



# FLIGHT PATH

VOLUME 8 | DECEMBER 2022



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## About the Cover

"Contrails" figuratively serve as traces of our efforts in making the PAF's transformation felt by every Filipino through the Flight Plan. In this issue, we will not only talk about the tracks of the past, but will also review the waypoint that we are about to cross, and assess the route to the future that we are trying to pursue.





## MESSAGE FROM THE COMMANDING GENERAL

*“Let us further reflect on this journey and look ahead with eagerness as we continue to Accelerate with Excellence our Philippine Air Force towards becoming a Capable, Credible, and Sustainable force with greater public service value, accountability, good governance, and safety”*



As we soar to new heights, it is essential to remember the fundamental principles that drive our progress. In the realm of flight, acceleration is defined as any change in velocity – whether it be an increase in speed or a change in direction. And as the Philippine Air Force continues to accelerate towards the attainment of our goals, we must not only maintain our present momentum, but actively seek new solutions to address old and existing challenges and adapt to the ever-changing environment.

2022 has been a banner year for the PAF, marked by significant improvements in our systems and capabilities, and a wealth of accomplishments in air operations. It has also been a pivotal year for Flight Plan 2028, as we reach our first Waypoint. Our objective has been clear from the start: to create a more capable and credible Air Force responsive to National Security and Development.

As we reflect on the progress made during Waypoint 2022, we must take stock of our methodical planning and execution, and recognizing our PAF personnel in envisioning the future of the PAF and building its long-term strategy. Our long-term, holistic planning, is now better able to monitor progress in our programs and projects, and able to see how they contribute to the larger strategic picture. We have learned that the challenges we face are diverse, from global conflicts over territory and resources, to the rapid evolution of technology and governance. In order to overcome these challenges, we must continue to expand our horizons and look beyond 2028, beyond traditional domains of warfare, and beyond the status quo. This is why we have set our sights on a refreshed strategic direction up to 2040.

In this issue of Flight Path, we will examine deeper the progress made for Flight Plan 2028, providing different perspectives, from data-centric to first-hand accounts from unit-level operations. We will assess the measures and target accomplishments for the CG, PAF Scorecard, and position our progress within the context of the AFP modernization plan and capability development.

As we look back our journey towards our vision, each and every PAF personnel will also be able to see their own personal growth and development alongside that of the organization. Let us further reflect on this journey and look ahead with eagerness as we continue to Accelerate with Excellence our Philippine Air Force towards becoming a Capable, Credible, and Sustainable force with greater public service value, accountability, good governance, and safety.

**MGEN STEPHEN P. PARREÑO PAF**  
Commanding General, Philippine Air Force

# From the Chief, AFSMO's Desk



*"It is about the consistency of our commitment to the oath we all promised to embody, manifest and enliven in front of the flag that represents our nation's republic."*

Waypoint 2022 is a manifestation of our continuous pursuit of good governance and performance excellence. Yet closing our first waypoint is but another leap to our vision of magnifying our impact to our stakeholders. This pursuit in its truest sense gives us the light that we all dream to see. This is a transformative breakthrough that laid us the path of becoming better than we are yesterday.

This issue of the Flight Path is a resonance of our heed to transform and our absolute sustainment of our governance discipline. It is more than having a unity in terms of focused development in an enterprise, and more than achieving our concrete vision while performing our functions and mandate. This is not only about making our impact be felt by every Filipino and making them realize that we exist as their sector in the national defense. It is about the consistency of our commitment to the oath we all promised to embody, manifest and enliven in front of the flag that represents our nation's republic. It is our demand of governance framework for sustainability – a call for a long-term horizon.

We may already finish our first waypoint, but we still have much to accomplish. Indeed, completing our first gain of the Flight Plan means a guaranteed upkeep of what we have started. And while this gain actually served as a clear path to continue, may this issue of the Flight Path give you an image of what the PAF has become. May this issue of our magazine paint you a representation of the "Contrails" that marked our eight-year transformation.

**COL JOYCELYN P ANTIG PAF (MNSA)**

Chief, Air Force Strategy Management Office

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The **FLIGHT PATH** is a semi-annual publication of the Headquarters, Philippine Air Force through the Air Force Strategy Management Office (AFSMO). This features academic papers and other narratives related but not limited to strategy management and execution.

The AFSMO, HPAF is encouraging all personnel to submit articles concerning strategy management and Flight Plan-related issues which can help the Command in fulfilling its goals and objectives. The views and opinions expressed in this magazine, unless otherwise stated, do not necessarily reflect the official position of PAF Leadership.

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*"Flight Plan do not just aims the ideal future state. It is exceeding what you need to do, and not merely meeting what you can possibly do."*

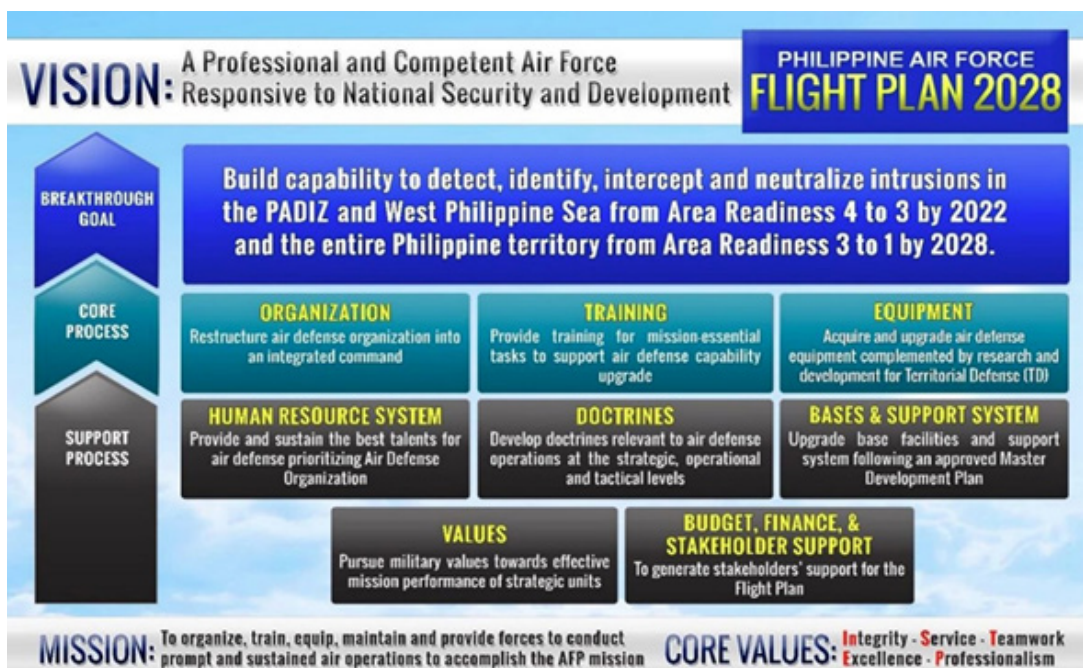
**"GOING BEYOND BETTER "**

Looking back to the first-ever PAF Strategy Map and its transition in the present, anyone could say how the organization has really defined itself. This transition does not just talk about our transformation, but it talks more of our self-characterization; of how do we see ourselves, and of what we want to become. More often than not, it is about questioning ourselves of why do we exist in the first place. Years of reviewing and recalibrating our strategy is part of our growth, and that talks loudly from the perspective of being hungry and thirsty for more, and for what is best to everyone.

Through the years, the progress of the PAF's strategic direction was laid down and established through the PAF Flight Plan. Despite having an immense and impactful desire as an organization, the Air Force Strategy Management Office, alongside with measure owners, who built co-ownership of

the Flight Plan itself, managed to provide a visual representation of what the PAF must do well in order to execute its strategy successfully. The Strategy Map established the foundation while the Scorecard stipulated readily available data for the six Commanding Generals to follow and implement upon.

Since the time of its inception from the year 2014, the PAF Flight Plan has undergone challenges and these were reckoned with by the Air Force Strategy Management Office, the office authorized to monitor and evaluate the Flight Plan progress. Hence, both the Strategy Map and Balanced Scorecard were retooled in order to align this with the changing operating environment and to address the expanding needs of the PAF.



In 2018, the PAF's strategy was reviewed through the conduct of Strategy Refresh. The need to incorporate the Integrated Air Operations Concept (IAOC) in the Flight Plan was emphasized during the said refresh. Measures were then recalibrated to accommodate the changes in the objectives, and to define the strategic focus and impact of the organization who thrives in delivering its tasks on the best way it can. The Core Systems which includes IC4S, IADS, ISRS, SRS, MSS and SSS were incorporated in the Strategy Map, along with the establishment of different Commands to manage these systems and to cater the collective requirements of the PAF on different capabilities. Since then, the progress of these systems and capability enablers are being managed by different measure owners and have been monitored for its reporting to the Commanding General, PAF.

