



DEPARTMENT OF THE AIR FORCE
35TH FIGHTER WING (PACAF)
MISAWA AIR BASE, JAPAN

01 Oct 2022

MEMORANDUM FOR RECORD

FROM: 35 FW/CC

SUBJECT: 35 FW Strategy

1. It is imperative that we as Weasel Nation understand the ‘Why?’ behind what we do on a day-to-day basis. In an effort to ensure that understanding, this document sets forth 3 key pillars that will shape daily operations at Misawa- the Wing mission, our strategic Lines of Effort / Lines of Operation, and finally the priorities that will shape our weight of effort.

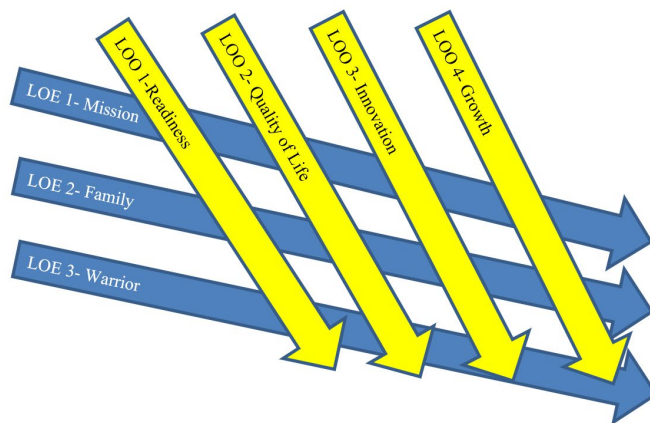
2. **MISSION.** The 35th Fighter Wing mission is to **protect** American national security interests, **defend** Japan and American allies / partners, **deter** global aggression...and if called upon- fight and **win**.

3. **LINES OF EFFORT / LINES OF OPERATION.** To improve our ability to execute the wing mission, the 35th FW must have a strategic approach that defines lines of effort and lines of operation. Lines of effort are ‘themes’ that cross all mission sets and shape operations on a daily basis both on and off duty. Lines of operation are specific tasks that the wing focuses upon to improve mission execution.

LOE 1- Mission. The 35th FW must be postured / prepared to execute the wing mission on a daily basis.

LOE 2- Family. The concept of ‘family’ encompasses both our personal and professional families (including inter-service and with Japanese military / civilian counterparts). We will build / sustain these personal and professional ties.

LOE 3- Warrior. The strength of the American military is the individual Warrior (Airman, Guardian, Sailor, Soldier). We will continue to develop our Warriors both professionally and personally.



Mission
Protect
Defend
Deter
...Win

LOO 1- Readiness. We must ensure the 35th FW is ready to execute the mission from either home station or elsewhere. We will improve our ability to fight from in-garrison, while also employing agile combat employment (ACE) tactics, techniques, and procedures to project airpower from off-station.

LOO 2- Quality of Life. We must build / sustain the infrastructure and environment that enables our service members and their families to thrive. We will not tolerate tangible / intangible impediments to that environment.

LOO 3- Innovation. In a resource constrained environment and facing a rapidly evolving threat, we must ‘accelerate change or lose.’ There is no easy answer...but we must foster an environment that allows our airmen to test new ideas and either succeed or fail. Failure is better than complacency.

LOO 4- Growth. We must focus upon molding the next generation of Air Force leaders. We must be a ‘We not Me’ organization. Share lessons learned and adopt a ‘build my replacement...but better’ mentality. We will prepare our Warriors and their families for success both in the military and in their post-AF career.

4. **PRIORITIES.** The rapidly changing environment (COVID, contingency ops, TDYs, exercises, etc) will drive where we prioritize our limited resources. Wing priorities will be briefed during weekly staff meetings to ensure unity of effort. When in doubt, the care and well-being of our Warriors and their families always take priority.
5. If you have any questions, please contact 35 FW/CC at DSN 226-3501.

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Commander