



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

8 Oct 24

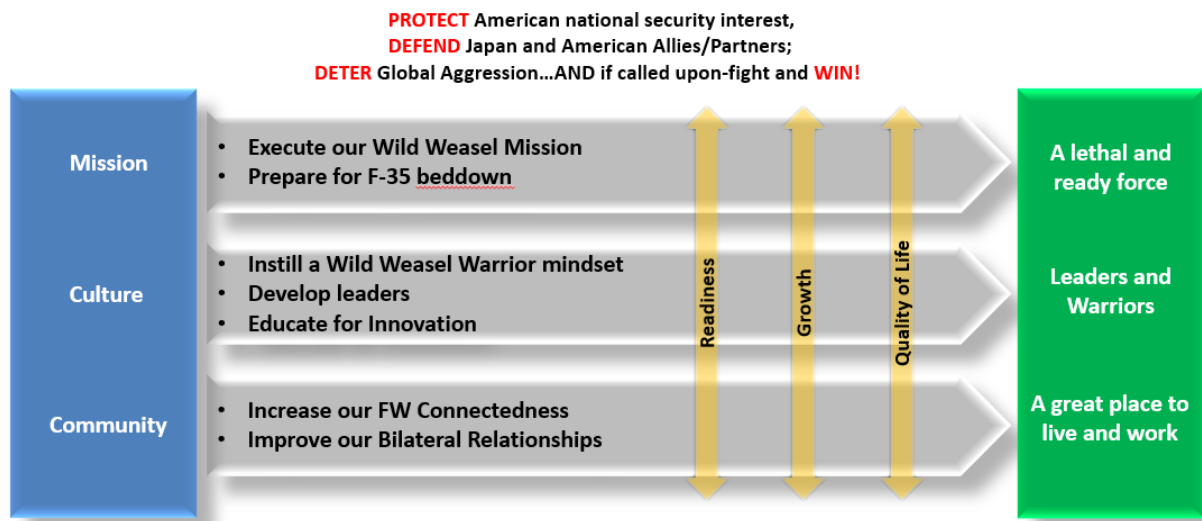
MEMORANDUM FOR 35 FW Personnel

FROM: 35 FW/CC

SUBJECT: 35 FW Strategy

1. The 35th Fighter Wing Wild Weasels have an impressive heritage and a crucial mission as the premier F-16 Block 50 Fighter Wing in the Pacific theater. Our **mission** is to **protect** American national security interests, **defend** Japan and American allies / partners, **deter** global aggression...and if called upon - fight and **win**!

2. In order to improve our ability to execute our mission we will operate under the following **strategy**. It is based on three Lines of Effort: **Mission, Culture, and Community** driving toward three End States: providing **lethal and ready airpower, developing leaders and warriors** and **making Misawa a great place to live and work**. Additionally, there are three cross-cutting Lines of Operation (mindsets) incorporated into all our efforts – **readiness, growth, and quality of life**.



3. **LOE 1 – Mission.** The 35 FW must be ready to execute our mission daily. Our ability to execute our mission is the foundation of deterrence in our region. “Peace through strength.”

a. **Execute our Wild Weasel Mission - Fly, Fight, and Win with F-16 Block 50s**

- i. Be ready to deliver airpower for OPLAN and Taskings
 - a. Successfully accomplish 3x FS TDYs and 2x Readiness Exercises a year to include PACAF’s largest exercise - REFORPAC 2025
 - b. Improve interoperability and build relationships with JASDF units and bases...*advance the U.S.- Japan Alliance in a transparent, innovative and bold fashion (USFJ/CC)*
- ii. Maintain combat mission ready pilots at a 90% rate
 - a. Successfully closeout our Flying Hour Program
- iii. Improve our aircraft Mission Capable rate, key manning positions and supply delivery timelines

- iv. Improve our base defense and support plan
 - v. Improve our Command and Control and train all levels on Mission Command
 - b. **Prepare for F-35 beddown...urgently bring on new and more lethal capabilities (USFJ/CC)**
 - i. Execute quality, accurate SATAFs and improve our current plan and position
 - a. Identify simulator options through HHQ
 - b. Reduce the time we operate under an interim operating plan
 - ii. Closely manage our inbound/outbound timelines to best take care of our people
 - iii. Engage with and learn from JASDF F-35 operations
4. **LOE 2 – Culture.** We must build a culture of leaders and warriors.
- a. **Instill a Wild Weasel Warrior mindset in all we do – service before self and a bias for action captured in our motto “Attack to Defend”**
 - i. Connect our Airmen and families to the mission through education, tours and msn briefs
 - ii. Develop and execute cross-unit training opportunities
 - b. **Develop leaders**
 - i. Focus on back to basics, standards, and discipline
 - ii. Educate and execute with Mission Command
 - iii. Provide quarterly leadership and innovation training
 - c. **Educate for Innovation**
 - i. Empower failure and a debrief culture through failing fast and improving over each iteration
 - ii. Execute functional verifications and establish cross-org operational planning teams (OPTs) to get after key issues
5. **LOE 3 – Community.** We will build a strong and connected community where no Airman or family member is left behind.
- a. **Increase our FW Connectedness for Airman, Families and the Local Misawa Community**
 - i. Prioritize and provide quality FW events for our community
 - ii. Improve our Right Start, Sponsorship, and Key Support Liaison programs
 - iii. Improve quality of life for our Airmen and their Families through initiatives like building a theatre and providing North Base amenities
 - iv. Develop a FW communication plan
 - b. **Improve our Bilateral Relationships...build strong relationships in any way you can and at every opportunity (USFJ/CC)**
 - i. Develop and increase SME exchanges
 - ii. Develop and improve our Honorary commander and Sister squadron programs
6. The rapidly changing environment (contingency ops, TDYs, exercises, etc.) will drive where we prioritize our limited resources. **FW priorities** will be briefed during weekly staff meetings to ensure unity of effort. When in doubt, successfully accomplishing our mission and the well-being of our Warriors and their families always take priority...*Mission First, People Always.*
7. I expect leaders at all levels to move out in support of our strategy to accomplish our Mission. If you have any questions, please contact 35 FW/CC at DSN 226-3501.

PAUL T. DAVIDSON, Colonel, USAF
Commander