The Waypoint 2022 of the Flight Plan 2028 puts premier on developing a credible air defense posture in the priority areas of the Philippine Defense Area of Operations (PDAO) with exhibited competence on IC4S. These were envisioned to be realized aiming on improvement and sustainment of the Core System as supported by the different elements on the Capability Enablers. Its progress and delays are monitored and brought to the attention of Senior Leaders and HPAF Staff to proximately address all issues and concerns. Also, part of the PAF's transformation journey is the recalibration of measures and targets of the CG, PAF Scorecard in order to be in parallel with the changing internal and external factors that can project a more accurate progress rating for each measure.



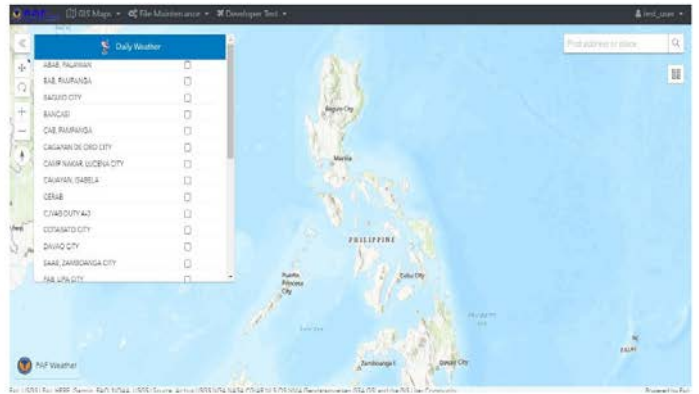
**" YOU CANNOT MANAGE WHAT YOU CANNOT MEASURE "**

As part of the transformation, the PAF allowed itself to reflect from its mission founded by its core values to generate a vision. Then from visioning, the PAF has identified materiel and non-materiel assets that are subjected to be developed to further its internal processes. These internal processes are the set of systems that the PAF should excel and be adept at in performing its mandate and admeasuring the PAF's role to stakeholders. And for it to be fully realized, the enterprise advocated a measurement tool to assess its performance through a Scorecard.

As of its implementation, the following are the salient milestones of Flight Plan 2028 Strategy Map based on its scorecard measures and targets.

# CORE SYSTEMS

## Integrated Command and Control, Communication, and Computer System (IC4S)



On IC4S, significant accomplishments are the integration of the core systems in the PAF Graphical Information System, sustainment of overlays set by the measure owners, and connection of all determined sites to the PAF Secure Network through IP-VPN and IP VSAT with different bandwidths depending on the equipment delivered in the area.

## Integrated Air Defense System (IADS)



The Radar acquisition and installation of these assets in strategic areas provided an increased air domain picture, particularly those facing the WPS. Since then, the PAF could already detect unknown aircraft and monitor their movement. Additionally, other aircraft entering Philippine Flight Information Region (FIR) performing over-flight and or flying to the country were immediately coordinated with Civil Aviation Authority of the Philippines (CAAP) for verification and identification. New weapons and other equipment and improvements in support facilities comprise another transformational element in Philippine Air Force capability development. As the year 2017 ushered in various procurements of the PAF, it also saw the arrival of the first air-to-ground missile in its inventory: the AGM-65 Maverick for the FA-50PH.

Ground Based Air Defense System (GBADS) Batteries were also delivered boosting the AFP's capability for territorial defense as the first modern Surface-to-Air Missile Defense System as its primary weapon and equipment.

The Integrated Air Defense System (IADS) stretched radar coverage over priority areas of PDAO. The restoration of radar coverage over the country received a big boost when the PAF acquired from Israeli Air Defense Surveillance Radar Systems composed of Radar Sensors, Command and Control Equipment, and Communications Equipment.

## Intelligence, Surveillance, and Reconnaissance System (ISRS)



Intelligence, Surveillance and Reconnaissance System (ISRS) was satisfied through the arrival of larger and more capable UAV platforms. First was the Israeli-made Hermes 450 UAV. Based on its manufacturer's specifications, this platform has a payload of 180 kilograms and can stay aloft for 17 hours. Four were acquired by the PAF, the first two arrived in August 2019 and the next two last November 2019. The same month also saw the delivery of three Hermes 900 UAVs that can carry heavier loads and have a longer endurance of 36 hours.

With these systems, the PAF's situational awareness capabilities were vastly enhanced. PAF acquired the Cessna C208 Caravan aircraft and other UAV equipped with EO/IR Payload for Airborne Surveillance. These UAVs can be deployed aboard suitable for Navy vessels to extend their limited range. Since these UAVs are deployed for various war theaters, the ground commander can accurately assess the situation with the help of Real-Time Situational Awareness feeds that can be derived from these air assets. Furthermore, Hermes 900 and SABIR greatly enhanced the required intelligence data for the successful, smooth, and swift conduct of war-related operations.

ISRS capability was initially measured through the procurement of the Strategic UAS. The arrival of their UAVs marked the recalibration of their targets that required area coverage and mission directed deployment of their asset to aid in military operations (especially joint operations).

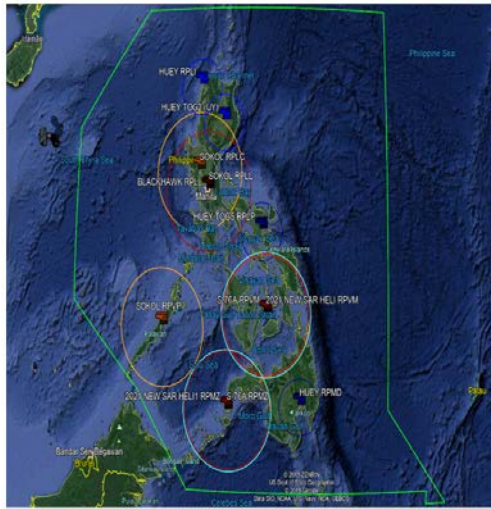
## Search and Rescue System (SRS)



The challenges in the country's most devastating calamities proved the worth of the SRS capabilities and its significance in military operations other than war (MOOTW). Their measures were set to determine their capacity to react and deliver to seize the golden hours of rescue operations. The complete delivery of 16 S-70i Black Hawks under the Combat Utility Helicopter Acquisition Project led to the attainment of targets on both measures.

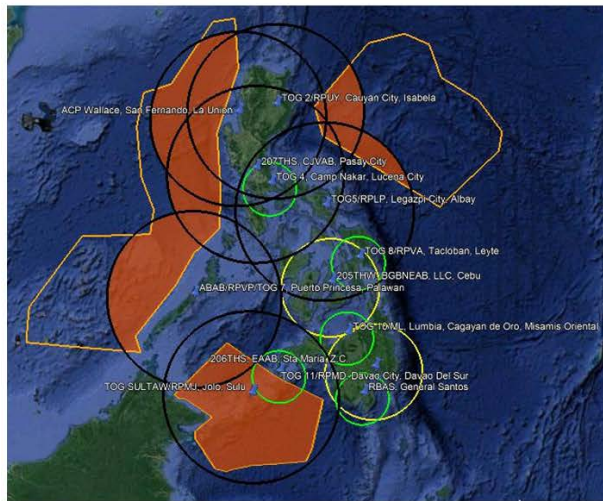
The percentage of area covered by SAR operations in the Philippine FIR, shown below is the area covered by SAR Operation in FIR.





Station	TYPE OF AIRCRAFT	Area Covered (NM <sup>2</sup> )
RPLC	SOKOL	49,600 NM <sup>2</sup>
RPLP	SOKOL	49,600 NM <sup>2</sup>
RPUY	SOKOL	49,600 NM <sup>2</sup>
RPLL	SOKOL	49,600 NM <sup>2</sup>
RPLL	SOKOL	49,600 NM <sup>2</sup>
RPLC	S-76A	49,200 NM <sup>2</sup>
RPLC	S-76A	49,200 NM <sup>2</sup>
RPLC	HUEY	11,400 NM <sup>2</sup>
TOG 8	HUEY	11,400 NM <sup>2</sup>
TOG 8	HUEY	11,400 NM <sup>2</sup>
RPLC	HUEY	11,400 NM <sup>2</sup>
TOTAL		392,000 NM <sup>2</sup> 867,000 NM <sup>2</sup>

However, the SRS targets to cover three priority areas in the PDAO based on the number of deployed elements, aircraft endurance and operating range, and the proximity of forward arming, re-arming, and refueling points. Shown is the area covered for CSAR Operations in the priority areas of PDAO:



PRIORITY AREAS	AREA (NM <sup>2</sup> )	CSAR AREA COVERED (NM <sup>2</sup> )
WPS	151,000	97,789
PHILIPPINE RISE	98,500	18,508
BASULTA	62,000	62,000
<b>TOTAL</b>	<b>311,500</b>	<b>178,297</b>

**Platform for CSAR Mission:**

- UH-1 – 5 Elements**  
 Maximum Safe Endurance to conduct CSAR: 2 hrs,      Cruise Speed – 80 knots  
 Loiter Time during CSAR mission: 30 min,              Maximum Radius: 60 NM
- Bell 412 CUH – 2 Elements**  
 Maximum Safe Endurance to conduct CSAR: 2.5 hrs,      Cruise Speed – 110 knots  
 Loiter Time during CSAR mission: 30 min,              Maximum Radius: 110 NM
- Medium Lift Helicopter (S70i- Black Hawk) – 6 Elements**  
 Maximum Safe Endurance to conduct CSAR: 2.5 hrs.      Cruise Speed – 120 knots

### Mobility Support System (MSS)



Mobility Support System (MSS) also marked its significant accomplishment through the arrival of their various heavy and medium lift platforms. The year 2018 saw the arrival of two NC-212i Light Fixed-Wing Transport Aircraft that would eventually replace the venerable N-22 Nomad.

