



DEPARTMENT OF THE AIR FORCE
655TH INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE WING
WRIGHT-PATTERSON AIR FORCE BASE

22 February 2021

MEMORANDUM FOR RECORD

FROM: 655 ISRW/CC
4375 Chidlaw Road
Wright-Patterson AFB OH 45433-5066

SUBJECT: 655 ISRW Mission, Vision, Values, and Priorities

1. I am pleased to announce updated 655th ISR Wing Mission Statement, Vision, Values, and Priorities (i.e., Lines of Effort) that better align with the current state of the Wing.

2. Effective immediately, below is updated Wing guidance in each of these important areas.

a. 655 ISRW Mission Statement:

Win the ISR Fight Today—Ready for Tomorrow

b. 655 ISRW Vision:

Align, Sustain, and Mature

c. 655 ISRW Values:

People, Partners, and Prowess

d. 655 ISRW Lines of Effort:

LOE 1: Posture the Wing to Better Align with and Support the National Defense Strategy

LOE 2: Further Professionalize Wing Structure & Processes

LOE 3: Fervently Take Care of our People

3. Thank you for your support embracing and implementing this updated Wing guidance.

MARCINEK.JOSEP Digitally signed by
H.T.1021536420 MARCINEK.JOSEPH.T.1021536420
Date: 2021.02.23 13:10:06 -05'00'
JOSEPH T. MARCINEK, Colonel, USAF
Commander

655 ISRW STRATEGIC PLAN 2022

1. POSTURE THE WING TO BETTER ALIGN WITH AND SUPPORT THE NATIONAL DEFENSE STRATEGY

GOAL #1.1: Baseline unit force presentation models and align training and readiness to that model by the end of CY23. OPR: 655 ISRW/XP

OBJECTIVES:

- **Compare and contrast current squadron Unit Type Codes (UTCs) with RegAF requirements and develop realignment recommendations, where necessary for 100% of 655 ISRW squadrons by the end of Q3 CY22. OCRs: 655 ISRW/XP, XO, & DL**
- **Establish tailored Basic Mission Capable (BMC) and Combat Mission Ready (CMR) standards for 100% of 655 ISRW squadrons in order to established accurate per-unit CAU readiness reporting by the end of CY22. OCRs: 655 ISRW/XP, XO, & DL**
- **Fully integrate upgrade and mission training requirements, to include BMC and CMR standards, into 100% of squadron Master Training Plans by the end of CY23. OCRs: 655 ISRW/XP, DL, & UTM**

GOAL #1.2: Establish 100% accountability for all necessary support agreements with 90% agreed upon and signed by the end of CY24. OPR: 655 ISRW/XP

OBJECTIVES:

- **Inventory 100% of existing wing support agreements, determine current review status, and go/no-go compliance with AFI 25-201_AFRCSUP coordination requirements by the end of Q3 CY22. OCR: 655 ISRW/XP**
- **Establish a complete list of all required support agreements that do not currently exist by the end of Q3 CY22. OCR: 655 ISRW/XP**
- **Establish wing-wide, cross functional working group to identify common services required for 655 ISRW units and document in catalog artifact by the end of CY22. OCR: 655 ISRW/XP**

GOAL #1.3: Cultivate requirements and develop action plans to posture for new mission growth throughout CY22. OPR: 655 ISRW/XP

OBJECTIVES:

- **Establish a stand-up, IOC, and FOC best practice guide by the end of CY22. OCR: 655 ISRW/XP**
- **Develop billet optimization proposals related to UTC reviews by the end of CY22. OCRs: 655 ISRW/XO & DL**
- **Coordinate requirements for an Information Warfare (IW) organization, a 566 IS CAU, and an Air Force Technical Applications Center (AFTAC) CAU throughout CY22. OCR: 655 ISRW/XP**

2. FURTHER PROFESSIONALIZE WING STRUCTURE & PROCESSES

GOAL #2.1: Establish wing-wide strategic outreach plan and products by the end of CY22. OPR: 655 ISRW/DS

OBJECTIVES:

- **Establish newsletters for each unit by the end of CY22. OCR: 655 ISRW/PA**
- **Nominate an Honorary Commander for each unit by the end of Q3 CY22. OCR: 655 ISRW/PA**
- **Develop a wing-wide Civic Engagement tracking system by the end of CY22. OCR: 655 ISRW/PA**

