

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](http://ahhatulsa.submittable.com/submit)

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

## PROJECT BACKGROUND

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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

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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 & MAINTAINENCE

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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

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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

PHASE 1: CALL TO ARTISTS	1: Call to Artists Issued	Fri, May 15, 2020
	2: Optional Informational Conference Call	Wed June 3rd, 2020 – 11 AM CDT
	3: Deadline (TIME OF RECEPTION)	<b>Tue, June 23rd, 2020 – 5 PM CDT</b>
PHASE 2: REVIEW	4: Shortlisting Review	Tue, June 30th, 2020
	5: Final Interviews	Tue August 4th, 2020
PHASE 3: IMPLEMENTATION	6: Contract Negotiation Period	August/September 2020
	7: Fabrication	Following notice to proceed
	8: Opening	Per approved schedule
	9: Continued Maintenance	Ongoing

### 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

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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

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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

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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

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## STAKEHOLDERS

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### 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 O-38E, O-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

Technical Sergeant Marshal (Moo) Dakota Roberts, 28 of Claremore, Oklahoma died in combat on Wednesday, March 11, 2020 while deployed in support of Operation Inherent Resolve in Iraq. He was born January 29, 1992, in Tulsa, Oklahoma. Marshal's parents, Sally Borrell and Randy Roberts, raised Marshal in the community of Owasso, Oklahoma. Marshal graduated from Owasso High School in 2010.

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/](https://www.google.com/maps/) (36° 13' 11.1" N, 95° 52'43.9" 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

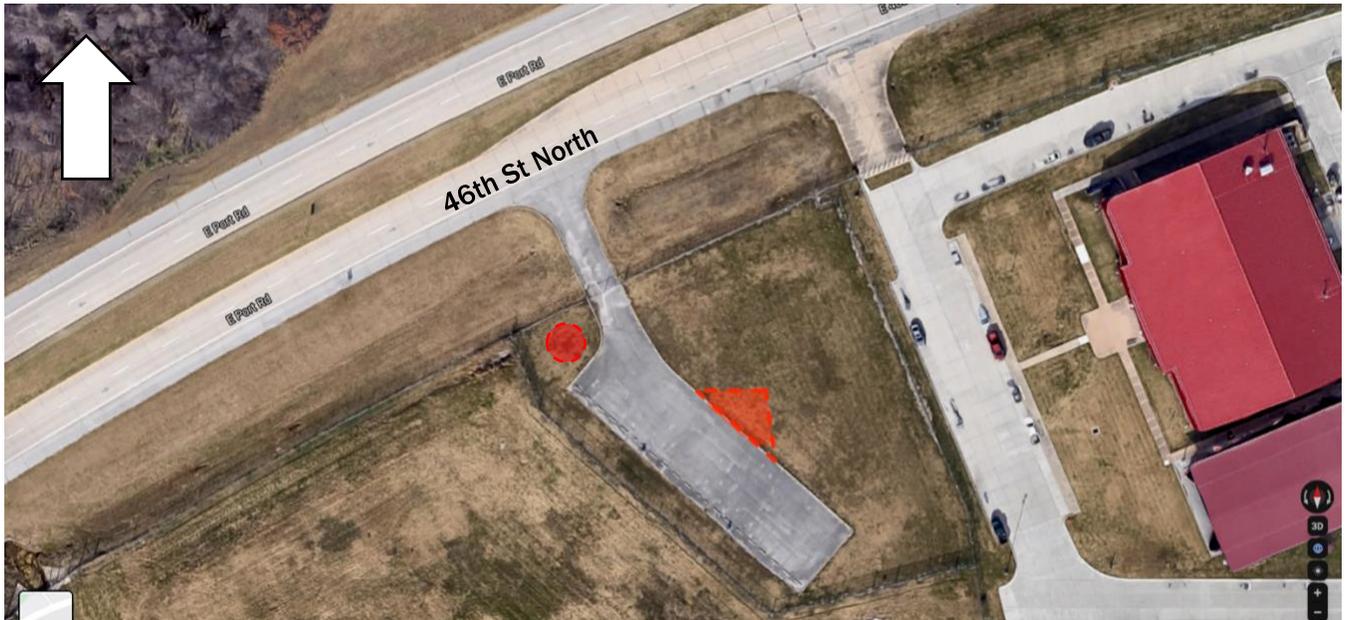


Figure 5 (above) An aerial of the project site



Figure 6 (above) The project site, looking south



# STRATEGIC MASTER PLAN

# TULSA

2018 - 2028



**1 3 8 T H**  
**FIGHTER WING**

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**OKLAHOMA**  
**AIR NATIONAL GUARD**