The last two months of 2019 also augmented the mobility capability of the PAF through the arrival of C-295 Medium-Lift Transport aircraft from Spain. These procurements were slowly transforming the PAF into a more capable organization and contributed to the increase of payloads airlifted by this system as compared in 2018. MSS grew its accomplishment rating for Waypoint 2022 as it still expects the arrival of an additional aircraft timetabled next year.

## Surface Strike System (SSS)



The last core system consists of measures which are contingent to the available number of surface strike elements that can be deployed to support the surface force requirements. Significant attainments of the Surface Strike System are the acquisition of the AT-29 Super Tucano (SSS) in the year 2020 and two T-129 Attack Helicopters last 09 March 2022. Additionally, two AH-1S Cobra Attack Helicopters was donated by the Jordanian government adding more progress for the system. The Super Tucano aircraft is a durable and versatile aircraft equipped with low operational and sustainment costs. Moreover, the T-129 is a dedicated attack helicopter which complements the several surface strike systems of the Air Force and is considered a game-changer in support to the numerous missions of the AFP.

## SUPPORT SYSTEM

### Force-level Generation, Sustainment, Support and Training System (FLGSSTS)



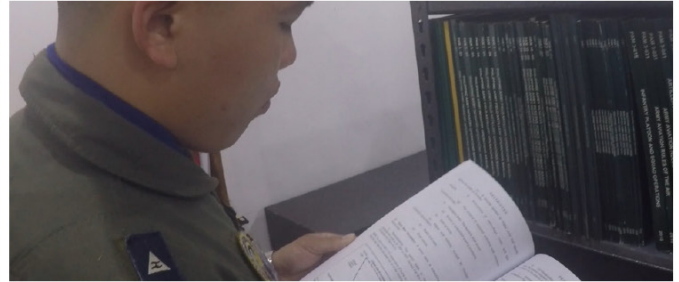
FLGSSTS is a component of Flight Plan 2028 with ALC and AETDC as its main system managers. The measures were uniquely defined according to the specific functions and services rendered by ALC units: 420th Supply Wing, 410th Maintenance Wing, AFRDC; and AETDC. This included the digitalization of some of the products and processes which became the key factors in carrying out timely transactions and delivery of PAF logistical requirements. It also involved immense contributions relevant to research and material solutions for PAF units especially for the Core Systems.

AETDC, in this context, attained its set target due to the establishment of their manual in institutionalization of the conduct and the process of curriculum review and development. As they spread and broaden their service not only limited to the AETDC but to the other PAF units who conducted their own training, more courses were evaluated according to the standards of other established and reputable training institutions.

## **CAPABILITY ENABLERS**

This perspective in the Strategy Map puts premium on making the following assets that the PAF should be adept at in delivering systems that internally processed above. Without these, systems of processes in the execution of operations of the PAF would never be possible as these objectives are the organs that composes those systems.

### **Doctrines**



Priority doctrines under this component were developed to make it more relevant and responsive in relation to the arrival of the different platforms in the PAF. From 2018 to 2022, a total of thirty-nine manuals were promulgated.

### **Organization**



One of the components of the AFP Modernization is force restructuring and organizational development whose objective is to develop the AFP into a compact, efficient, responsive, and modern organization with the capability to engage in conventional and/or unconventional warfare, disaster relief, and rescue operations, and to contribute to economic development and other non-traditional military roles. Force restructuring also resulted to the identification, organization, training, and development of reserve force and affiliated reserve units in the AFP, especially in the Navy and Air Force.

As the core systems were established and their measures were put into place, the PAF underwent massive progress in force restructuring and capability build up. Several units of the PAF were created, restored and deactivated to accommodate new talents needed for the newly acquired platforms and newly established capabilities.

### **Training**



The Training objective accommodated changes in the PAF by continuously developing and enhancing curriculum that would cater IAOC functions. The measure owner has been diligently monitoring all the Unit training activities and delving into the utilization of alternative teaching methodologies in observance of the current health protocols.

Though some training activities in support to Joint War Fighting Functions are on track, some were on-hold caused by the grounding of several training aircraft.

## Materiel



The CG, PAF Scorecard progress for Capability Enabler Materiel was tremendously affected by the pandemic. Despite continuous efforts and engagement to both foreign and local suppliers to push for the delivery of the requirements. Nevertheless, the Materiel component in the strategy has seen by various acquisition of critical assets that were added to the capability of the PAF.

## Personnel



This Capability Enabler identified 15 Strategic Units to reach at least R2 Rating or 75% fill-up rate. From thereafter, the attainment of R2 Rating was based in TO-2017, and was strategically implemented in reaching the target. In its attempt to fulfill its objective to procure, develop and sustain best talents, OA-1 has successfully achieved 100% for its Waypoint 2022 progress rating.

## Leadership



The Leadership objective has been consistent in surpassing its target based on its quarterly progress reports. This occurrence demonstrated the effectiveness and efficiency of PAF leadership in the performance of its mission. The rating for Morale and Welfare was also maintained which denotes that the leadership of the PAF and its programs, activities and projects have been effective in addressing the issues and concerns of its personnel.

## Facilities



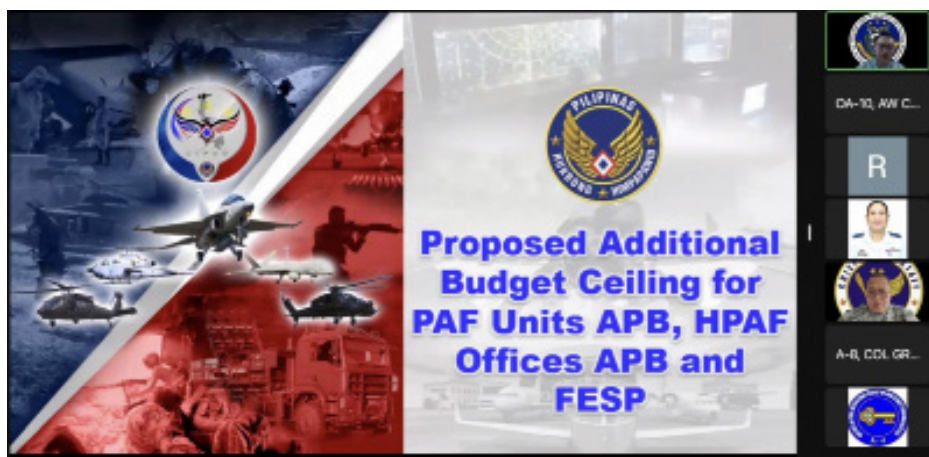
The progress of the measures under this objective was greatly impeded by the event of the pandemic as well as the repetitive planning process to meet the plans of every base/ Air Station, and unforeseen situations, especially in the changing strategic guidance and basic assumption on the usage of the planned area. Furthermore, the complexity of legal issues pertaining to the bounds of subject areas among others as well as the need to collaborate with other government agencies (i.e. DOTr, DENR, CAAP, LGUs).

## Values



The measure owner consistently conduct face-to-face and virtual activities so as to support airmen especially the pilots and crew, and to provide spiritual counselling to PAF personnel.

## Budget and Finance



OA-10 has been steadily proactive in meeting its targets as all approved programmed Flight Plan PAPs were supported and funded within the Annual Plan and Budget of the different PAF units.

## Stakeholder Engagement



The implementation of PAF Stakeholder Engagement Plan set the course of direction in accomplishing targets under the Stakeholder Engagement objective. While adhering to PAF health and media guidelines in the conduct of its activities, OA-7 has remarkably anticipated and conducted its engagements.

With reference to its Flight Plan 2028 vision of becoming a more capable air force and establishing credibility in PDAO areas, the PAF has to admit that even if it reached 100% overall completion, the above set of measures has limitations pushing for the idea of arranging a Strategy Refresh. This pushes the PAF to do more and excel more in its tasks and functions.

Now that the PAF is yet to utilize the Flight Plan 2040 in its succeeding Waypoints and

the new Breakthrough Goal, the measure owners as well as the Air Force Strategy Management Office must look into the following considerations for each Strategic Objective. These are crucial as the PAF intends to become a credible and agile force provider not only for joint and combined warfighting, and inter-agency, but also for multi-national operations.

### **"IT CAN BE DONE"**

Said accomplishments are part of a bigger picture. These are not just simply gains amongst all that we can measure and further assess. It resonates a deeper meaning and message, not to mention that greatest phenomenon and challenges that gridlocked our journey to a better PAF. It pushes those who are now immersed in the status quo and stagnancy, and encouraging them to step one more time, campaigning that a change cannot harm them. It forwards a sign of eagerness to those who see themselves moving forward, and loosening the shackles that kept them in their comfort zones. It is of challenging the norm and making the present a different arena for a different future.

