



Joint Readiness Training Center
&
Fort Polk, Louisiana

CAMPAIGN PLAN 2028

#FortPolkStrong

**JRTC & FORT POLK
2028 CAMPAIGN PLAN**



JRTC
IS THE
PREMIER CRUCIBLE
TRAINING EXPERIENCE.
WE PREPARE UNITS
TO FIGHT AND WIN IN THE
MOST COMPLEX ENVIRONMENTS.
WE ARE INSPIRING PROFESSIONALS;
TRUSTED AND RESPECTED.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

FORGING THE WARRIOR SPIRIT!

The relevance of the Joint Readiness Training Center (JRTC) has never been greater than it is today. As a Combat Training Center (CTC), **we are the Army's premier training platform to achieve lethality** – executing Large Scale Combat Operations, building allied-partner capacity, and developing multi-domain capabilities. **JRTC and Fort Polk is where the Army comes to learn and prepare units and Leaders for combat.**

While our success over the past two decades of conflict highlights our relevance, we cannot afford to maintain the status quo. As a CTC, we must continuously adapt in order to ensure that our forces are trained and ready to respond when the Nation calls. To ensure that we can Fight, Win, and Fight Again, the JRTC and Fort Polk Headquarters is moving out with a deliberate and comprehensive plan to train, recover, and modernize our Army.

The JRTC and Fort Polk 2028 Campaign Plan (*Revisit*) is an azimuth to move forward on modernization. It provides the intellectual framework that will allow both tenant and Rotational Training Units (RTU) to develop leaders, master the fundamentals, and support the Army's global commitments; all while continuing to improve Soldier, Civilian, and Family Quality of Life (QoL).

Over the next decade, JRTC and Fort Polk will provide the Army's most well-resourced training environment. The ***rigor*** throughout JRTC and Fort Polk will continue to increase through FY28, challenging our Soldiers and preparing our Army to win on future battlefields. Our formations must maintain a ***People First*** approach and cultivate a professional environment of standards and discipline where winning matters. Ultimately, our Soldiers, Civilians, and Leaders must know and understand this document in order to deliver on the commitments made.

JRTC & FORT POLK 2028 CAMPAIGN PLAN



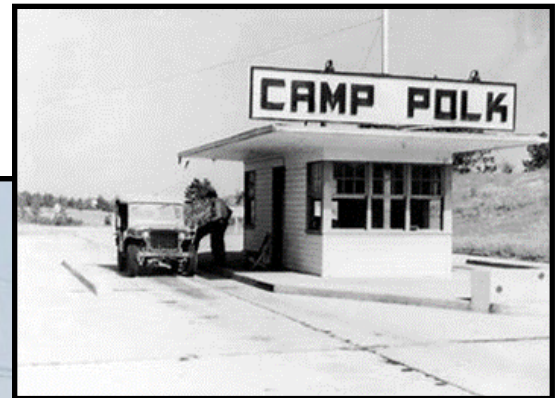
Foreword

9 August, 2021



JRTC & FORT POLK COMMANDER PRIORITIES

1. PUTTING PEOPLE FIRST
2. COMBAT TRAINING CENTER OPERATIONS
3. FORT POLK INFRASTRUCTURE
4. BAYNE—JONES ARMY COMMUNITY HOSPITAL





CAMPAIGN PLAN 2028 OVERVIEW

CSA Priorities

1. People First
2. Readiness
3. Modernization

FORSCOM Priorities

1. People First
2. Readiness
3. Modernization

JRTC & Fort Polk Priorities

1. People First
2. CTC Operations
3. Installation Infrastructure
4. BJACH

Mission

JRTC and Fort Polk train Brigade Combat Teams / Security Force Assistance Brigades to conduct large scale operations on a decisive action battlefield against a near-peer threat with multi-domain capabilities. Fort Polk enables FORSCOM units to increase readiness and support globally deployable missions while facilitating a high Quality of Life for Soldiers and Army Families.

LINES OF EFFORT

END STATE

LOE #1: People First
(Soldier, Family, Veteran, & Civilian)

The Fort Polk Team is prepared to serve our Nation and Army, providing high quality training, leader development, wellness programs, and Army Programs.

LOE #2: CTC Operations

THE premiere Combat Training Center providing the “crucible” training event to better prepare our Nations Army to deploy, fight and WIN anywhere in the World.

LOE #3: Installation Infrastructure

JRTC & Fort Polk develops sustainable solutions required to support the expanding community.

LOE #4: BJACH

Providing quality, safe care to support Fort Polk units’ capability to deploy, fight, and WIN.

The premiere U.S. Army Combat Training Center, comprised of tenant units that are “Ready Now” to deploy, fight, and win in support of the Combatant Commander’s requirements, led by leaders comfortable operating in a complex environment, poised in a community that values its Soldiers, Families, Veterans, and Civilians, prepared to support future force requirements.

80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING



"Highly trained Squads and Platoons are the foundation of Ready Units." - GEN Garrett, FC CDR

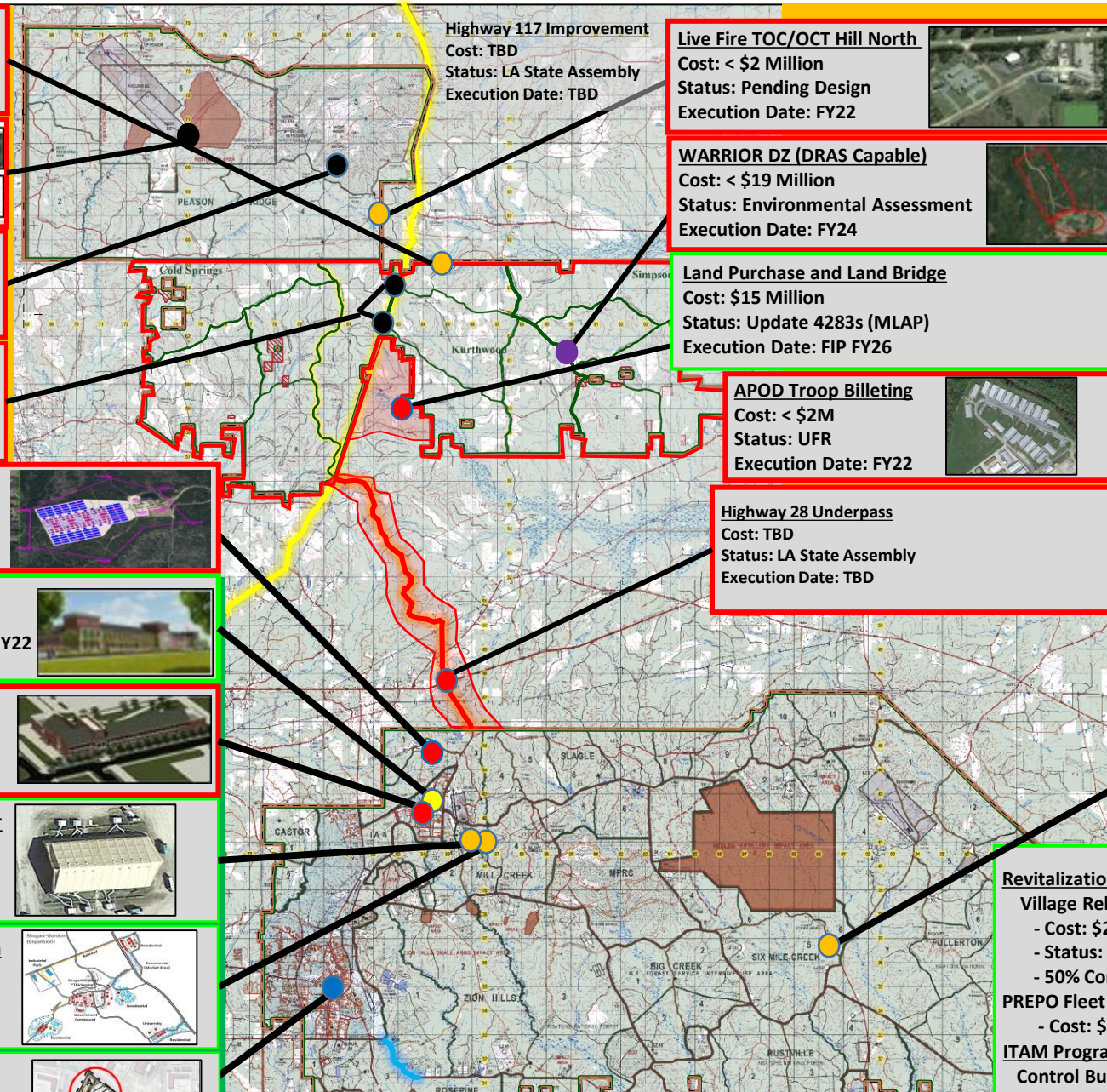
JRTC and FORT POLK 2029 (as of 5 JUN 21)

UAS Strip (Kurthwood & Cold Springs)
Cost: TBD
Status: Troop Labor
Execution Date: FY22

A2AD Live Fire Objectives
Cost: TBD
Status: Design Phase
Execution Date: TBD

Field Ammunition Supply Point
Cost: ~ \$4.5 Million
Status: #1 UMMCA FC Project
Execution Date: TBD

Bridges over Highway 117
Cost: TBD
Status: Initial Dialogue
Execution Date: TBD



Live Fire TOC/OCT Hill North
Cost: < \$2 Million
Status: Pending Design
Execution Date: FY22

WARRIOR DZ (DRAS Capable)
Cost: < \$19 Million
Status: Environmental Assessment
Execution Date: FY24

Land Purchase and Land Bridge
Cost: \$15 Million
Status: Update 4283s (MLAP)
Execution Date: FIP FY26

APOD Troop Billeting
Cost: < \$2M
Status: UFR
Execution Date: FY22

Highway 28 Underpass
Cost: TBD
Status: LA State Assembly
Execution Date: TBD

Network Modernization
Cost: \$20 Million
Status: IC3NS/CER, & Video
Execution Date: FY21-22

East Gate PEHA BLDG
Cost: < \$1M
Status: UFR Design Complete
Execution Date: FY22

