CITY OF TULSA, OK: PERCENT FOR ART PROJECT
VISION TULSA - AIR NATIONAL GUARD
CALL TO ARTISTS

Figure 1 The newly constructed Oklahoma Air National Guard Mission Training Center

Prepared by:
Tulsa Planning Office at INCOG

on the behalf of:
Oklahoma Air National Guard 138th Fighter Wing
Tulsa International Airport
and the City of Tulsa Arts Commission

Project Location..........Tulsa Airports Improvement Trust property
near the intersection of E 46th Street North and N 145th E Ave
Tulsa, Oklahoma 74115 36° 13' 11.1" N, 95° 52' 43.9" W

Project Budget ..........$50,000

Medium ....................Freestanding Memorial Installation

Deadline ....................Submissions received after 5 PM CDT Tuesday, June 23rd, 2020
will not be accepted.

Application Portal ........ahhatulsa.submittable.com/submit

Point of Contact ..........JT Paganelli | Planner
Tulsa Planning Office at INCOG
jpaganelli@incog.org | (918) 579-9455
2 W Second Street, Suite 800
Tulsa, OK 74103
PROJECT BACKGROUND

The City of Tulsa is accepting submissions from professional artists or teams of artists in response to a significant public art opportunity relating to the City’s recent investments at the Mission Training Center near Tulsa International Airport. The high security nature of the Mission Training Center has necessitated the placement of the related public art at an aviation viewing lot just north of Tulsa International Airport’s main runway, a highly visible location in Tulsa.

This Call to Artists seeks to identify artist teams or artists capable of designing, fabricating, and installing a sculptural installation commemorating the Oklahoma Air National Guard, its 138th Fighter Wing, and Technical Sergeant Marshal (Moo) Dakota Roberts, who “…died in combat on Wednesday, March 11, 2020 while deployed in support of Operation Inherent Resolve in Iraq.”

CREATIVE GOALS

Your submission must include a concept for a memorial installation on the site, illustrated below in the attachments. The installation should serve as a photo opportunity for park visitors and passersby. The installation should also commemorate and make space available space for the continued dedication and sacrifices made by the 138th Fighter Wing’s servicemembers.

BUDGET & MAINTENANCE

A budget of $50,000 has been designated for the public art portion of this project. The selected artwork budget must be inclusive of all costs including but not limited to artists fees, studio overhead, consultant fees, purchase of materials, artwork fabrication, permits if required, site preparation, transportation, installation of work, construction and installation of any necessary bases and lighting, general public liability insurance, workers compensation insurance, and contingency. The selected artist will be responsible for the appropriate allocation of the commission funds to the artist’s project components.

Concepts should include a hardscaped base on which the installation can lie.

Additionally, the Tulsa Airport Improvements Trust (TAIT) reserves the right to relocate the piece in alignment with its broader goals. Upon such an event, the City of Tulsa would work with TAIT to relocate the piece within another public viewing area.

SHORTLISTING CRITERIA

Your submission will be judged based upon its ability to reflect your artistic experience and the creativity and feasibility you bring to this particular project. The Steering Committee and/or the Arts Commission reserves the right to recommend that no applicants be awarded the project.

1. **Experience**: You have completed works in prominent locations with comparable budgets

2. **Creativity**: You have demonstrated interest in, and conceptual ideas aligned with, the Creative Goals.

3. **Feasibility**: The proposed concept is practical from a scheduling, fabrication, installation, financial, and on-going maintenance standpoint.
### SCHEDULE

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### PHASE 1 – CALL TO ARTISTS

1. **Call to Artists Issued**: The Tulsa Planning Office and City of Tulsa Arts Commission are administering the artist selection process in partnership with a Steering Committee.

2. **Optional Informational Conference Call**: RSVP to John Paganelli by 5 PM CDT Tue, June 2nd, 2020.

3. **Deadline**: Submissions received after 5 PM CDT Tuesday, June 23rd, 2020 will not be accepted. All submitted materials will initially be reviewed by the Steering Committee. Up to five candidates may be shortlisted and interviewed prior to and/or during final selection.

### PHASE 2 – REVIEW & RECOMMENDATION

4. **Shortlisting**: The Steering Committee will evaluate and select up to five artists for final interviews.

5. **Final Interviews**: Artists will present final concepts to the Steering Committee, which will formally recommend a selected artist to the Arts Commission, which advises the Mayor of the City of Tulsa on final approval.

### PHASE 3 – IMPLEMENTATION

6. **Contract Negotiation Period**: The selected artist(s) will be expected to work with stakeholders to integrate artwork into the final design, ensuring that all opportunities for leveraging the budget have been fully explored and exploited. During this phase, the artist may be required to attend (possibly via conference calls) public information sessions and/or Steering Committee meeting(s). Once the design is accepted by the Mayor, the artist(s) will be responsible for obtaining the appropriate permits for the project’s installation.

7. **Fabrication**: The formal notice to proceed will follow contract execution. Work begins on the construction and installation of the artwork. The installation of the artwork will need to be coordinated with the City of Tulsa Engineering Services Special Projects section.

8. **Opening**: Per approved schedule

9. **Continued Maintenance**: Ongoing
HOW TO APPLY

If you are interested in being considered, ensure that your response to the Tulsa Planning Office via Submittable™ is received before 5 PM CDT Tuesday, June 23rd, 2020.

Application link: https://ahhatulsa.submittable.com/submit

SUBMISSION COMPONENTS

The following questions make up the Submittable™ form for this Call:

YOUR INFORMATION & EXPERIENCE

CONTACT INFORMATION: Name, phone, email, mailing address, etc. Not evaluated.

WORK HISTORY WITH CITY OF TULSA: See “Artist Eligibility”

RESUME(S): Include any relevant education and recent commissions, exhibitions, collections, related experience, honors and grants, bibliography, and affiliations within the last five years. (No individual’s resume should exceed three pages.)

REFERENCES: List three professional references with a thorough knowledge of your work and methods. The list must include at least one client who commissioned you for an artwork installation within the last five years.