Flight Plan is the organizational commitment of the PAF for transformation, taking cognizance of its vision and mission, and devising strategies that could align its activities towards its performing its mandate within the ambit of good governance and accountability. It is a constituency perspective and outcome objective contributory to that of the AFP. Flight Plan should transcend leadership changes. It should thrive regardless of who will be the next leaders of the organization. And with the journey that the PAF and the Flight Plan has already been through, it can be done.

However, while it is important that all should become aware of what Flight Plan is, it is the

primordial role of all PAF personnel to internalize the plan and gradually develop their ownership of the plan itself. All personnel in the PAF shall play an important role, directly or indirectly, in the implementation of the Flight Plan. All PAF personnel must display the level of professionalism desired by the organization and appropriately reinforce this with the needed skills and competence of their assigned tasks. It is then obligatory that general awareness of the Flight Plan should first and foremost be attained.

With this we can say that it can be done and it is a great practice. A practice of drawing from our own experience, and reflect on what we wish to present as a version of our own Core Values, our Mission, and our Purpose. It is coming back to our yesterday and mulling over to our latter version. Seeing in what way we can improve ourselves and coming up again for a more definitive version of our Governance Charter. On this way, we learn how to form our character and we learn how to shape our governance identity. And by this, our stakeholders would eventually know us for what we are, or at least for what we are trying to become. Even if at the end of the journey, we shall not have fully personified our core values and mission, but still – by our struggle to live and work by it – we stood by the sense that we can make an impact, significance, and difference in making a more conspicuous contrail for a better Philippine Air Force.

# FLIGHT PLAN 2040



**VISION:** A Credible and Agile Air Force Adaptable to Modern Warfare and Responsive to National and Regional Security and Development

## STRATEGIC IMPACT

Enhanced **Air Operations Readiness**, Responsive to an Effective Joint and Combined Warfighting, Inter-Agency, and Multi-National Operations

## CORE SYSTEMS

Sustain a Robust and Resilient **Command, Control, Communications, and Cyberwarfare Systems**

Fully Integrate **Air Defense Capabilities** to Detect, Identify, Intercept, and Neutralize Threats

Increase Capability for **Situational Awareness and Information Dominance** including **Space Systems**

Strengthen Capability for **Search, Rescue, and Retrieval**

Provide Enhanced **Mobility Capability** to Support Core Systems' Requirements

Enhance **Air Strike and Special Operations Capabilities** to Support AFP Operations

## SUPPORT SYSTEMS

Strengthen **Integrated Logistics Management and Support Systems**

## LEARNING & GROWTH

Institutionalize a Strong **Learning Organization and Leadership Culture**

Ensure Responsiveness of **Doctrines** to AFP Joint & Combined Operations

Ensure a Responsive **Organizational Structure**

Develop **Highly Skilled Personnel** Capable for Multi-Domain Operations

Select, Place, and Sustain **Values-driven & Professional PAF Personnel**

Establish a Generative **Safety Culture** in PAF

Strengthen and Integrate **Reserve Force**

Institutionalize a Robust **Research & Development Capability**

Optimize **Stakeholder Engagement and Strategic Partnerships** for Capability Development

## RESOURCES

Enhance **Resource Generation Mechanisms** to Support Flight Plan Objectives

### Philippine Air Force

### BREAKTHROUGH GOAL

**2040**

Credible Air Force for National and Regional Stability

### WAYPOINT

**2034**

Capability-Driven Organization Adept at Integrated Multi-Domain Operations

### WAYPOINT

**2028**

Develop a Credible Air Defense Posture in the Philippine Defense Area of Operations

## MISSION:

To organize, train, equip, maintain and provide forces to conduct prompt and sustained air operations to accomplish the AFP Mission

## CORE VALUES:

Integrity  
Service Above Self  
Teamwork

Excellence  
Professionalism

## 15<sup>th</sup> Strike Wing

# TROJANS ARE COMING IN HOT



15th Strike Wing primes itself as a combat air support provider to surface forces of the AFP. Throughout the years, it continuously develops and enhances its capabilities to perform its role in the AFP's campaigns against hostile threats that endangers our internal security and stability. These efforts were also guided by the PAF Flight Plan as it envisions to come forth while contributing to the whole of the organization especially in attaining a precise surface strike capability to cover the priority areas mentioned in the Waypoint 2022 target.

The ingress of multiple air assets with enormous capabilities advanced the units readiness to deliver its desired mission backed by the modernization campaign of the AFP that is also forwarded by the Flight Plan. This is reflective to some of the additional tags of the Wing's inventory which includes the two AH-1S "Cobra" attack helicopters donated by the Jordanian government last 26 November 2019. These assets performed the airstrike in the suspected lair of communist terrorists in Gonzaga, Cagayan that confronted the rebels of Komiteng Probinsiya (KOMPROB) Cagayan and Komiteng Rehiyon Cagayan Valley (KRCV), as part of the Joint Task Force Tala's OPLAN "Wrath of Polaris 2".



On another note, the additional six A-29B Super Tucano with sophisticated weapon system utilized during the "Oplan Stinkweed" last 09 December 2021 at Palimbang, Sultan Kudarat bombed a total of four MK81 destroying enemy encampments of high-value targets from the members of Counter-Terrorist Groups.

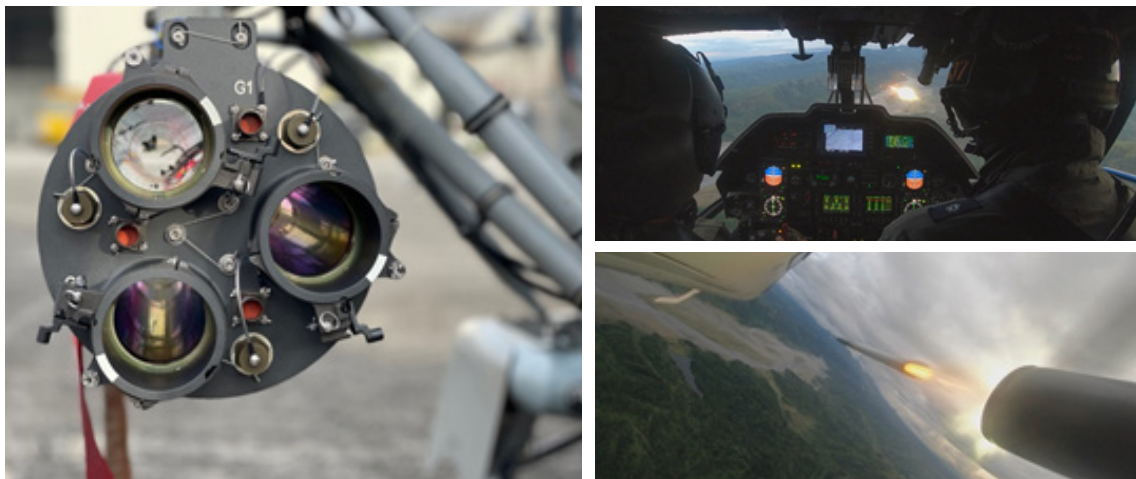




More so, the arrival of the two T-129 ATAK helicopters last 09 March 2022 greatly bolstered the surface strike capabilities of the PAF as it forwarded the demand of conferring dedicated attack helicopters for surface strike missions.



These new elements in the 15th Strike Wing hangars filled in the gaps that the unit experiences in terms of air asset requirements and extended a wider range of coverage, committed a faster speed for prompt response, increased night situational awareness, and enhanced target acquisition capability in the focused military operations and air operations of the unit.



Adding to the big-ticket procurements were the numerous exertions of the unit to better its scope in performing its mission areas. Some of these initiatives is the integration of the capability of AW-109 Attack Helicopters in delivering precision guided munitions with “Guided Advanced Tactical Rocket” and “Advanced Precision Kill Weapons Systems” (APKWS). At present, the Wing swanks its four AW-109AHs capable of delivering Precision Guided Rockets and five AW-109AH capable of delivering APKWS munition which elevates the unit’s competence in conducting precision strike missions against high-value targets.

Likewise, adding to the 20-millimeter turreted gun and two nineteen-tube rocket launchers of T-129 ATAK helicopters is the newly-installed Targeting Sight Unit that captures high quality video images capable of multiple target tracking. Advancing the assets’ targeting system by introducing a tool to calculate target position, distance, course, speed, and the range of the target for the accuracy of delivery of rockets and munitions certifies the unit’s combat Heli to be ready for Air-to-Ground and Air-to-Air Missile capability.



More than achieving its targets and goals for Waypoint 2022, 15th Strike Wing embodied responsiveness to the rapidly changing and evolving battlespace in the third dimension. The need to catch up with the emerging threats through advancing capabilities and upgrading its equipment entails not just funds, but more so, commitment to perform the oath of protecting the motherland. And this comes hot as the Trojans continually burn the passion of contributing largely to the realization of the Flight Plan as a whole.