Kushall Village Redesign
Cost: TBD
Status: UFR
Execution Date: FY22

Revitalization
Village Rebuild Program
- Cost: \$2.4 Million Funded
- Status: \$800K programed in FY21, & 22
- 50% Complete
PREPO Fleet Painting
- Cost: \$2.5 Million Funded (FY21)
ITAM Program
Control Burn (Kurthwoos / Simpson Road & Trail Network)
- Cost: ~\$6 Million Funded (5 Year Plan)

Mission Training Complex AAR Theater
Cost: < \$2 Million
Status: Design Complete (UFR)
Execution Date: FY22

Force Modernization
Upgraded IPU's Tactical HUB Node

Ground Threat Emitter (FY21)
2S6M1 SA-22 PANTSIR

Maneuver
BRDM2 (13x FY23) CAESAR (4x FY23)

Self Airfield Sprung Shelter
Cost: \$1M
Status: PO/SCA 2nd QTR 21
Execution Date: FY22

Shugart-Gordon Expansion
Cost: \$Varies
Status: Funded
Execution Date: FY22

NEC Building
Cost: \$25 Million (Funded)
Status: 65% Design Submitted
Execution Date: FY23

TRILOS
BTR-87 (14x FY23)

MPE (TBD)
CER (FY22)

JLTV (FY24)
PREPO FLEET

New RUBA
Cost: \$55 Million
Status: Design Phase
Execution Date: FY26

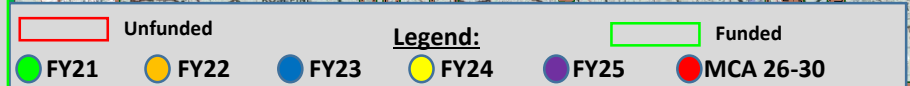
Joint Operations Center
Cost: \$55 Million (Funded)
Status: Proj Award 1 Qtr, FY22
Execution Date: FY24

AAR Theater Complex
Cost: \$27 Million
Status: CCD Complete
Execution Date: FY26

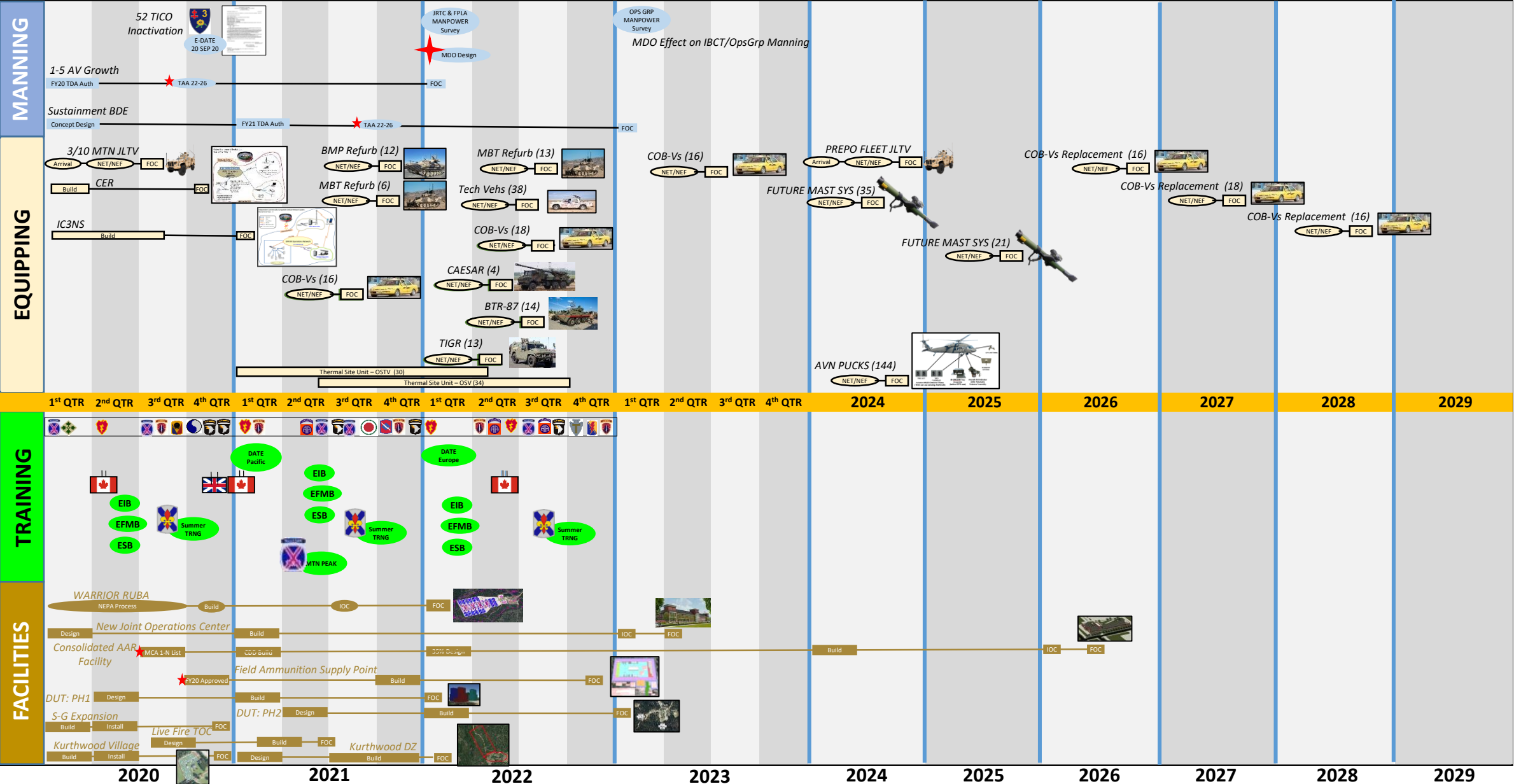
Self Airfield Sprung Shelter
Cost: \$1M
Status: PO/SCA 2nd QTR 21
Execution Date: FY22

Shugart-Gordon Expansion
Cost: \$Varies
Status: Funded
Execution Date: FY22

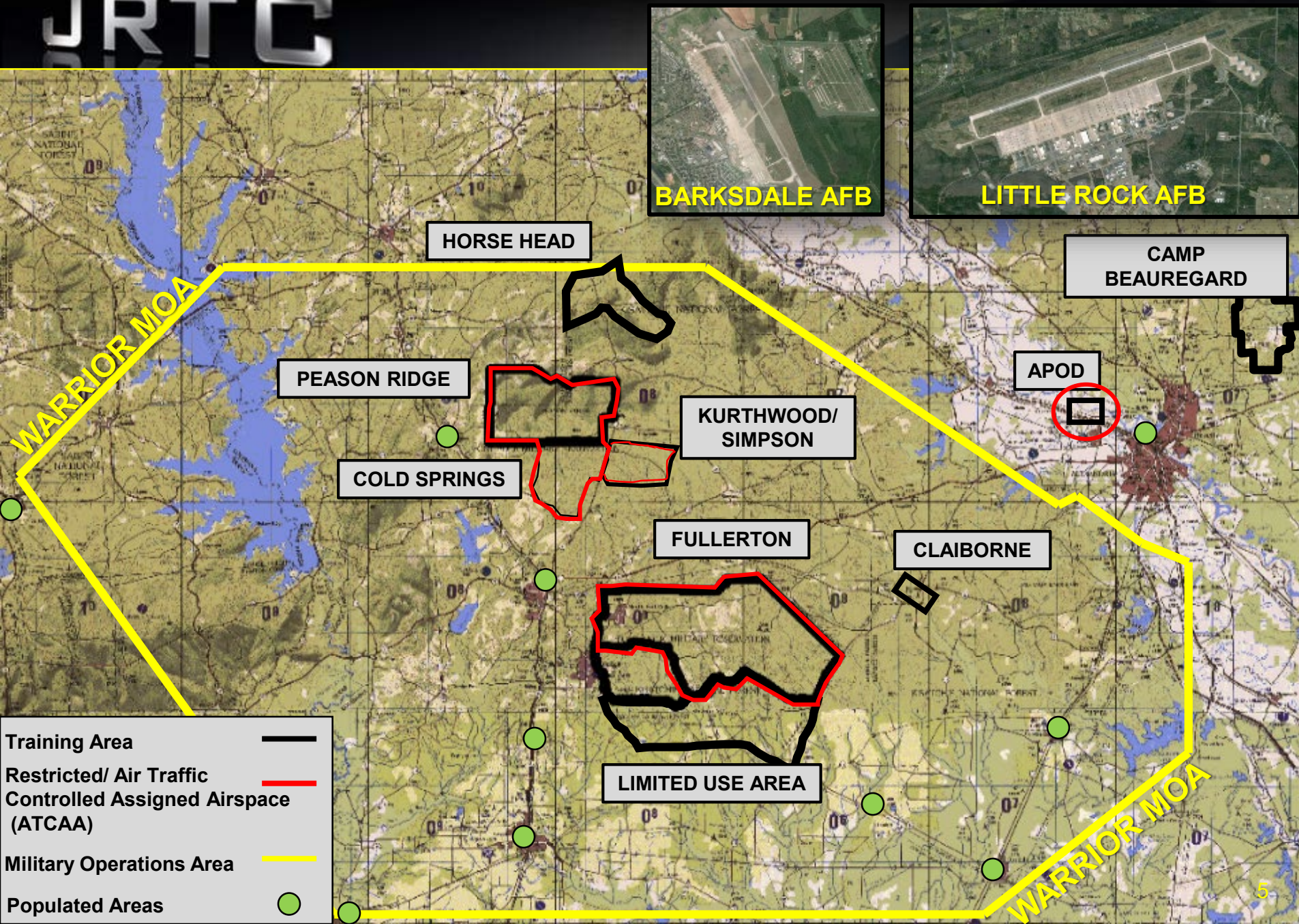
NEC Building
Cost: \$25 Million (Funded)
Status: 65% Design Submitted
Execution Date: FY23



