



**WEASEL NOTAM – 35FW-19-04**  
**Wing Strategic Calendar**  
**9 Aug 22**



**PURPOSE:** To codify the methodology for creating the Wing Strategic Calendar (WSC).

**BACKGROUND:** This NOTAM explains the recommended composition of the Operational Planning Team (OPT), planning factors, and associated milestones.

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

**Table of Contents**

<b>1. <u>OPT Administrative Details</u></b>	<b>2</b>
<b>2. <u>OPT Planning Process</u></b>	<b>3</b>
<b>3. <u>WSC Execution</u></b>	<b>6</b>
<b>Attachment 1 – Recommended Timeline for OPT Execution</b>	<b>7</b>
<b>Attachment 2 – OPT Tasking Notification</b>	<b>8</b>
<b>Attachment 3 – OPT Final Product for FY22</b>	<b>9</b>
<b>Attachment 4 – OPT Planning Tool/Working Shell</b>	<b>10</b>



WEASEL NOTAM – 35FW-19-04  
Wing Strategic Calendar  
9 Aug 22



## 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 Director and Superintendent. CAG Director 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 a 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 CAG through an e-mail 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 one hour 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  
Wing Strategic Calendar  
9 Aug 22



**1.3. OPT Electronic Resources**

- 1.3.1. The CAG owns an email organizational box, located at [35FW.CAG.Members@us.af.mil](mailto: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 FY23 plan will be completed NLT 13 Sep 2022 to execute on 01 Oct 2022.
- 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 FY22 WSC completed in September 2021.

**2. OPT Planning Process** (see Attachment 1, 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 FY22 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  
Wing Strategic Calendar  
9 Aug 22



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 35 FW 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 WSC, 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 inform 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:

2.5.2.1. Copy of previous year's WSC Final Product (Attachment 3).

2.5.3. Group OPT members will review the previous year's WSC and current shell prior to the next OPT meeting and send inputs to CAG. These inputs are critical to setting up



WEASEL NOTAM – 35FW-19-04  
Wing Strategic Calendar  
9 Aug 22



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 WSC.

2.6.1.2. Group OPT members will also be ready to clearly explain their Group commander'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 WSC 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 Group commander's 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, if needed, 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 13 September.



WEASEL NOTAM – 35FW-19-04  
Wing Strategic Calendar  
9 Aug 22



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

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

2.8.4. The CAG Superintendent will then post the final WSC to the Wing SharePoint.

### 3. WSC Execution

3.1. Once FW/CC approves the WSC, he has effectively “bought the schedule.” Any projected changes to the WSC 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 WSC, and will own primary responsibility for recommending changes and updates to the WSC as the year progresses.

3.1.2. FW/CC, CV, and CAG can reform the WSC 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 *Wing Strategic Calendar* resides with the *Fighter Wing Commander*.

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

3.3. Responsibility for executing the WSC will transfer to the CAG.

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 WSC are reflected on the published WSC on SharePoint (updated weekly or more often as required).