Air assets that conduct operations in all weather conditions, capable of flying day and night, and can continuously performing missions twenty-four seven; the 220th Airlift Wing serves as the workhorse of the PAF and the AFP. The F-27s, NC-212s and N-22s serve as the primary platforms for the conduct of Maritime Patrol for Territorial Defense, and its C-130s and C-295s enables the AFP to be flexible in fulfilling its mission and functions, especially in times of calamities and war. Indeed, the sights of these air assets in the runways all over the country is a testimony of the unit's perseverance to better serve the republic.

The 220th Airlift Wing is continually performing its role on providing tactical airlift operations in support of the government campaigns for National Security and Development. While it is true that the past years is tough and challenging due to the emergence of the pandemic and the unforeseen natural calamities, the men and women of the 220th Airlift Wing constantly answers the call of duty to transport troops and fellows, cargoes, and equipment across the archipelago.



The Wing takes utmost pride in covering numerous airlift missions to include administrative, diplomatic, training, maintenance flights; night flying operations; joint Internal Security Operations; combat support; munitions haul; maritime patrol; limited intelligence, surveillance and reconnaissance; search and rescue; disaster relief; medical missions; VIP flights; and rest and recreation flights – resulting to 22,647 flying hours in 12,237 sorties spanning across the country and in different parts of the globe. These airlift missions have transported 85,724 uniformed personnel for reassignment, deployment,



joint training exercises and rest and recreation; 16,827 civilians, most of whom are military personnel and locally stranded individuals, and during a few occasions, members of the national government; and 543 military and civilian patients for medical evacuation missions.



The Wing also transported 22,031,710 pounds of cargo, to include, but not limited to, personal belongings and military luggage of AFP personnel; operational requirements of aircraft engines, spares, equipment and other military supplies; medical supplies and equipment; ammunitions and air munitions; and military and civilian vehicles. Above and beyond these are the numerous quick response relief goods that this Wing had delivered during the global pandemic and disaster relief missions. It is important to note that early this year, the country and other government agencies are crippled due to travel restrictions and strict health protocols that was brought about by the pandemic. Yet the Airlifters are at all times ready to ensure that such cargo that are needed to be airlifted have reached their respective destinations at any time and at any place. The Wing's personnel through their unmatched experience and determination have safely performed these missions by overcoming adversity and the challenges that the pandemic and any calamity can offer while displaying commitment and dedication to the service for the Filipino people.

At present, the Wing continues to formulate policies and procedures that will guide our airlift operations for sustainability while effectively performing our tasks safely. The Wing has consistently displayed its passion and dedication to keep its air assets flying and ensuring that these are always mission ready and capable to keep serving the nation and its people while fulfilling the Waypoint that is set to them.

We will keep providing Airlift Anytime, Anywhere, and Anyhow!



**205<sup>TH</sup> Tactical Helicopter Wing**  
**WE ARE NOT ONLY BUILT FOR WARS**

With a vivid picturesque of how the country is situated in the Pacific Ring of Fire, it is but a truth that we sometimes suffer from the wrath of calamities. Thousands if not hundreds are just the significant figures of families who are affected every time a typhoon strikes or an earthquake shakes the Philippine islands. Roads will be blocked, bridges will be unpassable, and movement through any land transportation will be unviable. This is when we will find it hard to reach the households, most especially those who are in the far-flung areas.



For more than five decades, our “Hueys” (UH-1H) became a symbol of hope for our calamity victims. 205th Tactical Helicopter Wing becomes the sun that really rises after the darkest hours. They have extended their hands whenever we needed one. That for the longest time, these assets are always there, helping the Filipino people, in times of calamities. “Hueys” have already served the best of what they can, and now asks for a more dependable aircraft.

With the arrival of the pristine and modern S-70i Black Hawk helicopters, the PAF has not only provided new combat utility assets but it also bettered its tactical Heli-lift capability. As the PAF continually provides and improves the delivery of its mandated mission, it also responds quickly to the changing security environment, while offering a more state-of-the-art combat utility equipment.



As the first waypoint bids its closure, the 205th Tactical Helicopter Wing will not only continue its on-going capability development but will also further its assets’ capacity for a more responsive PAF. Flight Plan is not only committed to war-related activities, but it also calls for a necessity of bringing Humanitarian Assistance and Disaster Relief operations into the next level. Because we deemed it right to say that “PAF is not only built for wars”.



Recognizing the fact that air transport plays a crucial role in effective governance, the PAF, through the 250th Presidential Airlift Wing, has ventured on the possibilities of building and transforming into a credible and responsive command and control facility and VVIP air transport to provide a safer, more secure and more effective air transportation for the President of the Republic, the First Family, visiting Heads of States and other very, very important persons.

Modernizing the Presidential Fleet was no meager task. It took myriad efforts to conduct market research, consultations, and stakeholder engagements including the procurement planning and resource generation to ensure that the Unit gets the most suitable aircraft for the mission. Under the Mobility Support System, the 250th PAW's Flight Plan gradually came into realization when its aircraft acquisition projects were approved and funded through the AFP's Modernization Program.

First was the acquisition of the CASA C-295 in 2019. Tagged as the Unit's workhorse, its versatility and efficient tactical transport capability boosted the Wing's operational tempo by providing air transport to the President, the First Family and other VVIPs to areas in the Philippine archipelago that are not suitable for jet operations. Likewise, it provided mobility support for the Presidential Security during Presidential engagements and performed humanitarian and disaster relief operations and other missions as directed. The C-295 also made significant contributions in the country's fight against the pandemic as it airlifted medical supplies, personal protective equipment, locally stranded individuals, CoViD-19 test sample/kits and medical practitioners especially to areas with surging number of CoViD-19 positive cases. This remarkable contribution stimulated the fast recovery of the affected areas to rebuild their economic growth and development.





With its endeavor to establish a credible and responsive command and control facility and provide an air transport for the President and other VVIPs domestically and to areas within the Asian region by 2022, acquisition of the C-295 alone cannot fully satisfy and deliver the Unit's desired goal. Hence, the acquisition of the Gulfstream G-280 in 2020 and the arrival of the Hawker Siddeley 800XP (H800XP) as donated by the San Miguel Corporation in 2021 significantly brought the Wing's capability to a new level as it has now achieved its goal for 2022.

The Gulfstream G-280 has a maximum range of 3,600 nautical miles and a maximum cruise speed of 488 knots. It has a cutting-edge avionics system technology and is likewise equipped with three satellite phones and on-board wireless fidelity. It can accommodate 11 passengers or may be configured for eight seats with five sleeping provisions. Since its arrival, the G-280 has been utilized as the primary aircraft for every Presidential flight. This enabled the Wing to ensure the safety and security of the President and the members of his party as dedicated 250th PAW pilots and crew are tasked to carry out the mission. On the other hand, the H800XP aircraft has a maximum range of 2,620 nautical miles and a maximum cruise speed of 430 knots. It is in VIP configuration which can accommodate a maximum of eight passengers. The arrival of the H800XP complemented the G-280 in providing the needed mobility support for the President, the First Family and other VVIPs.





The acquisition of credible and responsive Command and Control aircraft is anchored on the indispensable role of Air Mobility as an enabler of good governance in aid of National Security and Development. Given the mandate of our National and Strategic Defense Leaders, on-board the Wing's air assets, they are now provided with a capability that could help them exercise their leadership and Command and Control, and facilitate sound and timely decision-making in crucial times especially during national crisis and disasters. Subsequently, the Wing's air assets have been instrumental in achieving active governance and public trust.

The arrival of the different air mobility platforms did not only offer quality support to our stakeholders but has also extended our reach to our ASEAN neighbors. This has been made feasible as these aircraft traveled half the globe on several occasions for their scheduled maintenance – a proof that the 250th PAW has indeed capped its Waypoint 2022 along with a well-trained aircrew, maintenance personnel, and sufficient ground equipment in support to its operations.

Moving ahead, the operations of the G-280 and H800XP shall now focus on providing safe and efficient air transportation for the President and other VVIPs not only within the Philippine archipelago but also to our neighboring countries and ASEAN partners. This shall aid the government in strengthening economic ties and further develop alliances in securing our national interests. Meanwhile, the C-295 will continue to cater missions in support to Presidential engagements and other vital missions as directed by the higher headquarters.

It is the goal of the 250th PAW to be part of PAF's progress and shall remain steadfast in its undertaking toward its goal of providing safe, secure, and effective air transportation to the President, the First Family, and other VVIPs across the globe.





More than the air assets and air transport that all other units offer, the 355th Aviation Engineer Wing advances another objective in the PAF Flight Plan that supports all of the PAF's mission. With this said, the 355th Aviation Engineer Wing has made considerable contributions to the government's socio-economic programs, particularly in terms of promoting peace and development activities.

The Wing being the main engineering Unit of the PAF, Base Development and Engineering Services (BDES) has been the Wing's most notable accomplishment with 98 BDES projects in total, 81 of which have been completed, and 17 of which are still in progress. 15 of the aforementioned total were administrative projects, while 83 were projects to support personnel and equipment at various PAF bases. Its skilled and educated engineers also conducted a total of 35 technical inspections and surveys to create complete technical credentials for the various BDES and Aerodrome Facility projects of various PAF Units. Thus, complete technical documents which will include Detailed Architectural and Engineering Plans (DAEP), Scope of Works (SOW), Bill of Materials and Estimates (BOME), Timeline, and Specifications for a number of PAF Infrastructure Development projects were also meticulously created by the Unit.