JRTC & Fort Polk 2028



JRTC

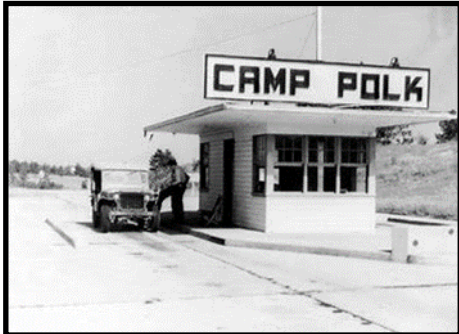


80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING



JRTC & FORT POLK 2028 CAMPAIGN PLAN



The Joint Readiness Training Center & Fort Polk Campaign Plan 2028 *(Revisit)*

Table of Contents

Introduction.....	Pg. 12
Where We Came From.....	Pg. 13
Who We Are.....	Pg. 17
What We Do.....	Pg. 22
Operational Context.....	Pg. 23



Campaign Plan Lines of Effort (LOE)

LOE #1: People First	Pg. 26
LOE #2: CTC Operations	Pg. 51
LOE #3: Installation Infrastructure	Pg. 72
LOE #4: BJACH	Pg. 93



JRTC & FORT POLK 2028 CAMPAIGN PLAN

INTRODUCTION

Purpose: *The JRTC and Fort Polk Campaign Plan 2028 (Revisit)* is designed to capitalize on the successes of the recent past while forging a course into the future. The plan strives to provide a coherent and accessible narrative of the goals our Soldiers and Leaders want to achieve. This document provides the Senior Commander's direction and vision to synchronize all enterprise objectives and goals and reduce capability gaps. It visualizes and describes the potential of the JRTC and Fort Polk, while simultaneously applying realistic and pragmatic approaches for near and mid-term objectives. JRTC and Fort Polk must attain balance between conceptual objectives (far-term) and detailed plans (near and mid-term). The Operational Environment (OE) will change and JRTC and Fort Polk will adjust to future variables. This document will incorporate the commander's guidance and lays out conditions and actions for the future. Our goal is to synchronize efforts and foster necessary change to improve the readiness of our force, develop leaders and professionals, and build capacity to accomplish the Army's required missions.

Context: *The JRTC and Fort Polk Campaign Plan 2028 (Revisit)* does not replace previous Campaign Plans, but is an extension of guidance laid out in those documents. New leadership at the Chief of Staff of the Army, Forces Command (FORSCOM), and JRTC and Fort Polk will continue to drive requirements, and update the Campaign Plan as required.

Scope: This Campaign Plan spans eight years and applies to all units assigned to or under the administrative control of JRTC and Fort Polk. It informs all other commands and agencies that support JRTC and Fort Polk. This publication is a summary of our Campaign Plan. Detailed execution is managed through annual guidance, orders, End of Rotation Reviews (ERR), Area Development Plans (ADP), and Commander's updates.

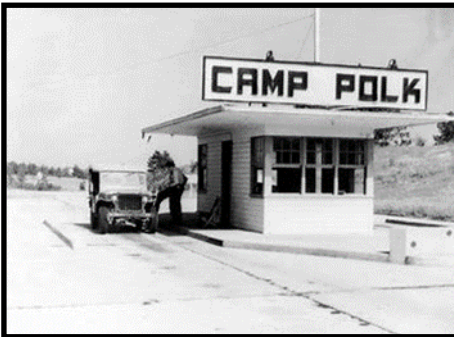
Campaign Plan Functionality: The Campaign Plan consists of four Lines of Effort (LOEs). Each Line of Effort consists of subordinate LOEs. The subordinate LOEs contain multiple objectives. A three character numeric code is used throughout the Campaign Plan to rapidly orient the reader to specific objectives within the LOEs and subordinate LOEs.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHERE WE CAME FROM

The History of Fort Polk

The U.S. Army has trained at Fort Polk since the Louisiana Maneuvers in the 1940's, the 1960-1970's Vietnam era Tiger - Land, to the Joint Readiness Training Center of today. Our military history reflects this "Readiness Focus."



Camp Polk was established on 10 January, 1941. Camp Polk's story began with the requirement for a suitable maneuver area to train the Army in large-scale mechanized tactics prior to World - War II. The United States (U.S.) Army needed to modernize its doctrine and organization in order to counter the highly successful German mobile warfare tactics being employed in Europe in the late 1930's. The first step was to secure a practical training area.

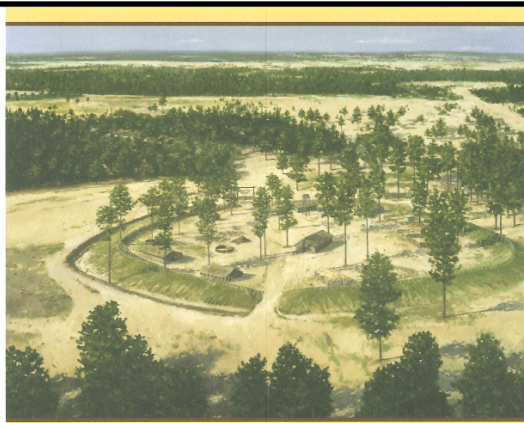
Lost

In advance of the May 1940 Louisiana Maneuvers, the Army dispatched "Rent and Claims Board" officers to persuade private landowners to allow the Army to conduct the war games on their property without charge. By April, the Army had agreements for access to over 1.7 million acres in Louisiana and some 400,000 acres in neighboring Texas. According to several accounts, infantry and armored units would often get lost during the exercises and have to ask local farmers for directions.



Tiger Ridge

From a photograph, artist Martin Pate painted the cover image portraying Tiger Ridge (also known as Tiger Town or Tiger Land). This meticulous replica of a South Vietnamese village was constructed on Fort Polk's Peason Ridge in the late 1960s. Hundreds of hours went into the planning and construction of both the village and the surrounding training areas. Tiger Ridge featured earthen berms, sharpened bamboo-stake defenses, bobby-traps, tunnels, and trap doors. For authenticity, the village was stocked with animals typically found on South Vietnamese farms. Even religious shrines were installed. No vestige of this amazing training facility remains today.



Prepared for:
Joint Readiness Training Center and Fort Polk

Prepared by:
Southeast Archeological Center
National Park Service
Tallahassee, Florida
Artist: Martin Pate, Newman, Georgia
Brochure design: Virginia Horak, SEAC

Fort Polk
Louisiana



Reunion

An article in the September 7, 1943, *Look* magazine inspired the center image. With the construction of Camp Polk and the tremendous influx of recruits and soldiers from around the country, the population of sleepy Leesville, Louisiana, exploded, jumping from 3,200 to 18,000 inhabitants before stabilizing. The war was tearing many families apart and thousands of women descended on Leesville to be near their soldier husbands. The painting portrays happy reunions. Many of the wives, however, were young, away from their families for the first time, and unprepared for the reality of housing shortages, stretched resources, and husbands soon to be shipped out.

Muddy Maneuvers

As Nazi Germany invaded one European country after another, it became apparent to all that the United States would be drawn into the conflict. The Army organized the first Louisiana Maneuvers in 1940 to test the strengths and limitations of innovations in air and armored warfare. The exercises also gave thousands of soldiers a first hint of what armed conflict would be like. In interviews, soldiers who participated in the war games all recalled oppressive heat and pervasive dust, interspersed with torrential rains that caused dirt roads and fields to merge into mile after mile of mud. In the image above, the cavalry comes to the rescue of a vehicle stuck in the mud.



On Parade

As Leesville became a center of activity, strong civic, social, and economic ties began to develop between the military and the citizenry in a spirit of cooperation that is still prevalent today. During World War II, folks organized crop drives to collect bits of metal, rubber, and other materials in short supply. Many contributed to the war effort by purchasing war bonds. Below, the soldiers parading down main street Leesville in 1943 were participating in a campaign to sell war bonds.



One important mission of the Installation Cultural Resources Management program is to document and share the history of Fort Polk. From the days of the Louisiana Maneuvers, to its designation as Camp Polk during World War II, to the present, Fort Polk has reflected a changing world while preserving the best of its traditions.

The five paintings featured in this brochure were commissioned to illustrate some of the events experienced by the thousands of soldiers who passed through the gates of Fort Polk in the service of their country. The originals are on display at the Fort Polk Headquarters, Building 305, and the Environmental Learning Center, Building 2515.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHERE WE CAME FROM

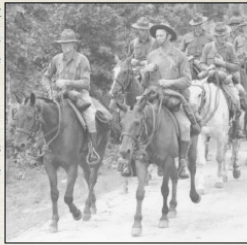
HERITAGE FAMILIES



In 1941, Camp Polk was established under imminent domain, and 250 families were evicted from their farmsteads. Many suffered acute financial hardship as a result. However, their sacrifice provided a vast training area for the largest maneuvers ever held. The displaced "Heritage Families" are commemorated for their contribution to the Army's readiness.

LOUISIANA MANEUVERS WWII

Camp Polk started as a site for the Louisiana maneuvers of WWII. During this period, the Army modernized from horse-drawn equipment to a fully mechanized force. Soldiers of the Red and Blue maneuver armies learned lessons in tactics and leadership in West Louisiana, preparing them for combat overseas.



VIETNAM WAR & TIGER LAND

Fort Polk served as the Army's largest infantry training center from 1962 until 1976. This mission involved preparing most of the infantry soldiers for combat in Vietnam: over one million infantry recruits trained at Fort Polk. It was during the Vietnam War that Fort Polk became famous for its mock Vietnam villages, known as Tiger Land.



EXERCISE SAGE BRUSH

During the Cold War, the Army wanted to prepare for a possible nuclear war and began looking for a place to conduct large-scale maneuvers. In 1955, Exercise Sage Brush began and over 85,000 troops participated in the 15 day event.

The importance of Training for Combat at Fort Polk

"I want the mistakes down in Louisiana, not over in Europe, and the only way to do this is to try it out, and if it doesn't work, find out what we need to make it work."

**General George C. Marshall,
15th U.S. Army Chief of Staff**

JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHERE WE CAME FROM



Soldiers train for combat at Fort Polk

Thousands of Soldiers learned the basics of combat at Fort Polk during the World - War II Louisiana Maneuvers. 48 of the Army's 91 divisions trained here during WWII. Generals such as Eisenhower, Patton, Bradley, and Marshall learned many lessons during the Maneuvers that were critical to their success in defeating the Axis powers.

