



WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



PURPOSE: To codify the methodology for creating the Integrated Wing Plan (IWP).

BACKGROUND: This NOTAM explains the recommended composition of the Operational Planning Team (OPT), planning factors, and associated milestones. The initial OPT ran from September 2017 through March 2018 and provided the foundation for this instruction.

COMMANDER’S INTENT: The IWP is to be a living document with revisions occurring with each iteration of the OPT.

Table of Contents

1. <u>OPT Administrative Details</u>	2
2. <u>OPT Planning Process</u>	4
3. <u>IWP Execution</u>	7
Attachment 1 – Recommended Timeline for OPT Execution	8
Attachment 2 – OPT Tasking Notification	9
Attachment 3 – OPT Final Product for FY19	10
Attachment 4 – Group Planning Factors Worksheet	11
Attachment 5 – OPT Planning Tool	12



WEASEL NOTAM – 35FW-19-04

Integrated Wing Plan

25 Oct 19



1. Operational Planning Team Administrative Details

1.1 OPT Definition and Recommended Membership

- 1.1.1. In the fall of 2017, 35 FW/CC identified the need for a deliberate planning process for the FW on an annual basis. The Wing executed deployments, TDYs, and exercises without an understanding of how all the events fit together into a larger operational plan. The existing Annual Training Plan (ATP) developed by the OG and MXG encompassed major flying events, but did not leverage the capabilities of the entire Wing.
- 1.1.2. The OPT concept originated from JP 5-0 scaled down to match wing-level resources. The OPT acts as a collaborative team from across the base.
- 1.1.3. As a practical matter, the CAG has primary ownership of the OPT process.
 - 1.1.3.1. The 35 FW/CAG is led by FW/DS with a CAG Superintendent. FW/XP will act as the OPT Chief.
 - 1.1.3.2. Other primary CAG members are the Wing Executive Officer (FW/CCE), Protocol Officer (FW/CCP), and Chief of Public Affairs (FW/PA).
- 1.1.4. Outside of the CAG, the remaining members of the OPT consist of at minimum one (1) experienced CGO/FGO and one (1) SNCO from each of the Groups (Operations, Maintenance, Mission Support, and Medical Groups). Group Commanders may designate additional OPT members not to exceed four (4) total.
 - 1.1.4.1. Group Commanders identify their appointed representatives to FW/DS through a TMT or email tasker (see Attachment 2, “OPT Member Tasker”).
 - 1.1.4.2. Each Group representative acts as a subject matter expert to identify requirements, limitations, and priorities for their group to the OPT. They translate Group/CC guidance into actionable items on the OPT.
- 1.1.5. The OPT membership will also include organizations who affect Wing operations that operate outside of the four group structure:
 - 1.1.5.1. Chapel.
 - 1.1.5.2. Comptroller Squadron.
 - 1.1.5.3. Community Support Coordinator (CSC).
 - 1.1.5.4. Base Inspector General.
 - 1.1.5.5. Safety.
- 1.1.6. If desired by FW/CC, the FW/CV can be included in the OPT process to provide senior leader oversight/guidance.

1.2. Recommended OPT Meeting schedule.

- 1.2.1. OPT meetings work best occurring roughly every two weeks for approximately 1.0 to 2.0 hours per meeting.
- 1.2.2. In-Progress Reviews (IPRs) conducted for the Group and Wing leadership should occur lined up with normal Thursday meetings to maximize attendance.



WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



1.3. OPT Electronic Resources

- 1.3.1. The CAG owns an email organizational box, located at 35FW.CAG.Members@us.af.mil, and administered primarily by the CAG Superintendent. This inbox served as the desired destination for all products created by OPT members.
- 1.3.2. The CAG also owns a shared drive on the 35 FW Staff directory where all documents related to the OPT are centralized. See 35 FW/CCEA and the CAG Superintendent for specifics about access to this drive.

1.4. OPT End State

- 1.4.1. The final product of the OPT will be a comprehensive schedule for the next fiscal year completed NLT 01 September. For example, the FY20 plan will be completed NLT 01 Sep 2019 to execute on 01 Oct 2019.
- 1.4.2. This product will serve as a recommendation to the FW/CC for execution to meet FW/CC identified objectives.
- 1.4.3. See Attachment 3 for the Final FY19 IWP completed in September 2018.

2. OPT Planning Process (see Attachment1, Recommended Timeline)The planning process starts with establishing overall Wing Objectives for the next year.