Along with fulfilling its operational needs, the Unit provided transportation and mobility assistance for other Major Services and PAF Units, covering a total of 466 sorties in 107,079 kilometers. Furthermore, the 355th AEW as the only PAF Unit with the aforementioned equipment, it also accomplished 58 missions with 16,573 kilometers of travel to transfer mobility and heavy engineering equipment, ground support equipment, ammunition, and aircraft replacement parts to different points of the archipelago. The remaining 408 sorties with a total of 90,506 kilometers were also completed using the M-35 cargo trucks, dump trucks, and vehicles for transportation and utility purposes.



Aside from the routine tasks and general engineering operations carried out over the past years, the Wing also succeeded in meeting its training goals by enhancing operational performance through pro-active training platform design. The Unit then generated 1,068 competent personnel by taking part in 28 internal and external training sessions as well as professional conventions and seminars to support projects to different PAF bases.



With all of these gains, the Unit is founded by its Flight Plan's focus of developing a competent and well-equipped Aviation Engineer Unit which gives them the direction of fortifying what is asked for them to perform. As to the PAF Flight Plan 2040's Future Strategic Profile, the Unit will form part as one of the major capability enablers that will satisfy the demand for establishing a Smart, Sustainable and Secured Strategic Basing with effective engineering and maintenance as well as research and development. And as the Command envisions to be a more credible and agile Air Force, the 355th Aviation Engineer Wing shall be able to match up the tempo of allowing itself to bite a wider purview with consideration of the foreseeable and eventual re-organized structure.

“There is no help we won't provide...” and true to its hymn, this is not just a line but a note that the Unit needs to live by. From the most basic use of construction tools to the operation of its most complicated Heavy Engineering Equipment, and even up to the sophisticated administration of projects, these are just part and parcel of their role as Our Aviation Engineers.

We will maintain the same sincerity, dedication, and productive performance to further increase the momentum of the PAF in becoming an more credible and agile Air Force, and then the Unit who will be moving over.



**410<sup>th</sup> Maintenance Wing**

# FROM THE MIGHTY HANDS ALMIGHTY

Being an organization that greatly relies on its assets, the 410th Maintenance Wing plays a major role in addressing the sustenance requirements of the PAF units. Its significant impact in the airworthiness and operational effectiveness of all of these assets becomes unmatched, may it be for the air or for the ground.

The Wing being a contributor to one of our objectives in the Flight Plan 2028 as a measure owner under Force-Level Generation, Sustainment, Support, and Training System (FLGSSTS) has established a number of projects and initiatives that improved and enhanced depot-level maintenance capability while gaining an increase to the progress of Waypoint 2022. With this said, the unit accomplished the 86.81 out of its 87 target goal, with a current establishment of major plans and projects for Maintenance, Repair, and Overhaul (MRO) facilities to reinforce the aircraft and ground equipment sustainment effort.



One of these major projects is the current fabrication of the T-56 Engine Intermediate Level Maintenance (ILM) Capability that is complemented by the construction of T-56 Engine Test Pad as a required facility specification for T-56 Engine assembly. Further, the completion of the six-month on-the-job and familiarization training of eighteen personnel of the Wing in Mactan and the sending of four officers in Portugal to observe on various systems of C-130 intends to fortify a C-130 Structural Maintenance Program (SMP) capability that prepares the unit for the acquisition of the C-130 SMP appurtenances.

Finally, the Wing has also completed the fabrication of Ground Support Equipment (GSE) with a total of 53-line items complementing the required support equipment for aircraft maintenance activities. Aside from these, the Unit's Precision Measure Equipment and Laboratory (PMEL) also initiated the acquisition of tools and machinery essential for the maintenance and calibration of C-130 GSE.



With all these efforts, the 410th Maintenance Wing will continue to plan and develop DLM services for our newly acquired assets. As the Unit continually progress and achieve its targets and goals, it never fail to look for more and develop the services that they could offer. Composite Rotor Blade Repair Capability, the S70i Blackhawk and the Bell 412 Aircraft Engines for repair, overhaul, and testing, improvement of the hydraulic shop, and the accommodation of C-130 hydraulic systems are just few of the programs of the Wing that they intends to rack up in its pool of systems.

As we look forward, the completion of these projects will allow not only the Unit, but greatly is the PAF, to be ready and always capable to any of the demands that depot-level maintenance has to offer. Yet we believe that the Flight Plan has something in it that will allow all of these to happen. With its strategic focus, we will lay the pieces one by one despite the increasing exigencies in performance of our mission, the severity of our responsibility, and the might that every hand of a Restorer get hold of.



420th Supply Wing as the supply support line of all PAF units following a cycle that includes requirement determination, procurement and acquisition, storage and warehousing, distribution, and disposal, the Unit has so much that needs to be done. And with the vivid direction laid by the Waypoint 2022, the Wing was able to enhance its supply operations and management capability.

From 2016 to 2022, in Wing committed itself to continuously operationalize its plans and initiatives as the Unit acquired two KM 250 Truck, two KM 450 Truck, ten utility vehicles, and four materiel handling equipment; 25-tonner, 11-tonner, 7-tonner and 3-tonner that was distributed to different operating squadrons of the Wing for the enhancement of supply distribution capability system and its strategic positioning of depot stocks.



Aside from the acquisition of heavy equipment for the distribution process of the Wing, the Unit also undergone breakthrough changes that the capacitate the Unit into a more diverse assembly that puts forth its duties. The Wing's reorganization in 2019, which includes the management of all igloos in Palawan, Mactan, and Zamboanga is just one of its quantum leaps that made a significant impact in the betterment of management and maintenance of items of the PAF. With this, the Wing also enhanced its supply warehousing and inventory capability through the innovation of Inventory Management System and Barcoding and Inventory Management System. This has been utilized for a real-time inventory of all centrally managed items of the PAF while enhancing its Command and Control and sustaining its stakeholder engagement in terms of the novelty of practices from other organizations.

The management system that the PAF institutionalize eight years ago do not just help the organization to improve its capabilities in terms of delivering its mission and tasks, but it also aid in realizing the priorities of the Unit. Being one of the measure owners under the CG, PAF Scorecard Series 2019 which is under the Force-Level Generation, Sustainment, Support and Training System who commit to develop the supply support operations and management capability of all the PAF's Major Bases, the Unit will still look for innovative solutions to make this possible in the most urgent vicissitude there may be.

And for the Unit to look forward, the 420th Supply Wing will push forward the institutionalization of supply operations management to support the future plans of the PAF while ensuring that current and future supply operations and services are aligned with the mission and functions of each of the PAF Units. This is line of providing supply support to all PAF Units wherever and whenever.



**710th Special Operations Wing**

**SIGNIFICANTLY DIFFERENT**

Being the Unit responsible for the conduct of Special Operations and other Contingency Operations to support the PAF mission, and considering the on-going Modernization Program, 710th Special Operations Wing, is developing a credible and agile capabilities that can co-equate the innovations of the PAF and its integration to the Unit's Special Operations. Guided by the PAF Flight Plan and its Unit Strategy Map known as "Assault Plan", the Unit were able to acquire big-ticket equipment, enhance its training facilities, boosted joint and combined training disciplines, and developed doctrines; all towards the reconfiguration of the Wing into a highly capable Special Operations Unit.

Noteworthy of its big-ticket acquisition were the 27 sets of military parachute system with Automatic Activation Device, 49 units of sub-machine guns with nine-millimeter assault rifles for Counter Aircraft Hijacking Operators, 200 units of MZ4 with 5.56-millimeter rifles for Counter Terrorist Operators, 38 units of Level 4-A ballistic vests, two units of part task trainer and flight simulators for Combat Air Controllers. More so, the upgrading of four units of V150 light armor system, and enhancement of response vehicles for EOD, K-9, and Chemical, Biological, Radiological, Nuclear and High Yield Explosives (CBRNE) Operations were also one of the decisive nomenclatures in the growing inventory of the Unit. These acquirement puts premium on the objective of the Wing to add up capabilities and further its missions that are related to Special Operations.



*Military parachute system with Automatic Activation Device*



*Upgrade of Units light armor Vehicle*



*Sub-Machine Guns 9mm, assault rifles*



*Enhancement of response vehicles*



*Part task trainer/flight simulators*



*MZ4, 5.56mm rifles*

Furthermore, the Wing also received under Counter Terrorist Train and Equip Program of Section 333 of Joint US Military Assistance Group, a high value equipment system for one squadron of Combat Air Controller. This includes three units of Laser Target Designator highly compatible with fighter and attack aircraft, 110 units of Defense Advanced GPS receiver, 110 units of LMT 5.56 rifles with aimpoint and 40-milimeter grenade launchers, 110 units of tactical ballistic helmets with voice activated communication system, 110 Units of Third Generation Night Vision Goggles, 110 units of Falcon III Multiband RF-7850M-HH System, 10 units of Falcon III Multiband RF-7800M-MP System, 110 units of KESTREL 5500 Pocket Weather Meter, 86 PVS-14 Monocular, 100 Pocket Laser Range Finder PLRF-25C, 50 Phoenix Junior IR Beacon IR-14, and 75 MS-2000 IR Strobe Distress Light. These equipages will further support the Surface Strike System of the PAF that the Unit desires to integrate with its operations.