Fort Polk was designated as an Army Infantry Training Center in 1962. Fort Polk was the Army's largest Infantry Training Center during the Vietnam War. Advance Individual Training (AIT) in "Tiger Land" was realistic with the use of Vietnamese-style training villages. Fort Polk trained over 1,000,000 Soldiers for the Vietnam.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHERE WE CAME FROM

Today's Mission and Soldier

Today's Soldier prepares to deploy, fight, and win our nation's wars at Fort Polk's Joint Readiness Training Center. JRTC continues to adapt training needs to meet today's battlefield challenges and continues to *Forge the Warrior Spirit.*










JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHO WE ARE

Fort Polk was established in 1941 as Camp Polk, after the 1940 Louisiana Maneuvers used to train thousands of Soldiers and prepare them for combat operations during World War II. That mission – to provide realistic, relevant, and rigorous training for deploying units – still exists today.

JRTC Operations Group has trained over half of the U.S. Army's Brigade Combat Teams (BCTs) in support of the Global War On Terror (GWOT).

JRTC and Fort Polk host the 3rd BCT / 10th Mountain Division;
46th Engineer Battalion, 519th Military Police Battalion,
1st Battalion / 5th Aviation Regiment, 32nd Hospital Center, and
3rd Battalion / 353rd Security Forces Assistance Command (SFAC)
Regiment.

TRAINING CENTER OF EXCELLENCE	STRATEGIC DEPLOYABILITY FORSCOM UNITS								
									
JRTC Operations Group	3 BCT 10 MTN Division	46 Engineer Battalion	519 Military Police Battalion	1-5 Aviation Regiment	32 Hospital Center	3-353 SFAC Regiment	US Army Garrison / Other Tenant Units	Medical Activity	Dental Activity

Current Strength

Active Duty	7,923	Army
Other Military	216	Air Force / TDY
Army Reserve	163	
Active Duty Dependents	12,371	
Civilian Employees	5,752	
Transient and Rotational	5,776	
TOTAL	32,201	

Fort Polk Also Supports

Retired Military / Families	11,499
Retired DOD Civilians	2,923
TOTAL	14,422

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Units:



USAG: United States Army Garrison (USAG) provides installation support for power projection, combat readiness, and mission execution for all tenant units, as well as JRTC Rotational Training Unit's (RTU). USAG also provides quality services and facilities, all while optimizing available resources, sustaining our environment, and enhancing the overall well-being of the Fort Polk community. USAG provides installation support for Human Resources; Morale, Welfare, and Recreation; Emergency Services; Logistics; Public Works; Public Affairs; Equal Opportunity; and Plans, Training, Mobilization, and Security.



JRTC Operations Group: JRTC is the premier "crucible" training experience. We prepare units to fight and win in the most complex environments. We are inspiring professionals; trusted and respected. JRTC's mission is to train Soldiers and grow leaders to deploy, fight, and win.



3-353 REGT: 3-353 Regiment is the U.S. Army Forces Command's lead for Security Cooperation and Security Force Assistance training and provides cutting edge technology and resources to individuals and units deployed worldwide.



3/10 MTN: 3/10 MTN is the largest unit on Fort Polk's installation. The "Patriots" are a combined arms, combat ready Brigade that uses realistic home station training to prepare for global contingency operations against a hybrid threat.



1-509 IN (ABN): 1-509 Infantry Regiment "Geronimo" is an Airborne Regiment who serves as the Opposing Force (OPFOR) at the Army's Joint Readiness Training Center at Fort Polk, Louisiana. Geronimo provides stressful and challenging combat conditions for JRTC RTUs as replicated national security forces, insurgents, and a hybrid threat for Decisive Action (DA) rotations.

JRTC & FORT POLK 2028 CAMPAIGN PLAN



BJACH: Bayne-Jones Army Community Hospital (BJACH) provides quality, compassionate, and accessible healthcare to Soldiers, Families, Retirees, and our Community; while supporting and enabling JRTC operations, assisting Soldiers in transition through the healing process, and ensuring the deployability and medical readiness of Soldiers assigned to JRTC and Fort Polk. BJACH is a team of professionals dedicated to delivering patient-centered healthcare, promoting wellness and inspiring trust in our beneficiaries, staff, and community.



32 HC: 32 Hospital Center provides senior level Mission Command, Health Analysis, and Army Health Systems Support to Commanders and Staff within an Area of Operations. The Hospital Center is comprised of a Human Resources section, an Intelligence / Operations section, a Logistics / Medical Logistics section, Communications section, Transportation section, and Clinical Operations section. 32 Hospital Center provides all of this for the 115 Field Hospital, 485 Preventative Medicine Detachment, 286 Medical Detachment (Surgical), 190 Medical Detachment (Intermediate Care Ward), and 433 Medical Detachment (Augmentation Detachment).



1-5 AV: 1-5 Aviation Regiment conducts general support aviation operations and provides administrative support for JRTC, Fort Polk, and the USAG, in order to train Soldiers, grow Leaders, and support the validation of units as they prepare to deploy, fight, and win our Nation's wars.



46 EN: 46 Engineer Battalion “Steel Spike” is a combat Engineer unit established in 1917. The 46 Engineer Battalion’s mission is to deploy, command and control, and execute combat and / or general engineering in support of U.S. Army, Joint, and Coalition Forces. In 1994, the battalion relocated from Fort Rucker, Alabama to Fort Polk, Louisiana due to Base Realignment and Closure (BRAC).

JRTC & FORT POLK 2028 CAMPAIGN PLAN



519 MP: 519 Military Police Battalion “Vipers” is a Military Police (MP) unit originally organized as the 15 MP Battalion in October 1927, and relocated to Fort Polk, Louisiana in August 1992. The 519 MP Battalion’s mission is to rapidly deploy and conduct Military Police operations along the Full Spectrum of Army Operations, support of JRTC and provide continuous law enforcement support to the Fort Polk community.



41 TC: 41 Transportation Company is a subordinate unit assigned to the 519 MP Battalion. The 41 Transportation - Company’s overall mission is to plan, coordinate, and execute company transportation resources in support of the 519 MP Battalion, JRTC, and Fort Polk. Without adequate transportation, successful accomplishment of the, “arm it,” “fuel it,” “fix it,” and “man it” logistical objectives would be impossible.



DENTAC: Dental Health Activity’s mission is to develop, integrate, and sustain a collaborative dental team that takes care of Soldiers and is committed to unit Readiness.



705 EOD: 705 Explosive Ordnance Disposal (EOD) Company is based at Fort Polk, Louisiana and supports 3/10 Mountain Division, covers Louisiana and Mississippi, and defeats explosives and rounds located on Fort Polk.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

Air Force Units:



Detachment 2, 18 Weather Squadron: A United States Air Force (USAF) Weather Squadron assigned to 18 Weather Squadron, XVIII Airborne Corps, Fort Bragg, North Carolina that delivers consistent, timely, and accurate weather information for Fort Polk's airspace customers and partners to enhance safe and efficient flight.



Detachment 1, 34 Combat Training Squadron: A USAF Training Squadron assigned to the 34 Combat Training Squadron (CTS), Little-Rock Air Force Base, Arkansas. 1-34 CTS executes Green Flag Little-Rock (GFLR), for Mobility Command's only joint-accredited flag level exercise. The primary objective of GFLR is to support JRTC, provide airlift missions, and ground support elements to a simulated combat environment. 1-34 CTS emphasizes joint force integration with U.S. Army Brigades, Special Operations Forces (SOF), USAF airlift and contingency response units, and International Partners staged out of Little Rock Air Force Base (Arkansas), as well as Alexandria and Fort Polk, Louisiana.



548 Combat Training Squadron: A USAF Squadron assigned to the 57 Operations Group at Fort Polk, Louisiana. The Squadron controls multi-service Close Air Support, Forward Air Control Aircraft, and Tactical - Air Control assets in combat exercises with JRTC. In addition, the 548 provides deployed unit maintenance and munitions support. It schedules and controls exercise airspace, controls Close Air Support missions, builds exercise scenarios, and provides Observer / Controllers to evaluate Tactical Air Control operations. It replicates Air Force Command and Control (C2) from division through joint task force level.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

WHAT WE DO

Mission: JRTC and Fort Polk train Brigade Combat Teams and Security Force Assistance Brigades (SFAB) to conduct large scale operations on a decisive action battlefield against a near-peer threat with multi-domain capabilities. Fort Polk enables FORSCOM units to increase readiness and support globally deployable missions while facilitating a high Quality of Life for Soldiers and Army Families.

Intent: JRTC and Fort Polk is implementing the Army's *People First* strategy. In order to accomplish this essential task, JRTC priorities are nested with the FORSCOM priorities, and drive what we do. **These three priorities are: Putting People First, Building and Sustaining Readiness, and Synchronizing Modernization Activities.**

Vision: JRTC and the Combat Training Center platform continues to evolve in order to challenge Soldiers, Leaders, and Infantry Brigade Combat Teams (IBCTs) in the most realistic, demanding, rigorous battlefield environment. Focused on large scale combat operations; JRTC will develop the expanded Peason Ridge Training Area to facilitate Multi-Domain Operations (MDO). The North Fort Polk ADP transforms with the construction of the new JRTC Operations Center; a new Rotational Unit Billeting Area (RUBA); and enhancements to the pre-positioned fleet - focusing North Fort Polk on JRTC rotations - transitioning to an "all things tactical" foundation. The South Fort Polk ADP dramatically transforms the platform where the majority of our Soldiers, Units, and Army Families are stationed, work, and live. The movement of the Operations Group to the new Joint Operations Center (JOC) at North Fort Polk allows the Fort Polk Soldier Support District to efficiently realign brigade and battalion unit footprints to build Soldier and Unit Readiness - we are focused on "all things Soldier, all things Unit, all things Readiness." As one of the four Quality of Life installations in the Army, JRTC and Fort Polk pursues multiple initiatives within: Education, Housing, Health Care, Child Care, Spouse Employment, and MWR - enhancing the Soldier and Family Quality of Life at Fort Polk to equal the world-class readiness and training achieved at JRTC.