PORTFOLIO: PDF upload. (Ensure that your portfolio does not exceed 10 MB. No more than 10 pages)

YOUR CREATIVITY

STATEMENT OF INTEREST: Explain why you are qualified to complete the Air National Guard project. (Do not exceed 250 words.)

CREATIVE GOALS: Explain how you would work with stakeholders to realize a collaborative vision. Additionally, explain what you envision designing for this project and what inspired the vision. (Do not exceed 250 words.)

CONCEPT SKETCH: Upload a PDF of a preliminary illustration of your concept. (Ensure that the PDF measures 8.5x11 inches, in either portrait or landscape.)

ARTIST ELIGIBILITY

The project is open to all professional artists, designers, or firms, age 18 and over, regardless of residence, race, color, religion, national origin, gender, military status, sexual orientation, marital status, or physical or mental ability. Artist teams are eligible to apply, including teams of artists from multiple disciplines. Teams must include at least one visual artist.

Artists shall generally be eligible for no more than one major project (over $25,000.00) during a three-year period through the Arts Commission for the City of Tulsa. It is the Artist’s obligation to disclose in their response if they do not meet this requirement. Failure to disclose may result in immediate disqualification of the submission.
HELPFUL CONTEXT

STAKEHOLDERS

OKLAHOMA AIR NATIONAL GUARD 138TH FIGHTER WING

Organized in December 1940 as Oklahoma National Guard's first flying unit, the 125th Observation Squadron was federally recognized in January 1941. For the next three and a half years the squadron was attached to the 77th Observation Group and the 76th Tactical Reconnaissance Group at various locales in the United States before arriving at Liverpool, England on D-Day in 1944. After moving across the English Channel to France in August 1944, the 125th Liaison Squadron was attached to the Ninth Army until V-E Day, participating in the campaigns of northern France, Ardennes, Rhineland and central Europe, and was awarded the Belgian Fourragere for gallantry during the Battle of the Bulge in July 1945. Over the course of those five years, the 125th flew the 0-38E, 0-52 and L-5.

Back home in Tulsa in November 1945 as the 125th Fighter Squadron, the Unit flew the F-51 until February 1947 when it was designated the 125th Fighter Bomber Squadron (Jet) and equipped with the F-84. After receiving the Spaatz Trophy Award in 1950, the 125th was again ordered to active duty under the Ninth Air Force and sent Alexandria, Louisiana until July 1952. After returning to Tulsa under state control, the squadron flew the F-51 and F-80 until becoming part of the 138th Fighter Group (AD) for duty with the Air Defense Command flying the F-86D in August 1957.

January 1960 brought significant change to the 125th as the unit was designated the 125th Air Transport Squadron and assigned to the 137th Air Transport Wing in Oklahoma City. For the next eight years the unit flew the C-97, transporting cargo to Vietnam and throughout the world before converting to the C-124 in 1968.

In October 1972, the 125th Tactical Fighter Squadron resumed its rich heritage of tactical fighter operations by converting to the T-33 in preparation for activation in the F-100D in March 1973, and once again became part of the 138th Tactical Fighter Group in January 1973. The 125th converted to the A-7D in July 1978 and amassed 15 years of outstanding combat readiness in the venerable SLUF.

Since June 1993, after conversion to the F-16, the 138th Fighter Wing has participated in Operations PROVIDE COMFORT, NORTHERN WATCH, SOUTHERN WATCH, IRAQI FREEDOM, NEW DAWN, ENDURING FREEDOM, and FREEDOM'S SENTINEL.

The men and women of the 138th Fighter Wing are proud to continue a tradition of excellence in service and celebrates the 25th Anniversary of flying the F-16C Fighting Falcon - unquestionably the world's premier multi-role fighter.

OBITUARY FOR TECHNICAL SERGEANT MARSHAL (MOO) DAKOTA ROBERTS


Marshal is survived by his wife, Kristie Kay Roberts of Claremore, Oklahoma (also a current member of the 138 FW), his daughter Paityn Roberts (8 years old), his mother and stepfather, Sally and Mike Borrell, his father and stepmother, Randy and Carol Roberts, his sisters Cortney and Karla, his step-siblings Bailey, Jami, Jimmy, Halsie, Samantha, and Mathew, his grandparents Homer and Sunni Wager and Harold Roberts, and numerous aunts, uncles, and cousins. His in-laws include Theresa and Noah Hidalgo, Uncle Ron and Aunt...
LuAnne, sister’s-in-law Kellie, Megan, and Allyssa, and brother-in-law Joshua. He was preceded in death by
grandparent Faye Roberts, and great-grandparents Mike (Bomps) and Ruth.

Marshal joined the Oklahoma Air National Guard in 2014. Marshal’s military career began as a Civil Engineer
Operations Manager. Later, Marshal accepted an opportunity to be a Command Support Staff member for
the 219th Engineering Installation Squadron. He was proud to serve in the Air Force, and the members of
the 138th Fighter Wing and 219th are all better for having the privilege of serving with him.

The United States Air Force has set out definitions of courage and spirit that all Airmen should aspire to
achieve in their daily life. Courage is defined as the mental or moral strength to venture, persevere, and
withstand danger, fear, or difficulty. Spirit is defined as an intense energy that empowers one to act when
called to action. Marshal Roberts embodied these definitions – he placed God and others before himself
always, even up until his last breath on this earth. Marshal will always be remembered for the love and
sacrifice that he made on behalf of his country and fellow wingmen.

(This obituary exists in conjunction with a March 14th, 2020 article in the Tulsa World)

STRATEGIC MASTER PLAN

The 138th Fighter Wing’s Strategic Master Plan is attached after page 7.

CITY OF TULSA
ARTS COMMISSION

The Arts Commission is charged with assisting the City in matters concerning public artwork, giving guidance
in purchases and maintenance of existing artwork, providing a source of respected opinions and advice
concerning public matters having aesthetic implications, reviewing public signage issues (including
neighborhood signs), stimulating superior aesthetic quality in all phases of physical development within the
community and assisting in the procurement of additional works of public art.