Aside from materiel, the Unit also demonstrated commitment in developing Capability Doctrines which will include operational manuals for EOD, K-9, Sniper, Counter Terrorist, and AFP Joint Special Operations. The Unit also advanced its trainings in Counter Aircraft Hijacking Operations, CBRNE, Aerial Platform Target Interdiction, K-9 Search and Rescue, Kennel Management, and Combat Air Controller; adding up to its list of other Special Operations trainings that is only provided by the Wing. To support its additional trainings, the Unit also rehabilitated its facilities and appendages suitable for the said capabilities.



On the other side of the plate, the Unit also opened itself to some changes in the organization as cited on its Strategic Change Agenda. As one who aims to transform itself into a Wing that primarily performs Special Operations, salient changes on the organization were made and realized to formulate a more focused performance of its tasks and functions. This involves the deactivation of 730th Combat Group, the transfer of 790th Air Base Group to AIBDC, and the activation of 775th CBRNE Squadron.

Contextually, the 710th SPOW has contributed in the AFP mission areas specifically in Internal Security Operations, Humanitarian Assistance, Disaster Response and Relief Operations, and more so, in Inter-Agency Law Enforcement Operations. To some extent, the impact of enabling combined special operations is seen in the periphery of International Defense Stakeholder Engagement operations with our allied partners, mostly in the context of combined exercises and cooperative security engagement.



Hence, the breakthrough results of the Unit's efforts in performing its function are ruminative in its Unit Flight Plan Accomplishment Rating of 60.24%. Though it has been a long and perplexing journey for 710th SPOW, the Unit had stayed deliberately focused in aligning its labor to the objectives of the PAF and the AFP, that is contributory in delivering a professional, competent and well-equipped Special Operations for the greater good.

At present, with "Special Operations" being comprehended in the enterprise objective of the PAF Flight Plan by 2040, the 710th SPOW sees itself to push further, and will be more assertive in developing its capabilities while making an influence in the PAF. The Wing shall be developing, upgrading and elevating its strategy while anchoring on the tenets that the PAF and the Air Combat Command will set.

Proudly, this is the 710th Special Operations Wing, making a significance and a difference.



**505<sup>th</sup> Search and Rescue Group**

# ANGELS OF TANGERINE TO GREEN

Being the so-called “Angels” of the PAF, the 505th Search and Rescue Group, continuously performs its missions in Search, Rescue and Retrieval (SRR) operations as well as the conduct of Humanitarian Assistance and Disaster Response (HADR) operations in times of conflict, crisis and peace. As a Unit who delivers one of the core systems that is reflected in the PAF Flight Plan, the Group really tries its best to turn challenges into opportunities.

One of the drawbacks in the 505th's journey is the immediate decommissioning of the UH-1D helicopters that serves a crucial role in the performance of Combat Support missions, especially in Casualty Evacuation (CASEVAC), troop insertion and resupply operations. The said deactivation of air assets caused several delays and setbacks in advancing military campaigns in support to ground troops needing immediate air support. And this was felt not just in the PAF, but in the entire AFP as well.

However, the Group then converted its Search and Rescue helicopters into Combat Utility Helicopters (CUH) that involved repainting of helicopters from white to the olive drab, and mounting of M60 guns for limited Close Air Support, as well as the training of pilots and crews for CUH missions. Despite the Unit's neophyte stage for these kinds of flying operations, the “Angels” that are wearing green flying suits instead of tangerines, had successfully and safely accomplished numerous combat-related missions such as pick-up of Wounded-in-Actions (WIA) ground troops, CASEVAC, troop insertions and extrications, combat resupply, aerial reconnaissance, and leaflet dropping.



One of the highlights of these accomplished missions was the air rescue of 96 trapped individuals in a fire incident at SM Mega Tower in Mandaluyong City last 02 September 2021. The said timely feat of airmanship and dedication of the “Angels” aircrew exemplified SRR execution during the “Golden Hour”.

Likewise, several other air and ground operations efforts were also conducted which includes SRR operations and Rapid Damage Assessment and Needs Analysis (RDANA) at Abra, Palawan, Cebu, and Bohol provinces especially during the height of typhoons and earthquakes.



The Unit was able to adapt and became resilient in complying the requirements they needed in performing CUH missions. While this is not an easy task, not to mention the incompatibility and unalignment of the Unit’s existing doctrines for combat missions and operations, the “Angels” cannot resist the outcry of their comrades on the ground, and fathom the reality of not extending a hand while some of these are bleeding to death. And so, with greatest might and effort, they wore the pliancy of being Filipinos in becoming adaptable when needed and resilient when told to.



Indeed, the 505th Search and Rescue Group had exceeded expectations, and was able to perform their desired performance excellently earning different awards and recognitions, paving its way in attaining a 100% on the CG, PAF’s Scorecard for the year 2022. Being the measure owner of one of the Core Systems that directly contributes to the Waypoint 2022 total percentage, and the Unit that holds the first Measure: Percentage of Area Covered by SAR Operations in the Flight Information Region under Search and Rescue System, the Unit exemplifies courage to overcome challenges just to achieve its targets and goals set for its heed to transformation.

Living by their code and motto, “These things we do, so that others may live”, signifies the Unit’s and its personnel’s undying devotion in the preservation of lives, not just of soldiers but of all, with utmost dedication to service, to the Filipino community, and the Philippine flag that it ought to protect.



## ***Air Force Research and Development Center***

# **LIVING UP TO BE THE INNOVATORS THAT WE ARE**

Air Force Research and Development Center (AFRDC), being one of the measure owners under Force-Level Generation, Sustainment, Support, and Training Systems (FLGSSTS) with a measure on the percentage of Research and Development (R&D) capabilities developed, has contributed greatly in the percentage achievement for Waypoint 2022. The Center is on its track on developing its capabilities performing Research and Development across its capability enablers.

In terms of its Doctrine Development, the Center has been proactive in revising and crafting doctrines of procedures and processes involving a more comprehensive research study. With the advancement in the Fifth Industrial Revolution, necessary processes in R&D must also cope with the technology advancements.

As part of Human Resource Development, different trainings and personnel skill development courses were programmed and conducted as part of its capability enhancement. Personnel being one of the important factors of an organization, skill enhancement through different trainings both inside and outside the PAF were conducted to improve the knowledge and expertise of its personnel. Graduate studies were also programmed for Engineers in improving their skills and equipping them to conduct in-depth research and development in different fields. This Human Resource Development will greatly enhance future capabilities not only for the AFRDC but for the PAF as well. This is fitting as the PAF venture its way to satellite and space capability and communications technologies.



The AFRDC has also been pushing the modernization of its utilities especially its equipment upgrade and facilities enhancement. These capability enablers are also important in the conduct of fabrication and prototyping of projects in support of the Center to rendering these services for the development of different areas in our Core and Support Systems. Partnered to different stakeholders for collaborative efforts, joint venture projects were also conducted that will boosted the Self-Reliance Defense Posture (SRDP) efforts for the PAF and AFP as a whole.

The Center will continually build its capability to further support the operational requirement of the our systems in terms of Engineering and Research and Development technical assistance. AFRDC will continue to advance, further, and maximize its research and development capability to help the PAF identify gaps and catch up with emerging and evolving areas in technology. These capabilities will also look out for future needs of the PAF in adapting and being responsive to threats relating to PAF Integrated Air Operations. All of these efforts will forth through preparedness to the dynamics of the imminent battlespace that the status quo demands. These things we do as Innovators, and as Soldiers, for Filipinos and by the Filipinos.



# ANCHOR AND BEACON: AN ULTIMATUM

As the PAF embarks on its important journey to be a credible and agile air force adaptable to modern warfare and responsive to national and regional security and development, it is equally important to retrospect on learning what it was, to turn what is, into what it will be.



As of this writing, a month before 2022, the CG, PAF Scorecard has achieved 84.65% of its total objectives for Waypoint 2022. Though it fell short in achieving 100%, the PAF has maintained its steadfast commitment to further improve its capabilities despite the dragging effects of the pandemic. In order for the scorecard to remain relevant in view of the PAF's new driving force of being capability-driven, it is necessary that the objectives, initiatives, and measures should be more responsive to the realities on the ground in

appraising the PAF Senior Leadership of the organization's progress towards its goal, and to discern ways and means to succeed under the Flight Plan. Therefore, the overall ethos the Strategy Review is to have a holistic and accurate picture of its current state and to shift from looking at the absorptive capacity of the PAF in relation to its new acquisition. In other words, the main question asked is "With our new capabilities, how can we sustain and enhance our capabilities in order to achieve our vision?"