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**138FW.ANG.AF.MIL**

F-16C



138TH FIGHTERWING  
2017 STRATEGIC PLANNING CONFERENCE  
POSTOAK LODGE

# FOREWORD

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

# LEGACY

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 O-38E, O-52 and L-5.

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1940-1945



O-38E



O-52



L-5

1950-1957



F-51

1957-1960



F-86D/E

1960-1968



C-97G

1968-1973



C-124C

1973-1978



F-100D/F

1978-1993



A-7D/K

1993-PRESENT



F-16C/D



# PRIORITY 1

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## 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: 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.





# PRIORITY 1

## READINESS

(CONT.)

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

#### 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.

# PRIORITY 1

## READINESS

(CONT.)

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

#### 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.



# PRIORITY 2

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## LETHALITY

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.



# PRIORITY 2

## LETHALITY

(CONT.)

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

#### 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.

# PRIORITY 2

## LETHALITY (CONT.)

### 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.



# PRIORITY 2

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## LETHALITY

(CONT.)



### GOAL 2.4: FULL SPECTRUM READINESS

#### 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 moderm to advocate, prioritize and publish requirements to stay modernized and relevant. Attending every worthwhile conference available will expand Tulsa's sphere of influence.

# PRIORITY 3

## 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

#### 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

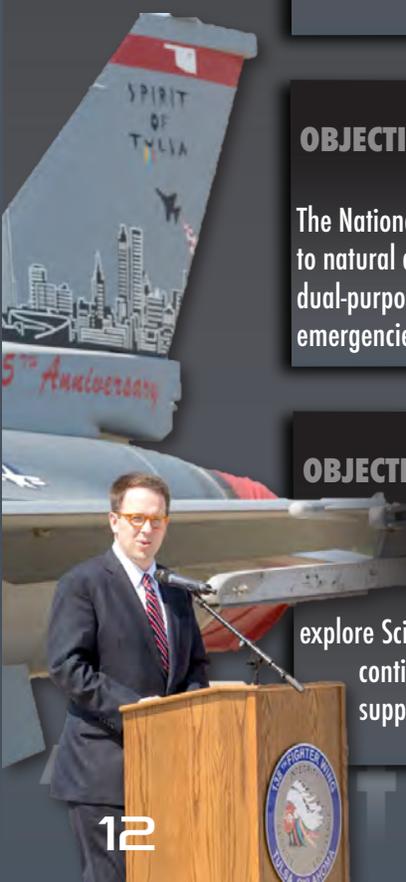
The Wing will showcase its professionalism, expertise, and the caliber of our Airmen with "The Tulsa Standard" during recurring patriotic events, flyovers, equipment displays, and local speaking engagements. All available media will be leveraged to facilitate ease of access, increase visibility of the 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.



# PRIORITY 3

## RELATIONSHIPS

(CONT.)