TULSA PLANNING OFFICE AT INCOG

The Tulsa Planning Office at INCOG facilitates processes that help make and market Tulsa as a place of
artistic and cultural innovation and tradition. As an interface between Tulsa’s artistic community and
municipal resources, the Tulsa Planning Office assists in the approval of beautification projects, the
selection and maintenance of public art, and the long-term cultivation of Tulsa’s historic and cultural
resources.

TULSA INTERNATIONAL AIRPORT
AIRPORT ART AND CULTURE PROGRAM

Tulsa International Airport created the Airport Art and Culture Program to enhance the aesthetic experience
of visitors to Tulsa International Airport. Airport art and culture is a result of a community wide effort that
involves members of Tulsa’s arts district and corporate citizens who value the impact of these assets in the
community. These volunteers make up the airport’s Cultural Advisory Group and are charged with crafting a
program that reflects the unique characteristics and outstanding talents of the local community. This group
maintains the art at the airport and selects new pieces and artists to feature throughout the year.
PROJECT SITE

Near the intersection of E 46th Street North and N 145th E Ave, Tulsa, Oklahoma 74115

Directions on Google Maps here: google.com/maps/ \((36^{\circ}13'11.1''\text{N}, 95^{\circ}52'43.9''\text{W})\)

Figure 3 (above) The project site, looking east towards the suggested location indicated by the triangle in figure 5

Figure 4 (above) The project site, looking north towards the suggested location indicated by the circle in figure 5
SUGGESTED LOCATIONS

Figure 5 (above) An aerial of the project site

Figure 6 (above) The project site, looking south
To the Members of the World’s Premier Fighter Wing,

It is my honor to serve you as your commander. Our nation depends on us to ensure the freedoms we enjoy as Americans are preserved. This is not a job, it is a calling and I want to thank you for answering your nation’s call.

Over the last few decades, the Air National Guard has transformed from a strategic or operational reserve to an active participant in the global employment of forces, requiring more from our personnel, families, employers and weapon systems. The extraordinary transformation of operational tempo unmatched with resources have required more innovation, flexibility and planning. I can’t promise the path forward will be easy, but I can promise it will be worth it. This strategic plan is a road map to the 138th Fighter Wing vision. I cannot do this alone, I need you and your family to join me on this journey.

In the following pages you will see an outline of my priorities and a set of benchmarks to measure our progress as we achieve Next Generation Airmen, Next Generation Fighter! This plan will not succeed without you and your talents. I expect 138FW leaders to use this as a tool to ensure our people are vectored on the correct heading and I encourage members to revisit this plan when making decisions.

Your family, friends and the citizens of America expect we will be ready to provide dominant combat airpower anywhere at any time – let’s not disappoint them. The Air Force is small and resources are tight, but we will always be ready to fight. Thank you and your family for their tremendous sacrifices, enduring dedication, and tireless spirit – I am proud to be a part of the Tulsa Vipers.

Strength & Honor,

RAYMOND H. SIEGFRIED III, Colonel, ANG
Commander

MISSION STATEMENT

America’s premier Fighter Wing defending Freedom with lethal, agile Combat Air Power; devoted Citizen Airmen always ready to support the Nation, the State of Oklahoma and our communities with Strength and Honor.

VISION STATEMENT

Next Generation Airmen, Next Generation Fighter!

PRIORITIES

1. Readiness   2. Lethality   3. Relationships
Organized in December 1940 as Oklahoma National Guard's first flying unit, the 125th Observation Squadron was federally recognized in January 1941. For the next three and a half years the squadron was attached to the 77th Observation Group and the 76th Tactical Reconnaissance Group at various locales in the United States before arriving at Liverpool, England on D-Day in 1944. After moving across the English Channel to France in August 1944, the 125th Liaison Squadron was attached to the Ninth Army until V-E Day, participating in the campaigns of northern France, Ardennes, Rhineland and central Europe, and was awarded the Belgian Fourragere for gallantry during the Battle of the Bulge in July 1945. Over the course of those five years, the 125th flew the 0-38E, 0-52 and L-5.

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The men and women of the 138th Fighter Wing are proud to continue a tradition of excellence in service and celebrates the 25th Anniversary of flying the F-16C Fighting Falcon - unquestionably the world’s premier multirole fighter.
Always Ready, Always There... the 138th Fighter Wing has been and will always remain ready to fight the enemy and assist our community. Over the next decade, we will increasingly focus readiness efforts on forging America’s best Airmen - The Tulsa Standard!

GOAL 1.1: PROFESSIONAL AIRMEN THAT ARE READY, TRAINED, AND EQUIPPED TO FIGHT TONIGHT

OBJECTIVE 1.1.1: TAKE CARE OF OUR AIRMEN, CIVILIANS, AND THEIR FAMILIES

People are the most valuable asset. Wing leadership must ensure they have the tools and skills needed to execute the mission. All Wing leaders will continue to build a competent, capable, diverse, and healthy force.

OBJECTIVE 1.1.2: CULTIVATE AMERICA’S MOST RESILIENT AIRMEN

The Tulsa Vipers must always be ready physically, spiritually, and emotionally. We must have the tools and programs in place to ensure our Airmen, civilians, and families are never without mutual support.

OBJECTIVE 1.1.3: ATTRACT AND RETAIN AMERICA’S BEST AIRMEN

The Wing must always be strategically positioned – continuing to attract, retain, and develop America’s best people. Unit leadership must ensure the Wing’s talent is being utilized efficiently and recognized appropriately. The Wing’s retention and incentive programs must be command emphasized to realize America’s return on investment.

OBJECTIVE 1.1.4: DEVELOP THE WORLD’S MOST LETHAL TOTAL FORCE AIRMEN

Time is our most valuable commodity; therefore, Wing leaders must ensure our Airmen’s limited time during regularly schedule drills is used wisely. Commanders must focus on training directly related to Air Force Specialty Code (AFSC) requirements.
OBJECTIVE 1.2.1: SAME MISSION. SAME VISION. SAME TEAM.

Every Airmen in the Wing is responsible for bombs on target on time and coming home alive (BOTOTACHA). The mission requires each and every Airman doing their job by focusing efforts on a common vision.