First, there must be a grounding of our mandate, or to put it colloquially, "Why does the PAF exist?", or simply, "What is the PAF's purpose?". The importance of asking this question cannot be understated as this provides the foundation of the PAF as an organization. As provided in Executive Order No. 292, the PAF is responsible for the country's air defense. This is seemingly uncluttered yet glaringly daunting when we put the onus on the organization to provide quality air defense services to its stakeholders. Being a foundational element, it should be then asked, "Given our mandate, how do we then provide these critical services to the People?"

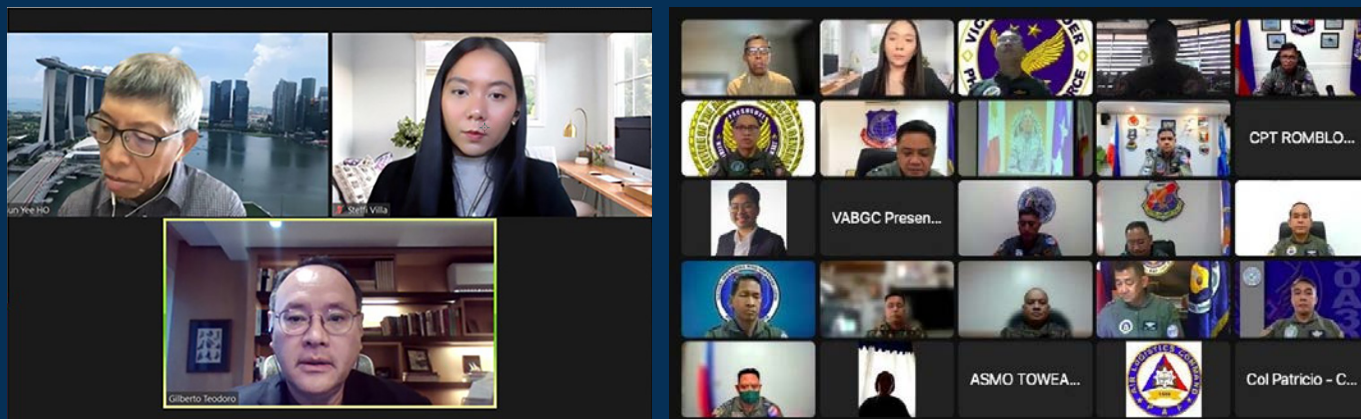


To answer this, the Flight Plan 2040 Handbook highlights the Primary Capabilities of the PAF to deliver its services, which are: Air Defense; Surface Strike; Mobility Support; Search and Rescue; Intelligence, Surveillance and Reconnaissance; and Systems Integration through Command and Control, Communications and Cyber Capabilities. These capabilities are embodied in our six Core Systems in accordance with Integrated Air Operations Doctrine. This is further supported by highlighting the importance of Logistics Management and Support Systems to sustain and to enhance these capabilities in order to attain a high-level readiness.



Further, the Flight Plan 2040 also puts premium on Learning and Growth as PAF is not only geared towards being capability-driven, but to be a learning organization too. And to make sure that all of these supported, or for that matter, we say funded systematically, a proper resource-generation mechanism is necessary for the PAF to perform its mandated purpose with none of this being left considering the organization's limited support and resources. This basic framework serves as a guidepost for the PAF to benchmark and advance its current capabilities so as to inform its stakeholders, both internal and external, not only of its performance but also of its noble purpose.

Hence, the Strategy Refresh is a way to revisit this purpose. It is necessary to revalidate and to overhaul the measures to better reflect the true progress of the PAF towards its crafted vision and set forth itself while staying true to its purpose and core. It is a chance to have a critical and informative look on the organization's philosophy and culture and to find ways to reimagine itself in preparation of an ever-changing and uncertain security environment as new and emerging threats have manifested themselves in latent yet impactful ways. In sum, the scorecard serves as a tool for the PAF to learn what was, so it can turn what is into what it will be.



The imposed challenge today is to translate these new objectives to pertinent, appreciable and tangible data and to sincerely assess whether the PAF is adherent to both of its purpose and of its vision. Indeed, all of which is to answer the main question posed on this article. Thus, it is proposed that the measures under each of the objectives should be crafted in such a way that it both measures readiness and capability. The scorecard should not be based on the accomplishment of activities that merely state compliance without assessing whether such activities have relevance and significance to the vision and purpose of the PAF. The PAF should then veer away on mere finishing these activities for the sole reason that it was directed, but to always be more self-reflective and circumspect on how these activities impact our overall strategy.

The measures under the objectives should be drivers of performance. It should indicate on whether the PAF has performed its mission as effective and efficient as possible all while anchored on each of its Waypoints.

For Strategic Impact, the measure should indicate the overall satisfaction of the relevant stakeholders of the PAF. It denotes the current state of the PAF in relation to society-at-large as well as its alignment with its vision and mission.

The Core System, on the other hand, must a clear and direct contribution to the success of the Strategic Impact. It does not describe the performance of the unit/s responsible of attaining the targets within each Core System, but it should primarily describe the status of the systems in the whole organization. It should not count on the mere number of activities completed under the DOTMLPF but its value-added elements to the organization that describe the critical outcomes for the systems themselves based on their distinct concept of operations.

The Support System must also be contextualized depending on the desire of the PAF as to its logistics and support systems. It should also have a clear and direct contribution to the Core Systems' success/es as well describe the value-added and critical outcomes based on its concept of operations. However, unlike, Core Systems, the inclusion of DOTMLPF activities may be included but they should serve to indicate the effectiveness and efficiency of producing these outputs and activities. Under Learning and Growth, the objectives are contributory to the Core and Support Systems and at the same breath, the DOTMLPF measures must be aligned with the activities for both systems.

To end, the CG, PAF Scorecard and the Flight Plan is to be understood as both as anchors and beacons for the PAF. As an anchor, both should serve as a reminder of the character and purpose of the PAF. It should help the PAF to put and use history in its concept and context, as it can transform the organization into becoming part of the current realities of the country in relation to existing and future security issues. By paying attention to our history, an institutional memory is formed that shapes the meaningful nexus between past, present and future. Such meaningful connections can then be created and crafted to the strategy to map out the potential opportunities of the PAF and better itself in the service of the people. By finding basis in our history, the PAF leadership is better equipped to not only avoid the mistakes done previously. As a beacon, it helps us reimagine our potentials and possibilities. It dares us to demand and to ask the difficult but right questions of our future. It challenges us to look inward to our core. To answer the question posed here is difficult as it carries depths of uncertainties and possibilities, however, our new vision drives us in defining our tasks that should not paralyze and overwhelm the PAF of its noble purpose rather to inspire our organization to remake itself towards a better major service.

Perhaps, the ultimate question to be asked, is not how the PAF can sustain its new capabilities, but rather, "how it can better serve the Filipino People?"

# Kamusta ka,

# Katoto?



Salamat at naisipan mong buksan ang pahinang ito. Oo, isa akong kuwago. Kuwagong ang hangad ay maliwanagan ka sa lahat ng agam-agam mo. Hindi ako iba kay Jollibee, ang bubuyog na paborito ng mga bata, o kay McDonalds, ang payasong may malaking sapatos. Sapagkat tulad nila, mayroon ding kalabisan ang aking dalawang matang tulog sa umaga at gising sa gabi. Pero hindi ako si Magda. Tawagin mo akong Paffy, isang kuwagong may katabaan ngunit iyo namang maaasahan. Maaari mo rin akong mapagtanungan kapag ikaw ay naguguluhan. Hindi ko nais ang lituhin ka. Hangad ko lamang na maunawaan mo ang Flight Plan at kung bakit mayroon tayo nito.

Ang Flight Plan ay ang komprehesibong plano at estratehiya ng ating Hukbong Himpapawid upang tugunan ang tawag ng mabuting pamamahala at kahusayan sa paglilingkod sa bayan. Bilang sangay ng Sandatahang Lakas na nakatalaga sa mga kailangan nito sa ikatlong dimensyon, ang himpapawid, dalangin nitong magbigay ng nararapat at naaangkop na tulong at suporta upang mapagtagumpayan ang anumang operasyon na ginagampanan nito. At dahil mayroon lamang tayong limitadong mapagkukunan ng pondo, makatwiran lamang na magkaroon tayo ng isang madiskarteng paraan upang gamitin ang mga pondo ng nararapat at tapat. Nagiging gabay ang Flight Plan sa pagbibigay ng iisang direksyon sa iba't iba at napakaraming yunit ng organisasyon. Isinasaalang-alang nito na mapabilang ang bawat isa sa mga plano ng namumuno upang sabay-sabay itong tumindig para sa bayan.

Hindi malalim at hindi mahirap intindihin ang Flight Plan kung ibubukas lang natin ang ating puso't isipan sa kung anuman ang nais nitong idulot sa atin. At hinding hindi rin ito magtatagumpay kung iilan lamang ang maniniwala rito. Ang Flight Plan ay ang pintig na dapat sabayan ng lahat. Ang nais nito'y dalisay at tunay. Kaya't huwag sana nating isipin na dala lamang nito'y pahirap sa atin. Tulad ko, kaibigan mo rin ito. Hayaan mo sanang tugunan ko ang iyong mga alinlangan tungkol sa Flight Plan.

Tutulungan kita, Kaibigan. Huwag kang matakot.



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