### 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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>1.1.1. Take care of our airmen, civilians, and their families</b> 1.1.1.1. Recognize our airmen 1.1.1.2. Foster a positive climate	<ul style="list-style-type: none"> <li>- Enhance monthly unit level award programs</li> <li>- Foster high morale with inclusive and diverse climate</li> </ul>	Monthly	138 FW STAFF Group/CCs SQ/CCs EO
<b>1.1.2. Cultivate America's most resilient Airmen</b> 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	<ul style="list-style-type: none"> <li>- &gt;95% AFPT pass rate</li> <li>- 100% manning in Chaplain Corp and DPH</li> <li>- 0 suicides</li> <li>- Develop key spouse program by FY2019</li> <li>- Recognize spouses support</li> </ul>	Quarterly	138 FW STAFF MDG FSS CH
<b>1.1.3. Attract and retain America's best Airmen</b> 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	<ul style="list-style-type: none"> <li>- 100% end strength NGB goals</li> <li>- Retain 80% of our eligible first term Tulsa Vipers</li> <li>- Increase effective manning 2% annually over the next 5 years to 90% by FY2022.</li> <li>- Increase use of targeted incentives to attract and retain critical AFSCs</li> </ul>	Monthly	138 FW STAFF Group/CCs SQ/CCs FSS
<b>1.1.4. Develop the world's most lethal total force Airmen</b> 1.1.4.1. Always ready 1.1.4.2. Fully trained	<ul style="list-style-type: none"> <li>- Ensure 100% airmen are UTC deployable and fully trained</li> <li>- Conduct monthly unit level UTA planning</li> <li>- Review manning document quarterly to ensure effective manning is maximized</li> </ul>	Quarterly	138 FW Group/CCs SQ/CCs XP



# APPENDIX A:

## READINESS

(CONT.)

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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>1.2.1. Same Mission. Same Vision. Same Team</b> 1.2.1.1. No silos 1.2.1.2. Develop "big-picture" airmen 1.2.1.3. Airmen centered: Mission focused 1.2.1.4. Aligned with HHQ vision	<ul style="list-style-type: none"> <li>- Continue a culture of shared responsibility to ensure mission accomplishment</li> <li>- Encourage and reward career broadening positions in the wing and at HHQ</li> <li>- Ensure airmen knows the mission of the 138 FW</li> <li>- Ensure the 138 FW is strategically aligned with the future of the Total Force</li> </ul>	Quarterly	138 FW STAFF Group/CCs
<b>1.2.2. Shape resource conscious airmen</b> 1.2.2.1. Maximize airmen's time 1.2.2.2. Every airmen is a steward 1.2.2.3. Minimize gap between actual and planned execution rate	<ul style="list-style-type: none"> <li>- Develop annual wing UTA training plans</li> <li>- Keep GTC delinquency rate &lt;2%</li> <li>- &gt;80% actual vs planned execution rate</li> </ul>	Quarterly	138 FW STAFF Group/CCs SQ/CCs CPTF
<b>1.2.3. Promote a culture of continuous process improvement</b> 1.2.3.1. Increase and utilize Lean/Sig Sigma Green Belts 1.2.3.2. Utilize waivers for non-mission essential distractions	<ul style="list-style-type: none"> <li>- Develop 2 Green Belts annually</li> <li>- Complete 5 Green Belt projects annually</li> <li>- Create an easy to use waiver process and unit waiver SMEs</li> </ul>	Monthly	138 FW STAFF FSS

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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>1.3.1. Update and build facilities to meet next generation integration requirements</b> 1.3.1.1. Build MTC - LVC capabilities 1.3.1.2. Build POL 1.3.1.3. Build Munitions storage area 1.2.1.4. Build new LRS warehouse 1.3.1.5. Update Operations building 1.3.1.6. Build SCIF	<ul style="list-style-type: none"> <li>- MTC completed NLT FY2019</li> <li>- POL completed NLT FY2020</li> <li>- New LRS warehouse completed by FY2021</li> <li>- Munition storage area completed NLT FY2024</li> <li>- New Operations building completed NLT FY2027</li> <li>- SCIF completed NLT FY2028</li> </ul>	Quarterly	138 FW STAFF Group/CC CES
<b>1.3.2. Upgrade airspace capacity and range capabilities to improve aircrew training to engage current and future threats successfully</b> 1.3.2.1. Bison MOA expansion 1.3.2.2. Vance MOA usage agreements 1.3.2.3. Smoky Range improvements	<ul style="list-style-type: none"> <li>- Vance MOA usage agreement finalized NLT FY2019</li> <li>- Smoky Range threat replication upgrade NLT FY2019</li> <li>- Bison MOA expansion IOC NLT FY2025</li> </ul>	Quarterly	138 FW STAFF OG