OBJECTIVE 1.2.2: SHAPE RESOURCE CONSCIOUS AIRMEN

Next generation Airmen must be good stewards of resources, to include maximum effective use of training time. Airmen will be individually positioned to receive and execute resources effectively and efficiently across the resource spectrum.

OBJECTIVE 1.2.3: PROMOTE A CULTURE OF CONTINUOUS PROCESS IMPROVEMENT

Airmen must be empowered to identify efficiencies, eliminate process constraints, and develop better solutions; do it better, faster, and more efficient than anyone else. Wing leaders must enable Airmen to utilize Air Force Smart Operations for the 21st Century concepts to continually improve processes and performance.
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OBJECTIVE 1.3.1: UPDATE AND BUILD FACILITIES TO MEET NEXT GENERATION INTEGRATION REQUIREMENTS

In order to integrate with next generation weapon systems, ensure lethality and survivability against continually evolving future threats, the Wing must ensure up-to-date facilities. Aggressive planning and pursuing funding for new facilities and modernizing existing structures, in preparation for integration with next generation fighters will be necessary, while continuing to meet current mission needs.

OBJECTIVE 1.3.2: UPGRADE AIRSPACE CAPACITY AND RANGE CAPABILITIES TO REDUCE LIMITATIONS ON AIRCREW TRAINING TO ENGAGE CURRENT AND FUTURE THREATS.

As current mission capabilities increase, the demand for additional airspace and ranges must be met. The Wing must continue the pursuit of air space expansion and range modernization.
The 138th Fighter Wing will remain America’s first and most lethal choice for agile combat air power. The Wing will persist as a strategically predictable and globally responsive force for combatant commanders, always ready to secure the homeland, fight America’s wars and sustain American influence abroad. When tasked, Tulsa-based Airmen will execute all missions with the best possible leadership, training and equipment available so that they may return home safely with Strength and Honor.

GOAL 2.1: DEFEND THE HOMELAND

OBJECTIVE 2.1.1: PERSISTENT, 100% EFFECTIVE AEROSPACE CONTROL ALERT – 24/7/365

As an essential part of NORAD’s Aerospace Control network, the Nation’s airspace, borders and citizens are safe from attack, thanks to the Tulsa Vipers “on the watch” at Ellington Field, TX. This NO FAIL homeland defense mission demands Airmen’s best efforts. The Wing will persist in delivering combat ready aircraft, pilots, and maintainers. Proud Oklahomans always ready to deter, respond to, and if necessary, defeat airborne threats against the United States.
OBJECTIVE 2.2.1: ACHIEVE 100% OF READY AIRCREW PROGRAM (RAP) TRAINING PLAN

Lethality is the final product of the collective efforts of a Fighter Wing. Measured primarily by completion of RAP requirements for the primary and secondary mission sets, and coupled with effective aircrew training plans and flight scheduling efforts, the Tulsa Vipers will ensure maximum completion of RAP training plan requirements. The Wing will define success as the ability to deploy and operate in any wartime or contingency environment together with operational effectiveness in the cockpit.

OBJECTIVE 2.2.2: SUSTAINABLE PILOT QUALIFICATION PROGRAM

Increased reliance on the ANG to train and absorb Active Duty pilots, through the Total Force Integration program, will challenge the sustainability of upgrade and continuation training programs. The Fighter Squadron will continue to produce upgraded pilots (wingmen, flight leads, and instructor pilots) without sacrificing training quality, to include pursuing innovative solutions to complete Instructor Pilot upgrades in excess of historical formal training course quotas.

OBJECTIVE 2.2.3: PRECISE READINESS REPORTING

Readiness reporting will be 100% accurate on time, every time and will provide Headquarters Air Force with accurate monthly readiness reporting. Commanders will provide quality, relevant feedback for identified deficiencies. Collectively, the Wing will evaluate trends along with first and second order impacts to the mission to highlight critical needs for human or material resources.

OBJECTIVE 2.2.4: MAXIMIZE WEAPONS SYSTEM TRAINING OPPORTUNITIES

Attend additional Weapons System meetings, which are offered to enhance the warfighters knowledge. This knowledge will improve the individual’s confidence and the unit’s lethality. The Wing will strive to send every first tour pilot to attend the available courses to bolster knowledge of the fighting force.
GOAL 2.3: PROVIDE COMBAT READY AIRCRAFT

OBJECTIVE 2.3.1: **MAXIMUM SUSTAINABLE AIRCRAFT AVAILABILITY**

Lethality requires a predictable and ideal balance of available and mission capable aircraft. Full Spectrum Readiness demands a substantial increase in the number of sorties required to support a rigorous training program. Additional manpower resources will help, however, increased efficiencies in the optimum utilization of operations and maintenance flying opportunities must accompany these additional resources in order to succeed.

OBJECTIVE 2.3.2: **IMPLEMENT INNOVATIVE SOLUTIONS TO INCREASE SORTIE PRODUCTION**

Increasing sortie production will require agility, flexibility and commitment by all operators, maintainers and support personnel. All options are on the table including changes in force structure, work schedule, Total Force Integration (TFI) participation, reallocation of resources and other innovative ideas. The Wing will capitalize on any opportunities that bridge critical mission gaps and move the Wing closer to this vital goal.
OBJECTIVE 2.4.1: EQUIPMENT MODERNIZATION

To maximize lethality against the threats of today and tomorrow, the Wing must aggressively pursue funding to modernize and recapitalize weapons of war. The Wing must remain ready to answer inquiries from the Oklahoma congressional delegation (CODEL) in a timely manner to inform and educate them on the Wing’s mission and requirements.

OBJECTIVE 2.4.2: CAPITALIZE ON TRAINING AND EXERCISE OPPORTUNITIES

The Wing will pursue relevant, real-world based scenarios by exercising the Designed Operational Capability. The focus will be on integrating current mission sets with 5th generation aircraft, joint and international partners.