- 2.1.2. Using the guidance from FW/CC, the CAG recommends Wing Objectives to guide the process and set boundaries based on FW/CC priorities.
- 2.1.3. As an example, the OPT Wing Objectives for FY20 are listed below:
 - 2.1.3.1. Integrate capabilities identified per Group for every deployment/TDY/Exercise.
 - 2.1.3.2. Exercise effective logistics during deployment and efficient operations at deployed location.
 - 2.1.3.3. Exercise Multi-Domain C2 for home station AND deployed forces.
 - 2.1.3.4. Incorporate continual improvement process throughout FY execution.
 - 2.1.3.5. Maintain/strengthen community relations with local and government organizations to result in robust support during crisis or sensitive situations.
 - 2.1.3.6. Build and sustain fit and ready Airmen of the highest caliber of physical, emotional, social and spiritual resilience.
- 2.1.4. These Wing Objectives provide “Commander’s Guidance” to the OPT.
- 2.1.5. The CAG will also gather Planning Factors from the FW/CC that will influence the planning process. For example, FW/CC desires quality over quantity in exercises, meaning a smaller number of larger exercises.

2.2. PACAF PLANORD Integration

- 2.2.1. The PACAF PLANORD is the mechanism that COMPACAF uses to direct what TDYs/Exercises/Deployments the 35FW will execute in the next FY. All other FW events such as resiliency events or Wing exercises must be planned around these PACAF-directed commitments.
- 2.2.2. The draft PACAF PLANORD is published in May, providing a first look at the next



WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



year. Primary POC at the 35FW level during the PLANORD process is 35 OG/CC.

2.2.3. The final PACAF PLANORD arrives in July, and any changes from the draft will be reflected in OPT planning.

2.3. CAG Preparation for the OPT

2.3.1. NLT 15 June, the CAG Superintendent will generate a schedule shell for the upcoming FY, including at a minimum:

2.3.1.1. Known recurring deployments/exercises 35FW participates in annually (i.e., Ex COPE NORTH, Red Flag-Alaska, VIGLIANT ACE, etc).

2.3.1.2. All major holidays and festivals (American and Japanese).

2.3.1.3. Major base community events (Japan Day, American Day, Air Show, etc).

2.3.1.4. Expected JASDF no-fly windows.

2.3.1.5. Aviation Training Relocation (ATR) events (both for 35FW units and units operating out of Misawa AB)

2.3.1.6. Known/expected Joint Force movements/deployments from Naval Air Facility-Misawa (NAF-M) or Combined Joint Task Force 72 (CJTF-72).

2.3.1.7. EPR static close-out dates (SCODs), enlisted testing cycles, and other administrative deadlines as required.

2.3.1.8. Major base construction projects (on and off the airfield proper).

2.3.2. The CAG Superintendent will provide this product to 35 OG/CC, OG/CD, and OSS/CC to build their awareness on next year's Wing activities when interacting with PACAF about the upcoming PLANORD.

2.3.3. This shell will serve as the initial hack on the IWP, to be updated with inputs from both versions of the PACAF PLANORD.

2.4. First Leadership Briefings

2.4.1. Clear communication is key to the success of the OPT. **Prior to** beginning the OPT, the CAG will brief all Wing, Group, and Squadron commanders and senior enlisted leadership on the OPT process and Wing Objectives.

2.4.2. This will occur prior to the draft PACAF PLANORD arrival.

2.5. First OPT Meeting

2.5.1. The first OPT meeting's primary goal is to educate the OPT members on the planning process, member expectations, and associated timelines.

2.5.1.1. Wing Objectives must be clearly explained and how they will guide planning efforts on the OPT.

2.5.1.2. The FW/CC's Planning Factors will also be briefed and thoroughly understood by OPT members.

2.5.2. Each OPT member will receive at the first meeting (see attachments):

2.5.2.1. Group Planning Factors Worksheet (PFW).

2.5.2.2. Copy of OPT Planning Tool updated from schedule shell built by CAG



WEASEL NOTAM – 35FW-19-04

Integrated Wing Plan

25 Oct 19



Superintendent.

2.5.2.3. Copy of previous year's IWP Final Product.

2.5.3. Group OPT members will complete the Group PFW and fill in events on the OPT Planning Tool prior to the next OPT meeting. These inputs are critical to setting up the integration efforts of the FW.

2.5.4. The first meeting also sets the expectation that OPT members are direct representatives of their respective Group commanders and the expectation is they have regular interaction with their commanders.

2.6. Follow-on OPT Meetings

2.6.1. First step of the next OPT meeting is to consolidate all the Group OPT member inputs into a single OPT Planning Tool.