# APPENDIX B:

## LETHALITY

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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>2.1.1. Persistent, 100% effective Aerospace Control Alert – 24/7/365</b> 2.1.1.1. 100% execution of NORAD ATO tasking 2.1.1.2. Meet NORAD/CC's desired response time 2.1.1.3. Mission ready rating for all NORAD/1AF inspections	<ul style="list-style-type: none"> <li>- MC rates for ACA assigned aircraft</li> <li>- Response times for all practice and active scramble events</li> <li>- Alert Force Operational Assessment and Alert Force Evaluation reports</li> </ul>	Quarterly	138 FW OG Det 1

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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>2.2.1. 100% completion of Ready Aircrew Program (RAP) Training Plan</b> 2.2.1.1. Optimize monthly average CMR/probation/recert 2.2.1.2. >90% effective sorties per monthly flying calendar 2.2.1.3. 100% quarterly RAP training plan completion on primary and secondary missions 2.2.1.4. <5% non-RAP sorties flown 2.2.1.5. Aggressively pursue contract Red Air	<ul style="list-style-type: none"> <li>- Effective sortie completion -vs- monthly flying calendar plan</li> <li>- Quarterly completion rates for annual RAP requirements</li> <li>- Probation and Non-CMR pilot rates</li> <li>- RAP -vs- total sorties flown</li> <li>- Red Air sorties flown</li> </ul>	Monthly  Quarterly	OG FS DOW DOT
<b>2.2.2. Sustainable pilot qualification program</b> 2.2.2.1. Achieve optimum FE/IP/4FL/2FL/ WG ratios 2.2.2.2. 90-100% effective manning for LOX 2.2.2.3. Complete 1-2 IPUG upgrades annually	<ul style="list-style-type: none"> <li>- Define optimum balance of pilot LOX qualification NLT Sep 2018</li> <li>- Effective manning on LOX</li> <li>- Upgrade training plan completion status</li> <li>- IPUG completion status</li> </ul>	Quarterly	OG FS OGV DOT
<b>2.2.3. Accurate readiness reporting</b> 2.2.3.1. 100% on time reporting 2.2.3.2. 100% accurate reporting	<ul style="list-style-type: none"> <li>- Quarterly Group level readiness review</li> <li>- On time DRRS reporting rates</li> <li>- Semi-annual wing readiness trends review</li> <li>- Annual CCIP readiness reporting inspection</li> </ul>	Quarterly  Semi-Annually  Annually	138 FW All CCs LRS/LGRDX  LRS/LGRDX  IG
<b>2.2.4. Maximize additional warfighter training</b> 2.2.4.1. 100% attendance for first tour pilots	<ul style="list-style-type: none"> <li>- Hi AOA</li> <li>- Weapons System meetings</li> <li>- Warfighter</li> <li>- Link school</li> </ul>	Semi-Annually	OG FS OSS

# APPENDIX B:

## LETHALITY

(CONT.)

### GOAL 2.3: ESTABLISH THE 138 FW AS AMERICA'S MOST ACCESSIBLE COMBAT READY AIRCRAFT

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>2.3.1. Maximum sustainable aircraft availability</b> 2.3.1.1. Improved Aircraft Availability (AA) rates to accomplish FSR & RAP requirements 2.3.1.2. 100% sortie completion for COCOM assigned ATO missions	<ul style="list-style-type: none"> <li>- AA Rates</li> <li>- Aircraft Commitment Rates</li> <li>- MC Rates</li> <li>- Utilization Rates</li> <li>- Sortie completion for COCOM assigned ATO missions</li> </ul>	Monthly  Quarterly (or as required)	MXG
<b>2.3.2. Implement innovative solutions to increase sortie production</b> 2.3.2.1. Zero shortages in critical AFSC manpower positions 2.3.2.2. Manpower studies 2.3.2.3. TFI manpower implementation 2.3.2.4. Identify & implement optimum O&M flying calendar	<ul style="list-style-type: none"> <li>- Critical AFSC manning</li> <li>- TFI integration</li> <li>- AGR/Technician manning</li> <li>- O&amp;M flying calendar deliberate planning process</li> <li>- Maintenance scheduling effectiveness</li> <li>- Flying scheduling effectiveness</li> </ul>	Quarterly	138 FW STAFF MXG OG