Endstate: **JRTC is the premier United States Army Combat Training Center.**

Tenant units remain proficient in their core Mission Essential Tasks and ready to deploy, fight, and win in support of Combatant Commander requirements. Due to the rigorous training provided, Leaders are comfortable operating in a complex environment, poised in a community that values it's Soldiers, Civilians, Veterans, and Families. JRTC and Fort Polk remain prepared to support future force requirements.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

"People First - Winning Matters - Army Strong!"

**40th Chief of Staff of the Army
General McConville**



*"As we aggressively pursue our priorities, we are guided by a philosophy of **"People First!"** People are the Army's greatest strength, and we must take care of them."*



"Winning Matters is our attitude. Because when we send the United States Army somewhere, we are not going to participate. We are not going to try hard. We are going to win. And there is no second place or honorable mention in combat."

CSA Priorities:

- #1: People First**
- #2: Readiness**
- #3: Modernization**



"The Army expects a lot from their Soldiers and Families and really to maximize the Readiness of our Soldiers, they must know that the Army is caring for their Families ... People are always my #1 priority: Our Army's people are our greatest strength and our most important weapon system. Our people are our Soldiers, Family members, Department of the Army Civilians, and Soldiers for Life (Retires, and Veterans). We must take care of our people and treat each other with dignity and respect."

– GEN McConville

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Mission: FORSCOM trains and prepares a combat ready, globally responsive Total Force in order to build and sustain Readiness to meet Combatant Commanders requirements.



General Michael X. Garrett
23rd Commander U.S. FORSCOM

Freedom 6 Priorities

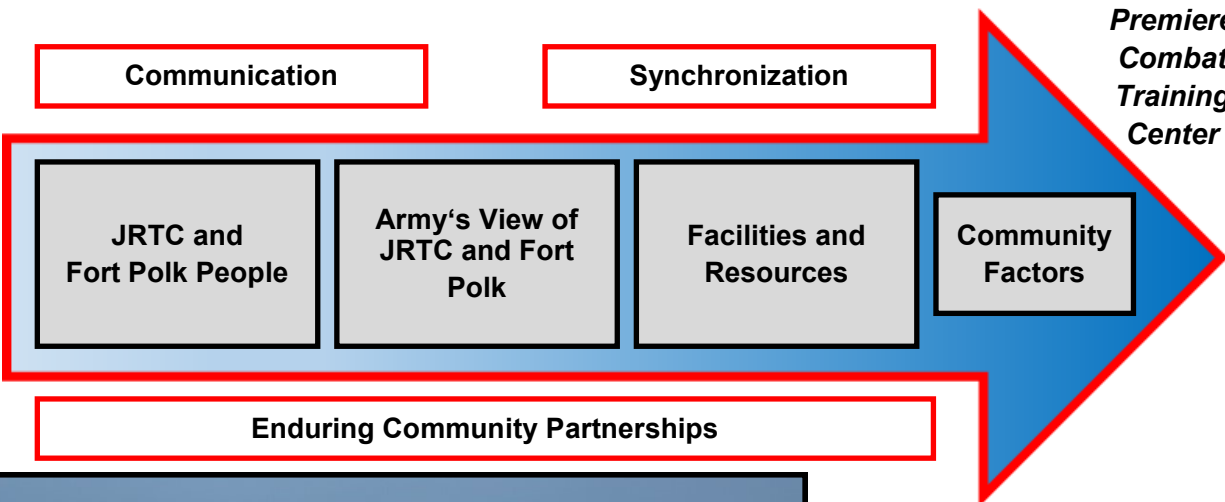
- 1. People First:** Our Army's people are our greatest strength and our most important weapon system. We must take care of our people and treat each other with dignity and respect.
- 2. Readiness:** Army leaders have a sacred obligation to build cohesive teams that are highly trained, disciplined, and fit that can win on any battlefield. We must be ready to defeat any adversary, anywhere, whenever called upon, under any condition.
- 3. Modernization:** The 2018 National Defense Strategy directs the Army to shift focus from irregular warfare to great power competition. We are at a critical inflection point and we must aggressively pursue the Army's modernization efforts in order to maintain our competitive edge.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Linking Commander's Priority and Vision

Based on the Commander's Priorities and Vision for this Campaign Plan, metrics from four focus areas will be considered to measure the success of these Priorities. Fort Polk Leaders will continue to improve the training areas and reinforce commitment to Soldiers, Families, Veterans, and Department of the Army Civilians to remain the premiere Combat Training Center in the United States Army. The four components used to measure success are: JRTC and Fort Polk Pride and Morale; the Army's View of JRTC and Fort Polk; Facilities and Resources; and Community Factors.

*US Army's
Premiere
Combat
Training
Center*



JRTC & FORT POLK 2028 CAMPAIGN PLAN

The JRTC & Fort Polk Campaign Plan 2028 Lines of Effort (LOE)

LOE #1: People First (Soldier, Family, Veteran & Civilian)

I. Line of Effort #1: People First (Soldier, Family, Veteran, & Civilian). JRTC and Fort Polk's collective mission is to ensure a premier level of readiness to tenant units as well as JRTC rotational units, providing quality services and facilities while optimizing available resources to ensure the best Quality of Life for our Soldiers, Family Members, and work force. Fort Polk is an installation focused not only on building readiness, but we also view the people as equal importance, which involves providing quality Education, Housing, Child Care, Health Care, Employment, and Recreation.

LOE #1: People First

1.1: Army Enterprise Programs & Services

1.2: Fort Polk Commander's Programs

1.3: Leader Development

1.4: Command Messaging



Near-Term Strategic Focus (FY21-23): As one of the four Quality of Life installations in the Army, JRTC and Fort Polk pursues multiple initiatives within: Resiliency, Housing, Health Care, Education, Child Care, Talent Management, Spouse Employment, and Relevant MWR Programs and Services; enhancing the Soldier and Family Quality of Life at Fort Polk to equal the world-class readiness and training achieved at JRTC.

Mid-Term Strategic Focus (FY24-26): Target and identify Soldier and Family facilities for improvement to increase Soldier and Family Quality of Life on Fort Polk. Increase opportunities for Spouse Employment by creating an effective Employment Readiness Program to improve workforce development, revisiting the Professional Certification Process, and the hiring process. Leader development through community relations, increase opportunities for Airborne, Air Assault, Jumpmaster, Pathfinder schools, honor Veterans at Fort Polk events, continue being good stewards of government property and resources, achieve mission requirements, and maintain fiscal responsibility.

Far-Term Strategic Focus (FY27-28): Focus on high payoff facilities and services for Soldiers and Family Members. This includes: improving education quality, developing a Medical Training Simulation Center (MTSC), Automated Infantry Squad Battle Course Update, and improved programs that promote dignity and respect for all of the Fort Polk community.

Endstate: The Fort Polk Team is prepared to serve our Nation and Army, providing high quality training, Leader development, wellness programs, and Army programs.

**NEAR (21-23)****MID (24-26)****FAR (27-28)**

People First (Soldier, Family, Veteran, & Civilian)

1.1: Army Enterprise Programs and Services

1.2: Fort Polk Commander's Programs

1.3: Leader Development

1.4: Command Messaging

-
- 1 3 Corrosives
- 2 Readiness Focus
- 3 Newcomers & Spouses Program
- 4 Develop Medical Training Simulation Center (MTSC)
- 5 S3 / XO / CO / 1SG Courses
- 6 EIB / ESB / EFMB Certification
- 7 Professional Certification Process
- Volunteer Corps
- Honor Veterans
- Review Course offerings provided by Accredited Universities
- 85th Anniversary Capstone Events
- Embed R2 Trainers in Units
- Improve DA Civilian Education Program
- Increase Airborne / Air Assault / JM Opportunities
- Automated Infantry Squad Battle Course Update
- Improve Education Quality
- Leader Development through Community Relations
- QoL Initiatives
- Improve Civilian / Spouse Job Opportunities

The Fort Polk Team is prepared to serve our Nation and Army, providing high quality training, leader development, wellness programs, and Army programs.



★ - CG QoL Initiatives

80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING



JRTC & FORT POLK 2028 CAMPAIGN PLAN

Objectives:

1. Maintain a positive Work Environment
2. Forging Leader Development
3. Winning the Fight for Talent
4. Quality of Life Initiatives
5. Improve Education Quality
6. Increase Spouse Employment Opportunities
7. Improve Community Relations

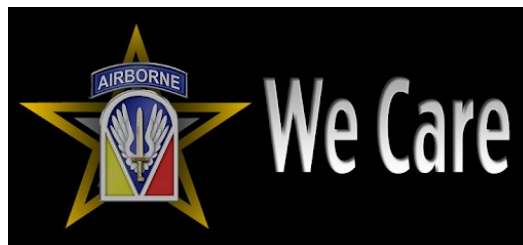


Methods:

1.1 Army Enterprise Programs and Services:

a. Maintain Trust (Near): JRTC and Fort Polk supports the Army's *People First* initiative which aims to remove the three "Corrosives" that destroy trust: Sexual Assault and Harassment; Extremism and Racism; and Suicide. These three Corrosives have no place in today's Army, and the Army Chief of Staff is looking to eradicate them from the forces. In order to conquer this initiative, JRTC and Fort Polk is focused on a collaborative approach comprised of engaged Leaders across all echelons. Leaders are partnered with the Installation SHARP, ASAP, and Suicide Prevention programs, focusing on education and prevention tools for the current generation, and enforcing a zero tolerance policy.

b. Transition Assistance Program (TAP) (Near): **Issue:** TAP is not a job-placement service, but instead a program through which a wide range of services are made available to users. **Plan:** Embed the Soldier for Life concept into the Army culture and professional military education. Coordinate and collaborate with internal and private organizations that show an interest in hiring Veterans and Soldiers in transition. Improve program efforts toward meaningful employment for transitioning Soldiers. **Benefits / Effect:** Produce more resilient Army Soldiers and Families who maintain identification with the organization after leaving and carry it into their communities. Foster and promote Army retention, both for Active Duty and Army National Guard / U.S. Army Reserve.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.1 Army Enterprise Programs and Services continued:

c. Readiness Focus (Near): Fort Polk provides units with Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADSS) support, training areas and ranges, and facilities to allow them meet readiness goals and to ensure they are prepared to deploy in support of combatant commander requirements. Our efforts to support these units will complement all other Lines of Effort. We build Fort Polk unit readiness in addition to our CTC mission. Synchronization of efforts will occur through the framework of Training, Personnel, Critical Fleet Readiness, and Deployment Operations.



d. Reduce Non-Deployables (Near): **Issue:** Quality health care is imperative for readiness and making the Army stronger. JRTC and Fort Polk is committed to providing the best Quality of Life for Fort Polk Soldiers and their Families. **Plan:** Part of that Quality of Life is the ability to seek and receive health care at BJACH and off post medical facilities. **Benefits / Effect:** Army medicine is a huge part of the Army. From a readiness perspective, having medical units closely embedded with fighting units allows Soldiers to be treated quickly in theater and returned to the fight. The Army is also taking several proactive measures to reduce the number of Soldiers who get injured. For example, the Army is changing its physical fitness program to focus more on functional movements designed to strengthen the body in ways that reduce injuries. The Army is also providing physical trainers at the small-unit level to provide better coaching on fitness and injury prevention.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program:

a. Newcomers Program (Near):

Issue: Soldier and Family Readiness is a top priority here at JRTC and Fort Polk. Our goal is to make your stay here as pleasant and memorable as possible, and to make Fort Polk a station of choice for Soldiers, Civilians, and Families.