655 ISRW STRATEGIC PLAN 2022

- **Develop a 24-month recurring Unit Visit Schedule, and de-conflict with 655 ISRW/IGI by the end of CY22.** OCRs: 655 ISRW/DS & XO
- **Create a comprehensive Mission Briefing, in alignment with HHQ Mission Briefings, which can be pair and tailored to key audiences by the end of CY22.** OCR: 655 ISRW/XO
- **Centralize access to unclassified, and separately classified, mission briefings wing-wide by the end of CY22.** OCR: 655 ISRW/XO

GOAL #2.2: Establish Wing-Wide Roles and Responsibilities Catalog by the end of CY22. 655 ISRW/DS

OBJECTIVES:

- **Document wing, group, and squadron level specific OSCs and job duties by the end of CY22.** OCR: 655 ISRW/CAG
- **Align Pertinent Oversight Authorities (POAs) and Functional Area Agreement Coordinators (FAACs) with OSCs by the end of CY22.** OCR: 655 ISRW/CAG, IGI, & XP
- **Appoint a wing 1D functional manager/POA by the end of CY22.** OCR: 755 ISRG/SEL
- **Establish a 1D Career Management Plan by the end of CY22.** OCR: 755 ISRG/SEL
- **Publish catalog, to include org boxes and phone contact information, for each OSC by the end of CY22.** OCR: 655 ISRW/DS

GOAL #2.3: Develop guidance and standardized products for “high priority” and routine wing-specific programs and processes by the end of CY23. OPR: 655 SRW/CCO

OBJECTIVES:

- **Develop standardized in- and out-processing system which facilitates and tracks all internal 655 ISRW, group, and squadron level requirements by the end of CY23.** OCR: 655 ISRW/CCO
- **Coordinate to optimize 445th Airlift Wing (AW) provided in- and out-processing for 655th ISRW Wing Wright Patterson Air Force Base (WPAFB) and geographically separated unit (GSU) personnel by the end of CY23.** OCR: 655 ISRW/CCO.
- **Update the 655 ISRW Commander’s Handbook by the end of CY22.** OCR 655 ISRW:CV
- **Develop and broadcast wing-wide SharePoint standards by the end of CY23.** OCR: 655 ISRW/CCO.

3. FERVENTLY TAKE CARE OF OUR PEOPLE

GOAL #3.1: Formalize Force Development and Professional Growth Plan to facilitate optimal career opportunities for 655 ISRW personnel by end of CY22. OPR: 655 ISRW/CV

OBJECTIVES:

- **Develop a written strategy to better recognize members’ significant accomplishments, to include decorations, in wing-wide messaging (such as CC Calls, wing newsletter, etc.) by the end of CY22.** OCR: 655 ISRW/PA
- **Develop roadmap and action plan to bolster TR leadership opportunities by the end of CY22.** OCRs: 655 ISRW/CV & CCM
- **Create wing staff succession/continuity planning (people and duties) document to ensure uninterrupted services by the end of CY22.** OCR: 655 ISRW/DS
- **Formalize Mini-Internship and Problem Solving Empowerment Teams (PSET) Programs by the end of CY22.** OCRs: 655 ISRW/XO & CCO

655 ISRW STRATEGIC PLAN 2022

GOAL #3.2: Improve overall personnel records accuracy, timeliness, and compliance by the end of CY22. OPR: 655 ISRW/CCE

OBJECTIVES:

- **Finalize all “ugly” (more than 365 days overdue) performance reports wing-wide by the end of CY22.** OCR: 655 ISRW/CCE
- **Develop a system to track initial and midterm feedback timeliness rates and brief during the pre-Unit Training Assemblies (UTAs) by the end of CY22.** OCR: 655 ISRW/CCE
- **Develop wing-wide policy to disincentivize overdue fitness assessments and multiple failures, meanwhile incentivize fitness assessment scores of 90% and above by the end of CY22.** OCR: 655 ISRW/CV & CCM
- **Finalize version 2 of the 655 ISRWI 36-3806, Wing Internal Awards Program by the end of CY22.** OCR: 655 ISRW/CCM
- **Develop a system to monitor the timely award of decorations wing-wide by the end of CY22.** OCR: 655 ISRW/CCE

GOAL #3.3: Develop Community, Comradery, and Resiliency Plan by the end of CY22. OPR: 655 ISRW/CV

OBJECTIVES:

- **Reinvigorate support networks; encourage every 655 ISRW unit to have a fully trained Key Spouse by the end of CY22.** OCR: 655 ISRW/CV
- **Establish a wing-wide Comprehensive Airman Fitness Down-Day and integrate into the wing strategic calendar by the end of CY22.** OCR: 655 ISRW/DS
- **Publish 655 ISRW “Commander’s Cup” Program guidance by the end of CY22.** OCR: 655 ISRW/CV