### GOAL 2.4: MAXIMIZE FULL SPECTRUM READINESS

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>2.4.1. Equipment Modernization</b> 2.4.1.1. Most advanced F-16 2.4.1.2. Next Gen support equipment 2.4.1.3. Responsive engagement with CODEL as requested	<ul style="list-style-type: none"> <li>- All F-16s equipped with AESA, Center display unit</li> <li>- Weapons and tactics Course attendance</li> <li>- CODEL response to queries</li> </ul>	Quarterly	138 FW STAFF Group/CCs
<b>2.4.2. Capitalize on training and exercise opportunities</b> 2.4.2.1. Increase 5th Gen exercise integration 2.4.2.2. Increase international exercise presence 2.4.2.3. Increase joint exercise participation	<ul style="list-style-type: none"> <li>- Weight of Effort</li> <li>- Annual - 5th Gen integration exercise</li> <li>- Bi-annual international exercise participation</li> <li>- Bi-annual joint exercise participation</li> <li>- Bi-annual Sentry Aloha/Savannah/Eagle participation</li> </ul>	Quarterly	138 FW STAFF Group/CCs
<b>2.4.3. Pursue modernization conferences</b> 2.4.3.1. 100% WEPTAC and WSC attendance 2.4.3.2. 100% NGAUS Attendance	<ul style="list-style-type: none"> <li>- WEPTAC attendance</li> <li>- NGAUS attendance</li> <li>- Weapon System/OG/MXG/MSG Council</li> <li>- Aerospace Control Alert Council</li> </ul>	Quarterly	138 FW STAFF Group/CCs

# 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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<b>3.1.1.: Grow relationships with local communities</b> 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	- 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
<b>3.1.2.: Increase public awareness and understanding of the mission, people, capabilities and future of the 138th Fighter Wing</b> 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	- 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
<b>3.1.3.: Provide Defense Support to Civil Authorities (DSCA)</b> 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	- 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
<b>3.1.4.: Strengthen Outreach Support To DOD STARBASE Academy and the Thunderbird Youth Challenge Program</b> 3.1.4.1. Increase wing outreach support	- Develop an outreach support plan by Jan 2019.	Semi-Annually	138 FW Staff



# APPENDIX C:

## RELATIONSHIPS

(CONT.)



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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<p><b>3.2.1.: Improve relationships with clear and continual internal communication with our Airman and their families</b></p> <p>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</p>	<ul style="list-style-type: none"> <li>- Achieve "Highly Effective" rating for all Inspections.</li> <li>- Score &gt;90% effective communication ratings on DEOCS survey by FY2019.</li> <li>- Zero overdue feedbacks or appraisals by FY2020.</li> <li>- Conduct semi-annual FW/CC calls.</li> <li>- Develop staff meeting communicator by FY2019.</li> <li>- Increase sporadic 'thinking of you' emails, letters, phone calls.</li> <li>- Formalize quarterly supervisory meetings.</li> <li>- Review/update/develop wing working groups.</li> <li>- Update distribution lists by FY2019.</li> <li>- Develop a Wing newsletter by FY2019.</li> <li>- Update all social media platforms by Jan 2019.</li> <li>- Develop Wing mentorship program by FY2019.</li> <li>- Conduct unit town hall meetings once a year.</li> </ul>	Quarterly	138 FW Staff
<p><b>3.2.2.: Continue persistent mission focused external communication</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>- Develop a Mission Focused External Communication Plan by FY2019.</li> <li>- Develop meeting communicator by FY2019.</li> <li>- Increase One-on-One mission focused external meetings by 10% by FY2019.</li> <li>- Continue mentoring Airmen to broaden careers.</li> <li>- Provide career paths for Airmen who take staff positions.</li> </ul>	Semi-Annually	138 FW Staff

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

OBJECTIVES	MEASURABLE CRITERIA	WHEN MEASURED	P.O.C.
<p><b>3.3.1.: Increase the State Partnership Program (SPP) participation</b></p> <p>3.3.1.1. Active Working Group                      3.3.1.2. Training missions with SPP country</p>	<ul style="list-style-type: none"> <li>- Increase state partnership program participation.</li> <li>- Develop a SPP working group with semi-annual meetings by end FY2018.</li> <li>- Conduct SPP mission once every three years.</li> </ul>	Semi-Annually	138 FW Staff

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