Military:

Plan: As part of the Newcomer's Program, the Chain of Command will assign a Sponsor for all inbound Soldiers prior to their arrival. Soldiers will need to use the ARMY CAREER TRACKER's Total Army Sponsorship Program to initiate the DA FORM 5434 (Sponsorship Program Counseling and Information Sheet) and request a Sponsor. If you have not been contacted by your Sponsor, reach out and contact your gaining unit or the Installation Sponsorship Liaison at:

usarmy.polk.jrtc-hq.mbx.sponsor-request@mail.mil

Upon arrival at Fort Polk, the Fort Polk Military In-Processing Program begins from Day Zero through Day Five with focused efforts on **People First** priorities in order for the Soldiers to properly integrate into the Installation. Throughout the week, the In-Processing team facilitates Soldier's appointments with Finance, DEERS, SGLV, DD 93 Records Review, CIF, Medical, Dental, and Drivers Training. **Benefits / Effect:** All Newcomers will receive the Commanding General's Newcomer's Brief and Installation Overview Briefing. In an effort to extend **People First** to the entire community, Fort Polk is adding the Family Welcome Event for the second and fourth weeks of every month.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program continued:

a. Newcomers Program (Near) continued:

Civilian:

Plan: JRTC and Fort Polk Newcomer's Brief is a strategic process of welcoming new employees. The program formalizes the procedures involved with establishing new employee's responsibilities, and familiarizing them with JRTC and Fort Polk's rich culture. A successful on-boarding program helps prevent and address a number of important issues common to most new employees, making their transition more efficient, and more personalized. It will ultimately have a positive impact on both individual and organizational performance. Fort Polk's Civilian On-Boarding Program creates a positive experience for new employees and advances them to the desired level of productivity as quickly as possible. The Fort Polk Civilian On-Boarding Program is a 30-day process, designed to acculturate or re-familiarize new employees to Fort Polk and the Civilian Corp. **Benefits / Effect:** This program ensures newly hired employees are given the tools and guidance to embark on a career journey that will not only be fulfilling, but will provide quality and timely service to our rugged professionals and their families.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program continued:

b. Embed R2 Trainers in Units (Near): **Issue:** When a member of the JRTC and Fort Polk community is sexually harassed or assaulted, it does not only affect the victim, it affects everyone in the community. **Plan:** Provide Brigade-level Sexual Assault Response Coordinators (SARC) oversight to all tenant units, DA Civilians and Contractors within the Garrison footprint. **Benefits / Effect:** Provide Sexual Harassment / Assault prevention, education, and advocacy support and assistance to Soldiers, Family Members, Department of Defense (DoD) Civilians, and Contractors in the garrison Area of Responsibility (AOR). Staff includes one full-time Sexual Assault Response Coordinator and one full-time victim advocate. The Ready and Resilient (R2) Trainers will also provide assistance with suicide prevention and behavioral health.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program continued:

c. Volunteer Corps (Mid): Issue: The Army Volunteer Program at Fort - Polk requires a continuous replenishment of high quality, motivated volunteers in order to fill all of the positions necessary to provide the highest quality of service to our Soldiers, Families, Veterans, and Civilians. The Fort Polk Army Volunteer Program is in need of more resources to be able to effectively recruit and retain aforementioned quality volunteers. **Plan:** Increase the funds allocated to the Fort Polk Army Volunteer Program to be able to host community events geared towards the recruitment and retention of volunteers. The increase in funds will also allow the Fort Polk Army Volunteer Program to provide more incentives to those individuals interested in volunteering. The increase in funding will also assist with encouraging volunteers to utilize Volunteer Management Information System (VMIS) more frequently and effectively. Directorate of Family and Morale, Welfare and Recreation (DFMWR) will partner more with the Fort Polk Volunteer Program to be able to provide the installation with volunteers across the various organizations and units. An increase in support from marketing and Public Affairs Office will help the Fort Polk Army Volunteer Program assist with building resiliency among those stationed here. Such an increase will save Fort Polk a tremendous amount of money in salaries and other expenses. **Benefits / Effect:** The increase in funding will encourage more volunteerism across the installation and will lead to money saved in salaries and other expenses. Fort Polk will benefit from an increase in volunteering by improving the Quality of Life on the installation. Volunteering affords those stationed at Fort Polk, with the opportunity to explore what the installation has to offer and a sense of purpose. The Fort Polk Volunteer Program helps boost morale among the Soldiers and Families by being recognized for their efforts. The Fort Polk Army Volunteer Program has seen an increase in the amount of community involvement and willingness to assist various programs. In FY20 alone, the Fort Polk Army Volunteer Program saved Fort Polk \$206,145.57.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program continued:

d. Honor Veterans (Mid): Issue: Every November, JRTC and Fort Polk sponsors a Veteran's Day celebration. Veterans Day is intended to thank all those who honorably served in the military – in war time or peace time. Fort Polk does more than recognize all Veterans, it gives thanks and bestows honor to those who served our nation. It's a part of JRTC and Fort Polk's heritage and a military honor to thank every living patriot Veteran who lives near the Fort Polk community on Veteran's Day.

Plan: Use Fort Polk PAO resources to inform the community and reach out to Veteran's state wide, a week before the Veterans Day welcome home ceremony. Utilize command messaging to disseminate press releases, television appearances by the command group, installation newspaper, radio, flyers, and social media to inform the community of the event. Additional use Fort Polk facilities to house and provide meals as part of the welcome home celebration; pay homage to the fallen at the Veteran's Cemetery; pool military and community resources to recognize every Soldier, Sailor, Airmen, Marine, and Coast Guardsman who served our nation with a welcome home ceremony. **Benefits / Effect:** This community outreach provides an opportunity for our Veterans to visit the installation so Fort Polk can honor them. Feedback received by PAO through word of mouth, email and social media messaging indicates that our Veterans are excited by this opportunity. Wide and comprehensive coverage of the event shows our community that the command group and all of Fort - Polk cares about Veterans.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.2 Fort Polk Commander's Program continued:

e. **Develop Medical Training Simulation Center (MTSC) (Far):** **Issue:** On Fort Polk, there are few facilities dedicated for individual Soldiers or teams to conduct required medical training as well as few employees to sign for and maintain medical equipment and simulators. **Plan:** To develop and establish a MTSC training area on North Fort Polk. **Benefits / Effect:** By providing a dedicated training area, Soldiers and teams can be evaluated in near-realistic scenario based conditions and maintain proficiency on tasks they will perform in contingency operations.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development:

a. S3 / XO / OPS SGM Course (Near): **Issue:** Fort Polk Operations Officer (S3) / Executive Officer (XO) and Operations Sergeant Major (OPS SGM) new to the installation have a course to better prepare them for their duties. **Plan:** Fort Polk will conduct a home station S3 / XO / OPS SGM Course as an orientation for Field Grade Officers. The S3 / XO / OPS SGM Course is executed every six months for Operations / Executive Officers and Operations Sergeants Major at the Battalion and Brigade level. **Benefits / Effect:** This course prepares attendees to become familiar with managing and tracking current operations; conducting, preparing, and maintaining unit level training; while planning for future operations. Other course benefits include Inspector General (IG) functions, property accountability, ammunition / land management, maintenance management, supply and services, and other administrative functions.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

b. CO / 1SG Course (Near): Issue: It is mandatory for Company Commanders (CO) and First Sergeants (1SG) new to Fort Polk to attend the Company Commander and First Sergeant Course, to better prepare themselves for command. **Plan:** Educate new unit level Company Commanders and First Sergeants on Training and Doctrine Command (TRADOC) training guidance, philosophy, and investment strategy in the Initial Military Training (IMT) environment. **Benefits / Effect:** Provides extensive training and realistic educational experiences preparing the unit command team to lead, develop, interpret, plan, coordinate, and integrate effectively. Additionally, the training will focus on the development of management skills in support of training, injury prevention, risk management, misconduct procedures, support systems, and issues unique to the IMT environment.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

c. EIB / ESB Certification (Near): Issue: A number of Soldiers coming from Initial Entry Training (IET), Advanced Individual Training (AIT), and some mid-career Soldiers may not have the technical and tactical experience or skills to be proficient at Soldier tasks. **Plan:** Fort Polk will conduct the Expert Infantryman's Badge (EIB) and Expert Soldier's Badge (ESB) yearly in order to increase Soldier proficiency. Both test the measures and mastery of individual skills through different evaluations taking place over a five-day period. Each includes a Physical Fitness Assessment, Day and Night Land Navigation, Individual Testing Stations, and a 12-Mile Foot March, which tests the mental and physical abilities as they execute critical tasks to standard. The EIB is a symbol of tradition for the U.S. Infantryman - the ESB creates a new tradition for all Soldiers. Today, they are both a rite of passage. **Benefits / Effect:** The purpose of the EIB / ESB is to recognize Soldiers who demonstrate a mastery of critical tasks. These tasks build the foundation of individual proficiency that allow them to locate, close with, and destroy the enemy through fire and maneuver.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