OBJECTIVE 2.4.3: PURSUE MODERNIZATION CONFERENCES

Conferences provide experienced ANG warfighters a modem to advocate, prioritize and publish requirements to stay modernized and relevant. Attending every worthwhile conference available will expand Tulsa’s sphere of influence.
The Wing’s relationships with internal and external communities is vital to securing the future. Healthy relationships help attract and retain top Airmen and employees as well as position the Wing positively, which increasingly improves the ability to resource the force. The goal is to continue to build trust and enduring relationships with local, state, tribal, national and international entities.

**GOAL 3.1: BUILD SUSTAINABLE LOCAL ALLIANCES**

**OBJECTIVE 3.1.1: GROW RELATIONSHIPS WITH LOCAL COMMUNITIES**

The Wing will continue to build and foster public trust and support within local communities by hosting community and business leaders, partnering with schools, and connecting with organizations. With collaboration, the Wing will broaden its perspectives and focus on finding innovative solutions for problems unique to Tulsa Airmen and those shared with the community.

**OBJECTIVE 3.1.2: INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF THE MISSION, PEOPLE, CAPABILITIES AND FUTURE OF THE 138TH FIGHTER WING**

The Wing will showcase its professionalism, expertise, and the caliber of our Airmen with “The Tulsa Standard” during recurring patriotic events, flyovers, equipment displays, and local speaking engagements. All available media will be leveraged to facilitate ease of access, increase visibility of the unit, and instill pride, trust, and a sense of patriotism to strengthen the bond between the Tulsa Vipers and local communities.

**OBJECTIVE 3.1.3: PROVIDE DEFENSE SUPPORT TO CIVIL AUTHORITIES (DSCA)**

The National Guard has historically supported civil authorities in a wide variety of domestic contingencies, often in response to natural disasters. The Wing will provide civil support and security cooperation by building and maintaining enhanced dual-purpose capabilities. The Wing will provide Liaison Officers to coordinate civil support efforts during domestic emergencies.

**OBJECTIVE 3.1.4: STRENGTHEN OUTREACH SUPPORT TO DOD STARBASE ACADEMY AND THE THUNDERBIRD CHALLENGE PROGRAM**

The Wing has been home to STARBASE Academy since 1993, which provides an opportunity for local youth to explore Science, Technology, Engineering and Math (STEM) objectives with an aerospace perspective. The Wing will also continue its strong support of the THUNDERBIRD YOUTH CHALLENGE program with mentors and role models who support a proven, cost-effective program that reclaims the lives of at-risk youth.
OBJECTIVE 3.1.3: PROVIDE DEFENSE SUPPORT TO CIVIL AUTHORITIES (DSCA)

The National Guard has historically supported civil authorities in a wide variety of domestic contingencies, often in response to natural disasters. The Wing will provide civil support and security cooperation by building and maintaining enhanced dual-purpose capabilities. The Wing will provide Liaison Officers to coordinate civil support efforts during domestic emergencies.

GOAL 3.2: SHAPE LONG-TERM INTERNAL AND EXTERNAL RELATIONSHIPS WITH EFFECTIVE COMMUNICATION

OBJECTIVE 3.2.1: IMPROVE RELATIONSHIPS WITH CLEAR AND CONTINUAL INTERNAL COMMUNICATION WITH OUR AIRMAN AND THEIR FAMILIES

The Wing will continue sharing information through: 1) face-to-face communications, 2) electronic messaging, and 3) a printed newsletter. Social media presence will be expanded as a means to communicate quickly and effectively with accurate information. Also, the Wing will continue to educate and support Airmen’s families and build esprit de corps by increasing primary mission training opportunities for our Airmen and providing family-focused morale events.

OBJECTIVE 3.2.2: CONTINUE PERSISTENT MISSION FOCUSED EXTERNAL COMMUNICATION

The Wing will continue persistent mission-focused external communication efforts to disseminate Wing information, largely through the Wing printed newsletter, and will continue to build a sustainable outreach program focusing on unit improvement.

GOAL 3.3: FORGE MISSION-FOCUSED, ENDURING RELATIONSHIPS TO STRENGTHEN GLOBAL SECURITY

OBJECTIVE 3.3.1: INCREASE OUR STATE PARTNERSHIP PROGRAM PARTICIPATION (SPP)

Since 2003, The Oklahoma National Guard, has fostered a strong relationship with The Republic of Azerbaijan. By collaborating at the international, state, and local levels, increasing military-to-military engagements in support of defense security goals, and leveraging relationships and capabilities, the Wing will grow its State Partnership Program involvement.
## Appendix A: Readiness

Always Ready, Always There... the 138th Fighter Wing has been and will always remain ready to fight the enemy and assist our community. Over the next decade, we will increasingly focus readiness efforts on forging America’s best Airmen - The Tulsa Standard!

### Goal 1.1: Skilled Airmen that are Ready, Trained, and Equipped to Fight Tonight

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<th>Objectives</th>
<th>Measurable Criteria</th>
<th>When Measured</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| 1.1.1. Take care of our airmen, civilians, and their families | - Enhance monthly unit level award programs  
- Foster high morale with inclusive and diverse climate | Monthly | 138 FW STAFF Group/CCs SQ/CCs EO |
| 1.1.1.1. Recognize our airmen | | | |
| 1.1.1.2. Foster a positive climate | | | |
| 1.1.2. Cultivate America’s most resilient Airmen | - >95% AFPT pass rate  
- 100% manning in Chaplain Corp and DPH  
- 0 suicides  
- Develop key spouse program by FY2019  
- Recognize spouses support | Quarterly | 138 FW STAFF MDG FSS CH |
| 1.1.2.1. All airmen are fit-to-fight | | | |
| 1.1.2.2. Emotionally and spiritually ready | | | |
| 1.1.2.3. Maintain mutual support | | | |
| 1.1.3. Attract and retain America’s best Airmen | - 100% end strength NGB goals  
- Retain 80% of our eligible first term Tulsa Vipers  
- Increase effective manning 2% annually over the next 5 years to 90% by FY2022.  
- Increase use of targeted incentives to attract and retain critical AFSCs | Monthly | 138 FW STAFF Group/CCs SQ/CCs FSS |
| 1.1.3.1. Recruit America’s best | | | |
| 1.1.3.2. Retain our warfighters | | | |
| 1.1.3.3. Increase effective manning | | | |
| 1.1.3.4. Critical AFSCs fully manned | | | |
| 1.1.4. Develop the world’s most lethal total force Airmen | - Ensure 100% airmen are UTC deployable and fully trained  
- Conduct monthly unit level UTA planning  
- Review manning document quarterly to ensure effective manning is maximized | Quarterly | 138 FW Group/CCs SQ/CCs XP |
| 1.1.4.1. Always ready | | | |
| 1.1.4.2. Fully trained | | | |
## Appendix A: Readiness (cont.)