2.6.1.1. These inputs serve as the initial benchmarks for the IWP.

2.6.1.2. Group OPT members will also be ready to clearly explain their GRP/CC's intent.

2.6.1.3. Group OPT members will also describe the capabilities within their Groups and how they will link to meet the Wing Objectives.

2.6.2. Once the OPT Planning tool is updated, the primary job of the OPT is identify overlapping requirements and integration opportunities across the Wing.

2.6.2.1. While the initial emphasis is on scheduling events, the purpose of the OPT is to focus on integration opportunities across the Wing and not get bogged down in scheduling itself.

2.6.2.2. The IWP is a common point of reference for the Wing, allowing Group and Squadron Commanders flexibility on how best to train their personnel within that framework.

2.6.3. Using the OPT Planning Tool and a guide paired with the capabilities and GRP/CC Intent, the OPT will then allocate time and resources to accomplish major Wing Events.

2.6.3.1. Timeframes for all wing exercises (Phase I/II, Active Shooter, EMEs, etc.).

2.6.3.2. Wing Resiliency Events.

2.6.3.3. Major Strategic Communication events.

2.6.3.4. Bilateral engagements with JASDF partners.

2.6.3.5. Training opportunities with NAF-M and CJTF-72.

2.6.3.6. Professional Development Events.

2.7. In-Progress Reviews (IPRs)

2.7.1. The purpose of the IPRs is to update senior leadership on OPT progress. These are fluid meetings and based on what is occurring during the OPT process.

2.7.2. These updates occur at least once per month, but can occur more often as required by OPT progress or requested by senior leaders.

2.8. Final Progress Review

2.8.1. The OPT planning cycle is designed to be complete as of 01 September.



WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



2.8.2. The OPT will then present the FY IWP to the FW/CC for approval to execute on 01 October.

2.8.3. Once approved, the OPT will present the completed IWP to all Group and Squadron Commanders, mirroring the initial leadership briefing.

2.8.4. The CAG Superintendent will then post the final IWP to the Wing Sharepoint.



WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



3. IWP Execution

3.1. Once FW/CC approves the IWP, he has effectively “bought the schedule.” Any projected changes to the IWP must be coordinated through the CAG who will generate recommendations on the changes to FW/CC.

3.1.1. The CAG will act as subject matter experts on the IWP, and will own primary responsibility for recommending changes and updates to the IWP as the year progresses.

3.1.2. FW/CC, CV, and CAG can reform the OPT should major changes to the assumptions/planning factors occur (i.e., additional deployments from PACAF, contingency operations, etc).

3.1.3. Subordinate commanders may recommend changes through their respective chains of command for approval.

3.1.4. The intent behind this process is to ensure sole authority on changes to the *Integrated Wing Plan* resides with the *Fighter Wing Commander*.

3.2. The IWP serves as a framework for unit commanders to execute their own training plans to meet the Wing objectives.

3.3. Responsibility for executing the IWP will transfer to the CAG (primarily FW/DS and FW/XP).

3.3.1. The CAG will ensure that planning timelines are met for pre- and post-briefings.

3.3.2. The CAG Superintendent will ensure changes to the IWP are reflected on the published IWP on Sharepoint (updated weekly or most often as required).

KRISTOPHER W. STRUVE, Colonel, USAF
Commander, 35th Fighter Wing

5 Attachments:

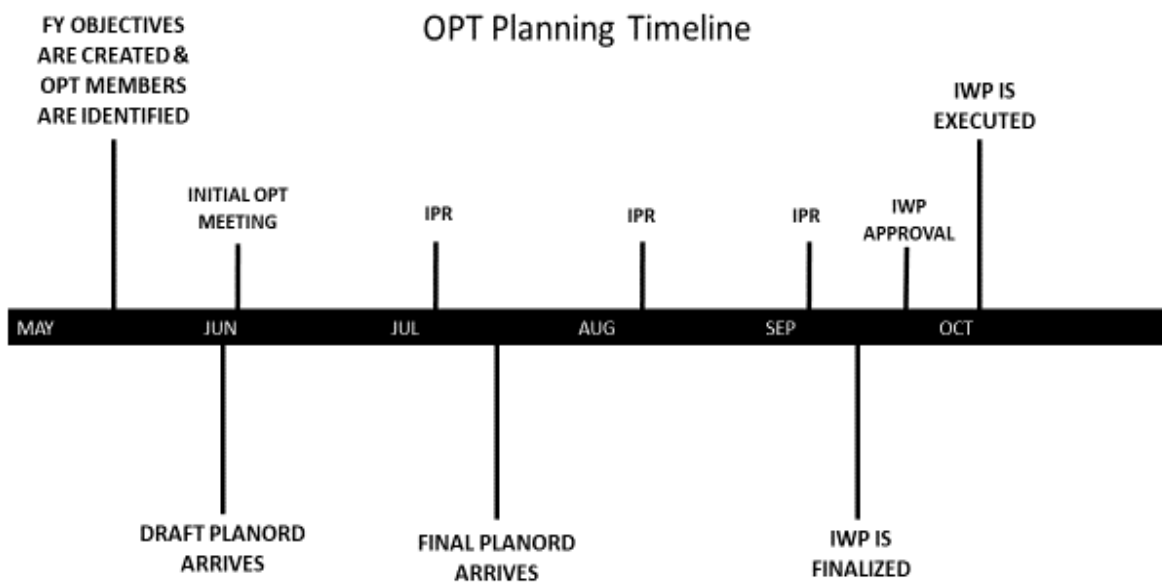
- 1) Recommended Timeline for OPT Execution
- 2) OPT Member Tasker
- 3) OPT Final Product for FY19
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WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