d. EFMB Certification (Near): Issue: Soldiers coming from IET, AIT, and some mid-career AMEDD (Army Medical Department) Soldiers may not have the critical medical and Soldier skills to be considered certified. **Plan:** To increase the number of proficient medical Soldiers, JRTC and Fort Polk will conduct Expert Field Medical Badge (EFMB) testing on a yearly basis. A candidate must successfully perform a minimum of 33 of the 42 total tasks in four different categories: Tactical Combat Casualty Care, Warrior Skills, Casualty Evacuation, and Communications. These tasks are distributed in three Combat Testing Lanes, in addition to a Day and Night Land Navigation course, a 60 question written exam, and a 12-Mile Foot March in order to be certified. **Benefits / Effect:** Yearly certifications will enable medical personnel to sustain the proficiency, thus increasing unit readiness.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

e. **Improve DA Civilian Education Program (Mid):** **Issue:** DA Civilians lack a system to track upcoming training requirements. **Plan:** USAG Fort Polk has a very detailed Civilian Human Resources page on SharePoint, which is updated continuously by HR representatives. This information is reported to USAG staff monthly or when needed. Fort Polk Garrison has a well-defined training program that starts with a 30 Day On-boarding program for all new employees and a three to five-day Out-processing platform. The Out-processing system ensures all employees are recognized for their service to JRTC and Fort Polk and its Soldiers, Families, Retirees, and other DA Civilians as they are transitioning from the installation. Through the Army Career Tracker and Individual Development Plan, they receive tailored counseling on career goals and progression, which is tracked for completion and briefed to the Garrison Commander weekly. **Benefits / Effect:** Improvements to the program will ensure tracking DA Civilian Education is current and will identify future training opportunities.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

f. Increase Airborne / Air Assault / Jumpmaster Opportunities (Mid): **Issue:** Airborne, Air Assault, Jumpmaster, and Pathfinder schools provide an excellent opportunity to train and broaden military personnel. **Plan:** To increase opportunities for Fort Polk Soldiers to attend these specialty schools.

Benefits / Effect: As the premiere CTC for the U.S. Army, an increase in the number of certified Airborne, Air Assault, Jumpmaster, and Pathfinder Soldiers is paramount.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

g. Professional Certification Process (Mid): **Issue:** After each Permanent Change of Station (PCS) move to another state, a Military Spouse must apply for a new certification and / or license in their profession at their own expense, and is expected to meet new requirements per that state. Since military Families tend to move frequently, States should support already certified Spouses by removing burdensome recertification / relicensing requirements that prevent them from finding new positions in their new state. **Plan:** Create an effective Employment Readiness Program at Fort Polk to better synchronize with local businesses and improve workforce development. Additionally, lobby with State and local Leadership to change legislation and simplify license requirements. **Benefits / Effect:** Allows Spouses with professional certifications and licenses from other states the opportunity to seek professional employment in the Fort Polk area efficiently and without additional cost.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

h. Review Course offerings provided by Accredited Universities (Mid):

Issue: Fort Polk's Education Center offers a myriad of college courses that are available to Fort Polk's Soldiers, Family Members, Veterans, and Civilians. Both asynchronous (online) and synchronous (online but instructor led in real time) courses are offered to Fort Polk students, allowing those the opportunity to complete their undergraduate and post graduate education. Fort Polk's Education Center Staff regularly conducts a Needs Assessment to ensure that Fort Polk offers the most desired degree programs. **Plan:** The Fort Polk Education Center will continue to offer desired opportunities to attend a multitude of college classes from Accredited Universities for Soldiers, Family Members, Veterans, and Civilians. **Benefits / Effect:** Fort Polk Soldiers, Family Members, Veterans, and Civilians are able to complete undergraduate, graduate, and professional certifications in a wide range of disciplines that will increase their level of expertise, position them for promotion, and prepare them for a career change for the future.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.3 Leader Development continued:

i. **Automated Infantry Squad Battle Course Update (Far):** **Issue:** The existing Infantry Squad Battle Course (ISBC) located in the Northern Training Area is outdated and does not have the required structures, targets, and / or instrumentation to properly train our Soldiers on Individual and Collective Tasks. Additionally, this course further provides units the opportunity to detect, identify, engage, and defeat stationary and moving Armor and Infantry targets in a tactical array. **Plan:** The new ISBC will be approximately 1,000,000 square meters and include a Range Operations and Control Area, range control tower, range operations and storage building, classroom building, a covered bleacher enclosure, and a covered mess area. **Benefits / Effect:** The new ISBC will contain all of the required structures, trench complexes, machine gun bunkers, range markers, and a landing zone, within a state of the art, contemporary, modern-day training environment.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.4 Command Messaging:

a. Establish JRTC Recruitment Program - “Winning the Fight for Talent” (Near): **Issue:** “Winning the Fight for Talent” is important for any organization. When you are the U.S. Army’s premiere training center for Soldiers heading into combat, it becomes an even more paramount task, as it takes the best to train the best. That’s the goal of the Joint Readiness Training Center and Fort Polk: recruit the most talented Observer, Controller / Trainers (OC/T) and Leaders. Too often we rely on the Army to send Soldiers and Leaders to Fort Polk to fill vacant positions. When top talent leaves Fort Polk for other locations, they leave a void in the workforce. Their absence will be impactful until their replacement is in place. This creates a vacuum in the military unit’s mission, as well as the collaborating workforce. If the right person is not hired in the right position, it can be counterproductive as well. **Plan:** By developing a Recruiting Team we may be able to identify top talent and communicate what a great installation Fort Polk is for Soldiers and their Families. **Benefits / Effect:** This program to recruit top talent to Fort Polk will reduce the amount of turnover and shortages of top talented personnel at Fort Polk. The end state helps ensure that Fort Polk continues to receive the best talent to train the best Soldiers.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.4 Command Messaging continued:

b. Quality of Life (QoL) Initiatives (Near): **Issue:** As one of the four Quality of Life installations in the U.S. Army, JRTC and Fort Polk pursues multiple ***People First*** initiatives within: Education, Housing, Health Care, Child Care, Spouse Employment, and MWR activities - enhancing the Soldier and Family Quality of Life at Fort Polk to equal the world-class readiness and training achieved at JRTC. **Plan:** U.S. Army Leaders have identified 5 priorities to improve Quality of Life for Soldiers, Veterans, and their Families: Housing, Health Care, Child Care, Spouse Employment, and PCS moves. Fort Polk has seen the effects of the focus on Quality of Life. Approved projects include: Climate Controlled Family Activity Center, Installation / Community 50-meter Pool, name brand Dining on Fort Polk, Summer Camps for Fort Polk Kids, Modernization of the Geronimo Dining Facility, Child and Youth Services (CYS) Playground Equipment, *The Forge* Restaurant at the Warrior Center (renovation), Turf Athletic Field with “Energy Return” track with lighting, consolidated CYS Facility, and illuminated Main Post Walking Trails. **Benefits / Effect:** Fort Polk recognizes the challenges our Soldiers and Families face. These QoL issues are designed to alleviate some of the additional burden by providing a higher quality of service for Families, so that Soldiers can focus on mission readiness.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.4 Command Messaging continued:

c. **Leader Development through Community Relations (Mid):** **Issue:** Fort Polk and Leesville are two separate communities. Each community has its leaders, infrastructure, rules, regulations, and community needs. Each community has something to offer the other. **Plan:** Build working relationships with State and Parish local Leaders. **Benefits / Effect:** By building business relationships, Fort Polk and local Leaders will work together to attain compatible goals that would not be reached independently. This will improve the social condition of the community by making resources available to both Army personnel and city residents. The partnerships could also leverage human, financial, capital, and technical resources with each other.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.4 Command Messaging continued:

d. **Improve Civilian / Spouse Job Opportunities (Mid):** **Issue:** Military Spouses are either unemployed or underemployed. The Military Spouse Appointing Authority (EO 13743) is a great asset for Military Spouses if used as intended. The Priority Placement Program - Spouse (PPP-S) is another great program. Military Spouses who have never worked for DoD have a harder time securing higher level Appropriated Fund positions. This is due to a lack of knowledge of the processes and requirements needed for the position(s). Due to the remote location of Fort Polk, Spouses who seek professional positions may need to drive to larger cities to receive higher wages or professional employment. Many Veterans are hired into positions that require special understanding of the process, but, with an internship or a volunteer opportunity a Spouse can gain the experience needed to apply for these types of jobs. **Plan:** Conduct surveys to gain metrics in order to measure other possible barriers and challenges. Educate Spouses on how to write effective resumes. Incorporate more internships and volunteer opportunities on the installation to assist Spouses with gaining knowledge of DoD policies and procedures. **Benefits / Effect:** Incorporating internships and volunteer opportunities allows Spouses who have not worked for DoD to gain valuable knowledge on the policies and procedures used within the Fort Polk Civilian workforce, in order to better prepare them for future employment opportunities on Fort Polk.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

1.4 Command Messaging continued:

e. **Improve Education Quality (Far):** Fort Polk community school districts are academically sound. Compared with 31 Army installations, Vernon Parish School District (VPSD) and Beauregard Parish School District (BPSD) ranked among the top five. VPSD earned an “A” rating, and ranked 4th among public school systems in the State. In September 2021, the U.S. DoD Office of Local Defense Community Cooperation, will obligate \$7.5M in support of the Defense Community Infrastructure Pilot Program (DCIP). This initiative committed funding for critical infrastructure renovations for five Vernon Parish schools with the largest population of military-connected children: Leesville High School; Leesville Junior High School; Vernon Middle School; Pickering High School; and Pickering Elementary School. The Fort Polk School Liaison Officer works closely with local school boards, fostering relationships, to ensure military children are afforded a quality education, and not penalized due to differences in State standards. In order to fully support Soldier, Civilian, and Family readiness, Fort Polk is implementing additional school age programming options and extracurricular activities. Fort Polk is looking to procure programs such as Starbase and build components that would create a Department of Defense Education Activity (DoDEA) Lite. These DoDEA grants and Stem grants are vitally important as well as the change in National Defense Authorization (NOA) language allowing students stationed at rural installations to access DoDEA Virtual High School Courses. JRTC and Fort Polk is confident that these programs and facility infrastructure upgrades will encourage incoming Soldiers to PCS with their Families.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

LOE #2: CTC Operations

II. Line of Effort #2: Combat Training Center Operations. As one of three maneuver CTCs, JRTC trains approximately half of the U.S. Army's BCTs, Army National Guard, U.S. Army Reserve units, and their associated enabling units. Readiness is one of the Army's most important requirements, and influences all other operations on Fort Polk. Headquarters JRTC, Operations Group (OPS GRP), 1-5 Aviation, and all other CTC associated agencies and units synchronize their operations to support this Line of Effort. There are five subordinate LOEs associated with CTC Operations.