### GOAL 1.3: MEET OR EXCEED ALL NEXT GENERATION FIGHTER INTEGRATION REQUIREMENTS

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| 1.3.1. Update and build facilities to meet next generation integration requirements | - MTC completed NLT FY2019  
- POL completed NLT FY2020  
- New LRS warehouse completed by FY2021  
- Munition storage area completed NLT FY2024  
- New Operations building completed NLT FY2027  
- SCIF completed NLT FY2028 | Quarterly       | 138 FW STAFF Group/CC CES |
| 1.3.2. Upgrade airspace capacity and range capabilities to improve aircrew training to engage current and future threats successfully | - Vance MOA usage agreement finalized NLT FY2019  
- Smoky Range threat replication upgrade NLT FY2019  
- Bison MOA expansion IOC NLT FY2025 | Quarterly       | 138 FW STAFF OG              |
| 1.3.1.1. Build MTC – LVC capabilities                                      | - Continue a culture of shared responsibility to ensure mission accomplishment                              | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.3.1.2. Build POL                                                         | - Encourage and reward career broadening positions in the wing and at HHQ                                  | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.3.1.3. Build Munitions storage area                                      | - Ensure airmen knows the mission of the 138 FW                                                         | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.3.1.4. Build new LRS warehouse                                           | - Ensure the 138 FW is strategically aligned with the future of the Total Force                             | Quarterly     | 138 FW STAFF Group/CCs         |

### GOALS 1.2: INNOVATIVE AIRMEN, EMPOWERED TO EXCEL

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| 1.2.1. Same Mission. Same Vision. Same Team                               | - Develop annual wing UTA training plans  
- Keep GTC delinquency rate <2%  
- >80% actual vs planned execution rate                                    | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.1.1. No silos                                                         | - Develop 2 Green Belts annually  
- Complete 5 Green Belt projects annually  
- Create an easy to use waiver process and unit waiver SMEs                  | Monthly       | 138 FW STAFF FSS              |
| 1.2.1.2. Develop “big-picture” airmen                                     | - Continue a culture of shared responsibility to ensure mission accomplishment                              | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.1.3. Airmen centered: Mission focused                                  | - Encourage and reward career broadening positions in the wing and at HHQ                                  | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.1.4. Aligned with HHQ vision                                          | - Ensure airmen knows the mission of the 138 FW                                                         | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.1.5. Build MTC – LVC capabilities                                      | - Ensure the 138 FW is strategically aligned with the future of the Total Force                             | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.1.6. Build POL                                                         | - Continue a culture of shared responsibility to ensure mission accomplishment                              | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.2. Shape resource conscious airmen                                     | - Encourage and reward career broadening positions in the wing and at HHQ                                  | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.2.1. Maximize airmen’s time                                            | - Ensure airmen knows the mission of the 138 FW                                                         | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.2.2. Every airmen is a steward                                        | - Ensure the 138 FW is strategically aligned with the future of the Total Force                             | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.2.3. Minimize gap between actual and planned execution rate            | - Continue a culture of shared responsibility to ensure mission accomplishment                              | Quarterly     | 138 FW STAFF Group/CCs         |
| 1.2.3. Promote a culture of continuous process improvement                  | - Develop 2 Green Belts annually  
- Complete 5 Green Belt projects annually  
- Create an easy to use waiver process and unit waiver SMEs                  | Monthly       | 138 FW STAFF FSS              |
| 1.2.3.1. Increase and utilize Lean/Sig Sigma Green Belts                   | - Develop 2 Green Belts annually  
- Complete 5 Green Belt projects annually  
- Create an easy to use waiver process and unit waiver SMEs                  | Monthly       | 138 FW STAFF FSS              |
| 1.2.3.2. Utilize waivers for non-mission essential distractions             | - Develop 2 Green Belts annually  
- Complete 5 Green Belt projects annually  
- Create an easy to use waiver process and unit waiver SMEs                  | Monthly       | 138 FW STAFF FSS              |
| 1.2.3.3. Proactively work to ensure an easy to use waiver process and unit waiver SMEs | - Develop 2 Green Belts annually  
- Complete 5 Green Belt projects annually  
- Create an easy to use waiver process and unit waiver SMEs                  | Monthly       | 138 FW STAFF FSS              |

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The 138th Fighter Wing will remain America’s first and most lethal choice for agile combat air power. The Wing will persist as a strategically predictable and globally responsive force for combatant commanders, always ready to secure the homeland, fight America’s wars and sustain American influence abroad. When tasked, Tulsa-based Airmen will execute all missions with the best possible leadership, training and equipment available so that they may return home safely with Strength and Honor.