Attachment 1





WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



Attachment 2

From: [GLOVER, CHARLES G III Maj USAF PACAF 35 FW/DS](#)
To: [SCHOTT, DANIEL W 2d Lt USAF PACAF 35 MXG/CCE](#); [MCCOY, PHILLIP J Capt USAF PACAF 13 FS/WGWW](#); [ZUNIGA, ERICKA BIANCA P SSgt USAF PACAF 35 DS/SGD](#); [DAWSON, LUCAS A 1st Lt USAF PACAF 35 MSG/CCE](#)
Cc: [DANG, HOANG H Capt USAF PACAF 35 FW/CCE](#); [HAWKINS, QUENTIN H MSgt USAF PACAF 35 FW/CAG](#); [LANGAN, EDWARD W III GS-13 USAF PACAF 35 FW/35 FW/CAG](#); [LINSOTT, LAUREN T Capt USAF PACAF 35 FW/PA](#); [GARCIA, JEREMY E 1st Lt USAF PACAF 35 FW/PA](#); [SPENCE, RAYNARD C TSgt USAF PACAF 35 FW/CCEA](#)
Subject: Provide IWP reps NLT 24 May 1400L
Date: Monday, May 20, 2019 11:57:06 AM
Importance: High

ALCON,

BLUF: Soliciting group representative(s) to operational planning team roster (could be up to 4 for each group). Intent is for representative to up channel event inputs for their group to build Integrated Wing Plan.

BACKGROUND: The IWP was created out of need to be a one-stop shop reference for all wing level events to include annual training plan (flying) and exercises. Publishing this product timely provides clarity, transparency, and predictability for everyone in the wing.

DISCUSSION: As we near the last quarter of this fiscal year now is the time to provide any last inputs to finish strong and to start looking towards next fiscal year. In getting together, we will start discussing the new fiscal year Integrated Wing Plan (IWP) and big rocks towards building plan.

WAYFORWARD: Provide representative names NLT 24 May 1400L, so initial IWP meeting can be scheduled. Tentative first week in June for initial meeting.

V/r

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WEASEL NOTAM – 35FW-19-04
Integrated Wing Plan
25 Oct 19



Attachment 4

Group Planning Factors Worksheet

Purpose: Each Group's OPT representatives must complete this worksheet to identify the major planning factors for the next Fiscal Year. Be as specific as possible for dates and requirements. These events will be added to the OPT Planning Calendar to identify integration opportunities as well as deconflict competing interests.

Group: _____

GRP/CC Intent:

Training objectives:

Major LIMFACs:

Major Inspections:

Major Exercises:

Other Major Events:



WEASEL NOTAM – 35FW-19-04

Integrated Wing Plan

25 Oct 19



Attachment 5

FOUO // FY20 Integrated Wing Plan CAO 18 Jun 19													
LEGEND	13 FB	14 FB	Exercises	Events	Demos	Visits	Planning Cycles	Personnel	Major Projects	Other	Holiday/Family Day	Schools	
1Q FY20	OCT												
Wing TD's, Ext, etc.	1-8	6-12	13-19	20-26	27-31	1-8	10-16	17-23	24-30	1-7	8-14	15-21	22-28
OG	Remotely ATR 1-4 Oct	VERIFICATION WEEK		PACIFIC WEASEL 22 Oct		Online ATR 4-8 Nov	BEVERLY DADGER 26 10-20 Nov						
OG	OG Vertical Inspection 1-31 Oct												
MKS							NIGHT FLYING & SURGE		NIGHT FLYING		NIGHT FLYING & MIN SURGE	NIGHT FLYING	
MDG													
MSG													
Planning Cycles									Tigt SCOD 20 Nov	IRA Accounting Date 3 Dec			
Personnel	3 Sgt Accounting Date 3 Oct		CAB*			3219 Wg Awards Ceremony 8 Nov							
Major Projects													
Other	No School Day (Both) 2 Oct	Yom Kippur 8-9 Oct	No School Days (Both) 18-19 Oct			No School Days (Edgewood) 1-8 Nov	No School Day (Both) 11 Nov		No School Days (Both) 20-29 Nov	No School Day (Both) 6 Dec		Hanukkah 25-26 Dec	
						No School Days (Edgewood) 1-7-8 Nov						School Winter Break (Both) 23 Dec - 3 Jan	
	MOBC Banner 8-10 Oct	Restoration Event 8-10 Oct*			Halloween Events	Parent/Teacher Conference Days (Edgewood) 1-8 Nov	Parent/Teacher Conference Day (Edgewood) 8 Nov	Veterans Day 11-12 Nov		Thanksgiving Family Day 20-23 Nov		Christmas Family Day 24-25 Dec	Family Day 31 Dec
			Columbus Family Day 14-15 Oct										
2Q FY20	JAN												
1-4	5-11	12-18	19-25	26-31	1-8	9-15	16-22	23-29	1-7	8-14	15-21	22-28	29-31
Wing TD's, Ext, etc.	SAFETY DAY 2 Jan	VERIFICATION WEEK	PROXY WEASEL 16 Jan				COPE MONTH 20 15-25 Feb			CHRYSLER ATR 16-20 Mar	PACIFIC WEASEL 21 Mar		
OG				NIGHT FLYING & SURGE									
MKS													
MDG							CAP Inspection 24-25 Feb				FDA Inspection 24-25 Mar		
MSG													
Planning Cycles	JASDF No Fly Days 31 Dec - 2 Jan		JASDF No Fly Day 13 Jan									JASDF No Fly Days 30 Mar - 4 Apr	
Personnel			CAB*		5 Sgt SCOD 31 Jan	CMWgt Accounting Date 3 Feb		Annual Wg Awards Ceremony 14 Feb				IRA SCOD 31 Mar	
Major Projects													
Other	School Winter Break (Both) 23 Dec - 3 Jan		No School Day (Both) 25 & 26 Jan			No School Day (Both) 12 Feb	No School Day (Both) 17-18 Feb						
	New Year's Day 1 Jan		MLK Day 20-21 JAN			Training Holiday 3 Feb*	President's Family Day 17-18 FEB						
3Q FY20	APR												
1-4	5-11	12-18	19-25	26-30	1-9	10-16	17-23	24-31	1-6	7-13	14-20	21-27	28-30
Wing TD's, Ext, etc.		VERIFICATION WEEK			RED FLAG AK 30-1 26 Apr - 13 May		DISTANT FRONTIER 20-1 16 - 29 May				PACIFIC WEASEL 18 Jun		
OG				COPE WEST 20 20 Apr - 1 May									
MKS							NIGHT FLYING						
MDG													
MSG													
Planning Cycles					JASDF No Fly Days 21 Apr - 7 May								
Personnel	5Mgt Accounting Date 3 Apr		CAB*					CMWgt SCOD 31 May		3Mgt Accounting Date 3 Jun			
Major Projects													
Other		Holy Week 5-11 Apr	Easter 12 Apr			Training From (Edgewood) 2-7 May			No School Day (Both) 25 May		Last Day of School (Both) 9 Jun		
	No School Day (Both) 3 Apr	School Spring Break (Both) 6-13 Apr		No School Day (Both) 30 Apr		Golden Week 27 Apr - 4 May*			Memorial Family Day 25-26 May				
4Q FY20	JUL												
1-4	5-11	12-18	19-25	26-31	1-8	9-15	16-22	23-31	1-5	6-12	13-19	20-26	27-30
Wing TD's, Ext, etc.			COMBAT SHIELD 19-27 Jul		PHASE III 29 Jul - 6 Aug					VERIFICATION WEEK	PACIFIC WEASEL 17 Sep		DISTANT FRONTIER 21-1 28 Sept - 5 Oct
OG						NIGHT FLYING & SURGE						NIGHT FLYING	
MKS													
MDG													
MSG													
Planning Cycles													
Personnel			CAB*		5Mgt SCOD 31 Jul	Tigt Accounting Date 3 Aug							3Mgt SCOD 30 Sep
Major Projects													
Other				Residence Form Work & Team BAP*			Cham 13-18 Aug			Labor Day/Family Day 7-8 Sep			
	Independence Day 4 Jul												

*Approximate Exercise/Time Frame