MICHAEL P. RICHARD, Colonel, USAF  
Commander, 35th Fighter Wing

#### 4 Attachments:

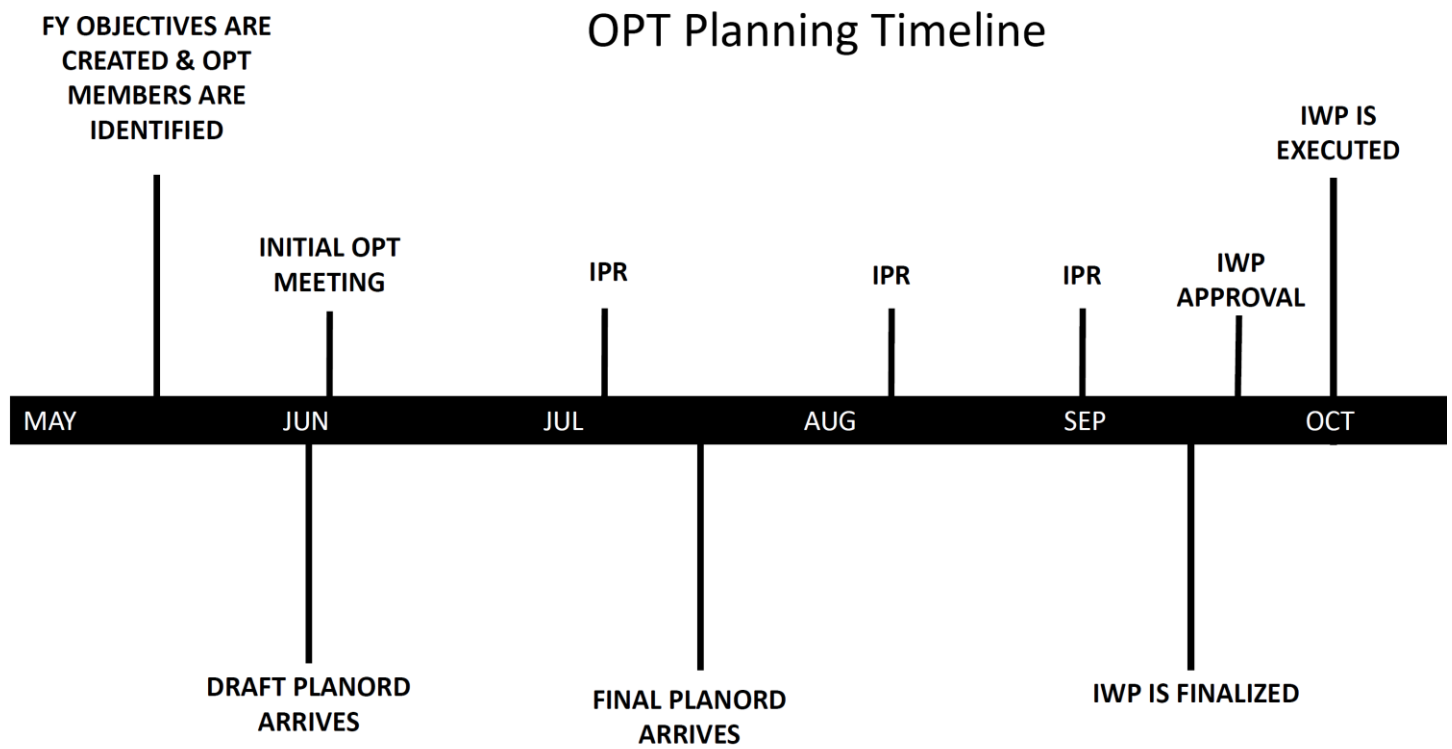
- 1) Recommended Timeline for OPT Execution
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WEASEL NOTAM – 35FW-19-04  
Wing Strategic Calendar  
9 Aug 22



Attachment 1





WEASEL NOTAM – 35FW-19-04  
Wing Strategic Calendar  
9 Aug 22



**Attachment 2**

**From:** 35 FW/CAG  
**Sent:** Thursday, June 9, 2022 4:34 PM  
**To:** 35 FW Execs; SHIPLEY, BENJAMIN T Capt USAF PACAF 13 FS/IG; CAREY, MICHAEL J Lt Col USAF PACAF 35 FW/HC; CORRAL, DANIEL A SSgt USAF PACAF 35 OSS/UTM  
**Cc:** CRAWFORD, MATTHEW T MSgt USAF PACAF 35 FW/IGI; SHEPHERD DRIES, R KELSEY MSgt USAF PACAF 35 FW/SE; MEDONIS, MARK J MSgt USAF PACAF 35 AMDS/SGPB; MIURA, TOSHIYA JP USAF PACAF 35 OSS/OSO; BARNES, STACEY T JR SSgt USAF PACAF 35 FWSA/35 FW/HC; CHILES, CODY D Lt Col USAF PACAF 35 FWSA/PA; LEWIS, CHELSEA L Capt USAF PACAF 35 FW/CCE; PUCKETT, TIMOTHY E MSgt USAF PACAF 35 FW/CAG; ROSS, RHONDA N GS-11 USAF PACAF 35 FW/CCP; RIOS, JOSEPHINE I 1st Lt USAF PACAF 35 FWSA/PA  
**Subject:** ACTION:// Suspense 14 Jun - Creation of Wing FY23 Operational Planning Team  
**Attachments:** FY23 OPT Roster.xlsx  
**Signed By:** josiah.gaffney.1@us.af.mil

Wing Execs and Agency Reps,

Please see the task below for designating reps for the Integrated Wing Plan (IWP) Operational Planning Team (OPT)

**TASK:** Each group and identified agency designate at least one representative to be part of the 35FW's operational planning team (OPT). In some instances, the 35FW/CAG has already identified unit reps who were part of last year's OPT, as shown in the attached roster. Please review these names with your leadership as required to confirm these individuals will still be representing your units. MSG and MXG rep positions are currently vacant and must be assigned. Notify 35FW/CAG with names and confirmation for each OPT position.

**BACKGROUND:** Each year, the wing creates an OPT to gather inputs for the integrated wing plan (IWP) - i.e., FY calendar. Each designated rep will be responsible for providing the 35 FW/CAG with inputs regarding their respective group/agency's planned operations and commander's intent for the fiscal year. They will participate in meetings designed to coordinate and synchronize these plans into a unified, coordinated wing plan for FY execution. Once the new FY begins, OPT members will provide CAG with updated inputs to the IWP throughout the course of the year when/if there are changes to their respective group/agency's plan.

**SUSPENSE:** OPT members must be designated/confirmed by 14 June. The initial OPT planning meeting will take place on 16 June at 1500 in the Fighter Wing Conference Room

v/r

Maj Josiah "Sirius" Gaffney  
Director, Commander's Action Group  
35th Fighter Wing