### GOAL 2.1: DEFEND THE HOMELAND

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1. Persistent, 100% effective Aerospace Control Alert – 24/7/365</td>
<td>- MC rates for ACA assigned aircraft&lt;br&gt;- Response times for all practice and active scramble events&lt;br&gt;- Alert Force Operational Assessment and Alert Force Evaluation reports</td>
<td>Quarterly</td>
<td>138 FW OG Det 1</td>
</tr>
</tbody>
</table>

### GOAL 2.2: CREATE AMERICA’S MOST LETHAL AIRMEN

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1. 100% completion of Ready Aircrew Program (RAP) Training Plan</td>
<td>- Effective sortie completion –vs- monthly flying calendar plan&lt;br&gt;- Quarterly completion rates for annual RAP requirements&lt;br&gt;- Probation and Non-CMR pilot rates&lt;br&gt;- RAP – vs- total sorties flown&lt;br&gt;- Red Air sorties flown</td>
<td>Monthly&lt;br&gt;Quarterly</td>
<td>OG FS DOW DOT</td>
</tr>
<tr>
<td>2.2.2. Sustainable pilot qualification program</td>
<td>- Define optimum balance of pilot LOX qualification NLT Sep 2018&lt;br&gt;- Effective manning on LOX&lt;br&gt;- Upgrade training plan completion status&lt;br&gt;- IPUG completion status</td>
<td>Quarterly</td>
<td>OG FS OGV DOT</td>
</tr>
<tr>
<td>2.2.3. Accurate readiness reporting</td>
<td>- Quarterly Group level readiness review&lt;br&gt;- On time DRRS reporting rates&lt;br&gt;- Semi-annual wing readiness trends review&lt;br&gt;- Annual CCIP readiness reporting inspection</td>
<td>Quarterly&lt;br&gt;Semi-Annually&lt;br&gt;Annually</td>
<td>138 FW All CCs LRS/LGRDX LRS/LGRDX IG</td>
</tr>
<tr>
<td>2.2.4. Maximize additional warfighter training</td>
<td>- Hi AOA&lt;br&gt;- Weapons System meetings&lt;br&gt;- Warfighter&lt;br&gt;- Link school</td>
<td>Semi-Annually</td>
<td>OG FS OSS</td>
</tr>
</tbody>
</table>
## Appendix B: Lethality (cont.)

### Goal 2.3: Establish the 138 FW as America’s Most Accessible Combat Ready Aircraft

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurable Criteria</th>
<th>When Measured</th>
<th>P.O.C.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.3.1. Maximum sustainable aircraft availability</strong></td>
<td>- AA Rates</td>
<td>Monthly</td>
<td>MXG</td>
</tr>
<tr>
<td>2.3.1.1. Improved Aircraft Availability (AA) rates to accomplish</td>
<td>- Aircraft Commitment Rates</td>
<td>Quarterly (or as required)</td>
<td></td>
</tr>
<tr>
<td>FSR &amp; RAP requirements</td>
<td>- MC Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.1.2. 100% sortie completion for COCOM assigned ATO missions</td>
<td>- Utilization Rates</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sortie completion for COCOM assigned ATO missions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.3.2. Implement innovative solutions to increase sortie production</strong></td>
<td>- Critical AFSC manning</td>
<td>Quarterly</td>
<td>138 FW STAFF</td>
</tr>
<tr>
<td>2.3.2.1. Zero shortages in critical AFSC manpower positions</td>
<td>- TFI integration</td>
<td></td>
<td>MXG OG</td>
</tr>
<tr>
<td>2.3.2.2. Manpower studies</td>
<td>- AGR/Technician manning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2.3. TFI manpower implementation</td>
<td>- O&amp;M flying calendar deliberate planning process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2.4. Identify &amp; implement optimum O&amp;M flying calendar</td>
<td>- Maintenance scheduling effectiveness</td>
<td></td>
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<tr>
<td></td>
<td>- Flying scheduling effectiveness</td>
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</tbody>
</table>

### Goal 2.4: Maximize Full Spectrum Readiness

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurable Criteria</th>
<th>When Measured</th>
<th>P.O.C.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.4.1. Equipment Modernization</strong></td>
<td>- All F-16s equipped with AESA, Center display unit</td>
<td>Quarterly</td>
<td>138 FW STAFF</td>
</tr>
<tr>
<td>2.4.1.1. Most advanced F-16</td>
<td>- Weapons and tactics Course attendance</td>
<td></td>
<td>Group/CCs</td>
</tr>
<tr>
<td>2.4.1.2. Next Gen support equipment</td>
<td>- CODEL response to queries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4.1.3. Responsive engagement with CODEL as requested</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.4.2. Capitalize on training and exercise opportunities</strong></td>
<td>- Weight of Effort</td>
<td>Quarterly</td>
<td>138 FW STAFF</td>
</tr>
<tr>
<td>2.4.2.1. Increase 5th Gen exercise integration</td>
<td>- Annual - 5th Gen integration exercise</td>
<td></td>
<td>Group/CCs</td>
</tr>
<tr>
<td>2.4.2.2. Increase international exercise presence</td>
<td>- Bi-annual international exercise participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4.2.3. Increase joint exercise participation</td>
<td>- Bi-annual joint exercise participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Bi-annual Sentry Aloha/Savannah/Eagle participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.4.3. Pursue modernization conferences</strong></td>
<td>- WEPTAC attendance</td>
<td>Quarterly</td>
<td>138 FW STAFF</td>
</tr>
<tr>
<td>2.4.3.1. 100% WEPTAC and WSC attendance</td>
<td>- NGAUS attendance</td>
<td></td>
<td>Group/CCs</td>
</tr>
<tr>
<td>2.4.3.2. 100% NGAUS Attendance</td>
<td>- Weapon System/OG/MXG/MSG Council</td>
<td></td>
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<tr>
<td></td>
<td>- Aerospace Control Alert Council</td>
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</table>
**APPENDIX C: RELATIONSHIPS**

The Wing’s relationships with internal and external communities is vital to securing the future. Healthy relationships help attract and retain top Airmen and employees as well as position the Wing positively, which increasingly improves the ability to resource the force. The goal is to continue to build trust and enduring relationships with local, state, tribal, national and international entities.

