readiness Squadron

35 LRS/CC—35th Logistics Readiness Squadron Commander

35 FW/XP—35th Fighter Wing Plans and Programs

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

CAT—Crisis Action Team
CJCSM—Chairman of the Joint Chiefs of Staff Manual
CRM—Comment Resolution Matrix
DAF—Department of the Air Force
DAFI—Department of the Air Force Instruction
DoD—Department of Defense
DoDM—The Department of Defense Manual
EAL—Entry Authority List
eSSS—Electronic Staff Summary Sheet
HHQ—Higher Headquarters
RWG—Reception Working Group
IAW—In Accordance With
JOPES—Joint Operations Planning and Execution Systems
OPR—Office of Primary Responsibility
POC—Point of Contact
PPR—Prior Permission Required
TMT—Task Management
MAB—Misawa Air Base