**GOAL 3.1: BUILD SUSTAINABLE LOCAL ALLIANCES**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| **3.1.1.: Grow relationships with local communities**                     | - Host a community leader event every 6-months.  
- Increase local school and organization visits by 50% by end of FY2018.  
- Increase 138 FW charitable involvement 20% by end of FY2018.  
- All queries and response time line within 24-hours.                | Semi-Annually | 138 FW Staff |
| 3.1.1.1. Host community & business leadership tours                      |                                                                                                                                                                                                             |               |            |
| 3.1.1.2. Establish partnership with schools and organizations            |                                                                                                                                                                                                             |               |            |
| 3.1.1.3. Support charitable involvement                                  |                                                                                                                                                                                                             |               |            |
| 3.1.1.4. Quickly respond to community queries                            |                                                                                                                                                                                                             |               |            |
| **3.1.2.: Increase public awareness and understanding of the mission, people, capabilities and future of the 138th Fighter Wing** | - Develop Public Affairs hometown communications plan by Jan 2019.  
- Improve multi-media communication tools by Jan 2019.  
- Support local events.  
- Update 138 FW social media page bi-weekly.  
- Conduct annual Media Day to include outlets from surrounding communities; focused on different areas of the wing each year. | Quarterly 138 FW Staff Group/CCs PA |
| 3.1.2.1. Develop a Wing Strategic communication plan                      |                                                                                                                                                                                                             |               |            |
| 3.1.2.2. Improve interactive multi-media Wing communication tools        |                                                                                                                                                                                                             |               |            |
| 3.1.2.3. Provide support for patriotic events                            |                                                                                                                                                                                                             |               |            |
| 3.1.2.4. Maintain robust Public Affairs engagement                       |                                                                                                                                                                                                             |               |            |
| 3.1.2.5. Host annual media day                                           |                                                                                                                                                                                                             |               |            |
| **3.1.3.: Provide Defense Support to Civil Authorities (DSCA)**           | - Develop a Wing DSCA Response Capability Plan by FY2019.  
- Review/update/develop wing MOA /MOUs to provide emergency support through Mutual Aid Agreements by FY2019.  
- Fully train two officers and assigned as NE region liaison officers by FY2020. | Quarterly      | MSG CES LRS SFS XP EM CP |
| 3.1.3.1. Build and maintain a DSCA response capability continuity plan   |                                                                                                                                                                                                             |               |            |
| 3.1.3.2. Review/update/develop Wing MOAs/MOUs with state and local agencies |                                                                                                                                                                                                             |               |            |
| 3.1.3.3. Maintain fully trained county liaison officers                  |                                                                                                                                                                                                             |               |            |
| **3.1.4.: Strengthen Outreach Support To DOD STARBASE Academy and the Thunderbird Youth Challenge Program** | - Develop an outreach support plan by Jan 2019.                                                                                                                                       | Semi-Annually | 138 FW Staff |
| 3.1.4.1. Increase wing outreach support                                 |                                                                                                                                                                                                             |               |            |
| **3.1.5.: Increase public awareness and understanding of the mission, people, capabilities and future of the 138th Fighter Wing** | - Develop a Wing Strategic communication plan by Jan 2019.  
- Improve multi-media communication tools by Jan 2019.  
- Support local events.  
- Update 138 FW social media page bi-weekly.  
- Conduct annual Media Day to include outlets from surrounding communities; focused on different areas of the wing each year. | Quarterly 138 FW Staff Group/CCs PA |
| 3.1.5.1. Develop a Wing Strategic communication plan                      |                                                                                                                                                                                                             |               |            |
| 3.1.5.2. Improve interactive multi-media Wing communication tools        |                                                                                                                                                                                                             |               |            |
| 3.1.5.3. Provide support for patriotic events                            |                                                                                                                                                                                                             |               |            |
| 3.1.5.4. Maintain robust Public Affairs engagement                       |                                                                                                                                                                                                             |               |            |
| 3.1.5.5. Host annual media day                                           |                                                                                                                                                                                                             |               |            |
### GOAL 3.2: SHAPE LONG-TERM INTERNAL AND EXTERNAL RELATIONSHIPS WITH EFFECTIVE COMMUNICATION

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| **3.2.1.: Improve relationships with clear and continual internal communication with our Airman and their families**  
3.2.1.1. Effective communication  
3.2.1.2. Timely feedback  
3.2.1.3. Commanders call  
3.2.1.4. Increase staff meeting messaging  
3.2.1.5. Increase command personal messaging  
3.2.1.6. One-on-One supervisory to Airman meetings  
3.2.1.7. Review/update/develop wing working groups  
3.2.1.8. Wing newsletter  
3.2.1.9. Social media updates  
3.2.1.10. Wing mentorship program  
3.2.1.11. Town hall meetings | - Achieve “Highly Effective” rating for all Inspections.  
- Score >90% effective communication ratings on DEOCS survey by FY2019.  
- Zero overdue feedbacks or appraisals by FY2020.  
- Conduct semi-annual FW/CC calls.  
- Develop staff meeting communicator by FY2019.  
- Increase sporadic ‘thinking of you’ emails, letters, phone calls.  
- Formalize quarterly supervisory meetings.  
- Review/update/develop wing working groups.  
- Update distribution lists by FY2019.  
- Develop a Wing newsletter by FY2019.  
- Update all social media platforms by Jan 2019.  
- Develop Wing mentorship program by FY2019.  
- Conduct unit town hall meetings once a year. | Quarterly | 138 FW Staff |
| **3.2.2.: Continue persistent mission focused external communication**  
3.2.2.1. Increase external relationships  
3.2.2.2. Increase meeting messaging  
3.2.2.3. Increase One-on-One meetings  
3.2.2.4. Increase personnel holding staff positions at NGB, ACC and etc. | - Develop a Mission Focused External Communication Plan by FY2019.  
- Develop meeting communicator by FY2019.  
- Increase One-on-One mission focused external meetings by 10% by FY2019.  
- Continue mentoring Airmen to broaden careers.  
- Provide career paths for Airmen who take staff positions. | Semi-Annually | 138 FW Staff |

### GOAL 3.3: FORGE MISSION-FOCUSED, ENDURING RELATIONSHIPS TO STRENGTHEN GLOBAL SECURITY

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURABLE CRITERIA</th>
<th>WHEN MEASURED</th>
<th>P.O.C.</th>
</tr>
</thead>
</table>
| **3.3.1.: Increase the State Partnership Program (SPP) participation**  
3.3.1.1. Active Working Group  
3.3.1.2. Training missions with SPP country | - Increase state partnership program participation.  
- Develop a SPP working group with semi-annual meetings by end FY2018.  
- Conduct SPP mission once every three years. | Semi-Annually | 138 FW Staff |