LOE #2: CTC Operations

2.1: Infrastructure

2.2: ITADSS Modernization

2.3: Operations Group Gaps

2.4: OE / OPFOR Modernization

2.5: Training Units

Near-Term Strategic Focus (FY21-23): The near-term strategic focus includes refurbishing our existing OE, improving the multiple battalion live fire exercises, and establishing a Sustainment Brigade to support rotational activities. During this term, we will execute actions that will lead to achieving mid- and far-term objectives. For example, adding buildings to the existing Shughart-Gordon (SG) Urban Operations site, and improving conditions in Coldsprings, Kurthwood, and Simpson Training Areas.

Mid-Term Strategic Focus (FY24-26): The mid-term strategy focuses on increasing the capabilities of the OE, moving Operations Group to North Fort and modernizing support elements for the rotational unit. Our OE must keep pace with the complexities of the modern battlefield characterized by a wide range of potential adversaries, and emerging technology of a "near-peer" hybrid threat. The main effort being modernizing the information environment infrastructure. Moving the majority of the rotational support efforts to North Fort characterizes the mid-term period. The U.S. Army Corps of Engineers (USACE) and JRTC will oversee the construction of the Operations Group JOC along with a new modern After Action Review (AAR) Theater. JRTC and FORSCOM will work to modernize the Prepositioned Fleet (PREPO) and build a PREPO maintenance facility on North Fort.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

II. Line of Effort 2 continued:

Far-Term Strategic Focus (FY27-28): The JRTC supports BCT training by providing a high fidelity OE with state-of-the-art feedback through AAR products supported by a fully integrated instrumentation system that leverages 5G and other emerging technologies. The new technology creates a robust network that seamlessly brings together live weapons effects, battlefield stimuli, constructive entities, and virtual simulators to create a fully immersive combat environment. The far-term also sees “all things Operations Group” consolidated on North Fort Polk; the rotational units will utilize new RUBA and the OPFOR fields its next generation fighting vehicle.

Endstate: THE premier Combat Training Center providing the “crucible” training event that better prepares our Nations Army to deploy, fight, and WIN anywhere in the World.

Objectives:

1. Improve the quality of training environment at JRTC
2. Modernize the support facilities
3. Create a seamless integration network for all training functions



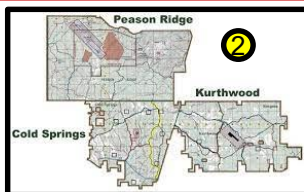
Methods:

2.1 Infrastructure:

a. **Revitalize the APOD (Near):** **Issue:** Airborne rotational units leverage the Alexandria International Airport as an Aerial Port of Debarkation (APOD). JRTC leases a portion of the airport specifically for APOD functions. The APOD area has facilities made of temporary structures and older outdated permanent structures. Continual use and upgrades have reached their limits within the APOD. **Plan:** Revitalize by improving the drainage, adding walls to the pole barn structures, and upgrading existing facilities with prime power for lighting and HVAC. **Benefits / Effect:** These upgrades will greatly enhance the units’ abilities to conduct Initial Staging Base (ISB) operations, provide sustainability, and create costs savings by eliminating lease / contract costs.



CAMPAIGN PLAN LOE #2



NEAR (21-23)

MID (24-26)

FAR (27-28)

CTC Operations

2.1: Infrastructure

2.2: ITADDS Modernization

2.3: OPS GRP Gaps

2.4: OE – OPFOR Modernization

2.5: Training Units

① Village Rebuild Program

- ▲ Revitalize the APOD
- ▲ Shughart-Gordon Expansion

② Develop Peason Training Area

- ▲ IC3NS (4G Cell)
- ▲ Modernize HICON

▲ Enhance Personnel Management

▲ Develop an OCT Ride Along Program

- ▲ OPFOR IADS Fielding
- ▲ Digital Comms - OPFOR

▲ Establish a Sustainment BDE

④ Build JOC Helipad

▲ Build OC Hill North / Peason TOC

③ Build New JOC on North Fort

- ▲ MILES Modernization
- ▲ IE Noise (Radio, TV, Internet)

▲ Establish JRTC Recruitment Program

⑨ OPFOR OSWV Fielding

⑧ Modernize the PREPO Fleet / Build PREPO Maintenance Shop

▲ AVN Deep Attack Objective

⑥ New OPSGRP Tactical Equipment Maintenance Facility

⑤ Build a new AAR Theater on North Fort

▲ Build Bridges over HWYs 28 and 117

⑦ Establish Land Bridge Between Fullerton and Peason Training Areas

▲ Integrated IS

▲ NF Infrastructure ADP

▲ OPS GRP relocate to NF

▲ Next Gen OPFOR Vehicle (OMVR)

▲ Warrior DZ (DRAS)

▲ RUBA / RUFMA 2028

THE premiere Combat Training Center providing the “crucible” training event to better prepare our Nations Army to deploy, fight and WIN anywhere in the World.



UNCLASSIFIED INFORMATION

80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.1 Infrastructure continued:

b. Build new JOC on North Fort (Mid): Issue: The current JOC conducts operations in a building built in the 1970s as an In-Out Processing Center for Soldiers. The original electrical and network infrastructure of the building was never designed for the information heavy operations of a Joint Operation Center. Over the years, the U.S. Army has added force structure to the training audience, creating demands on space not originally envisioned when the building was built. Furthermore, the JOC is located on South Fort Polk, while all the rotational training activities take place on North Fort Polk; a distance of 7 miles which impedes synchronization of operations. **Plan:** Construction of a new, modern JOC on North Fort Polk will align with the plan to establish North Fort Polk as the CTC tactical platform and the Fort Polk Master Plan. **Benefits / Effect:** Provides a modern, specifically designed, and properly sized JOC to run the U.S. Army's premier CTC.



c. JOC Helipad (Mid): Issue: North Fort Polk does not have a dedicated helipad within its footprint. With the planned move of all rotational training support transitioning to North Fort, the requirement for a helipad is crucial. Additionally, the inevitable distinguished visitor traffic in and out of the training center will demand the need for a helipad. **Plan:** Build a helicopter pad on North Fort Polk near the new JOC. **Benefits / Effect:** Facilitates the safe takeoff and landing of rotary wing aircraft on North Fort Polk. Formalizes the approach and depart of aircraft to what will become a transportation node on Fort Polk.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.1 Infrastructure continued:

d. After Action Review Theater (AAR) (Mid): **Issue:** The current building (Bldg. 1456, South Fort) was originally constructed in 1968 as a Community Movie Theater and later re-classified as an Information Processing Center. Shortfalls of the existing facility include a fire protection system, VIP viewing areas, and adequate office space. The increase from a two-battalion to a three-battalion task force greatly increased the need for additional AAR space. With the current facility, Operations Group mitigates this shortfall through timing of the AAR operations. **Plan:** Build a facility that can support the necessary space and infrastructure for OPS GRP to provide the required AARs as effectively and efficiently as possible. The facility will be located near the new JOC, provide the necessary connectivity for the required presentations and feedback need for high fidelity AARs. **Benefits / Effect:** JRTC will provide a more modern AAR experience for the RTU at a location closer to the training area.



e. Build an OPS GRP Tactical Equipment Maintenance Facility on North Fort (Mid): **Issue:** The OPS GRP maintenance facility is located on South Fort Polk, while they conduct operations on North Fort Polk. This creates unnecessary travel time and turnaround for personnel to consolidate assets in preparation for operations. **Plan:** Build a fully functional maintenance facility on North Fort Polk for OPS GRP. **Benefits / Effect:** Building the maintenance facility on North Fort Polk consolidates OPS GRP and aligns with the Fort Polk Master Plan.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.1 Infrastructure continued:

f. Build a Bridge over HWY / LA 117 (Far):

Issue: RTUs conduct live fire exercises at the Peason Ridge Training Area and must travel approximately 14 miles on public roads and cross three major State highways. One of the major highways is HWY / LA 117. The current process is to coordinate with the Vernon Parish Sheriff's Office (VPSO) to assist with traffic control. **Plan:** To mitigate safety risks, JRTC is working with the Louisiana Department of Transportation and Development (DOTD) as they develop their plan to improve and elevate HWY / LA 117, creating an underpass for military traffic. The heavier military vehicles, including tanks and heavy equipment, will use the east-west underpass while civilian traffic moving north-south use the overpass created on HWY / LA 117. **Benefits / Effect:** This plan includes cost savings by eliminating the VPSO traffic control requirement and, most importantly, increase safety for military and civilian traffic by reducing the risk of accidents.

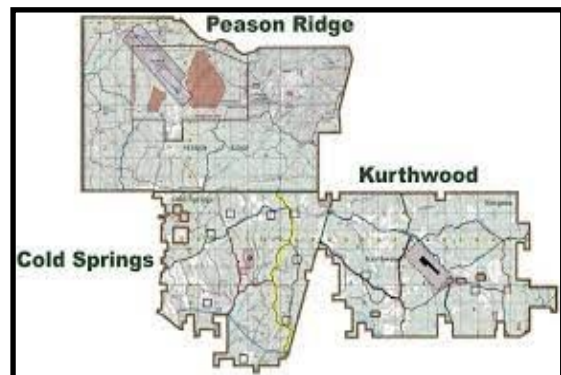
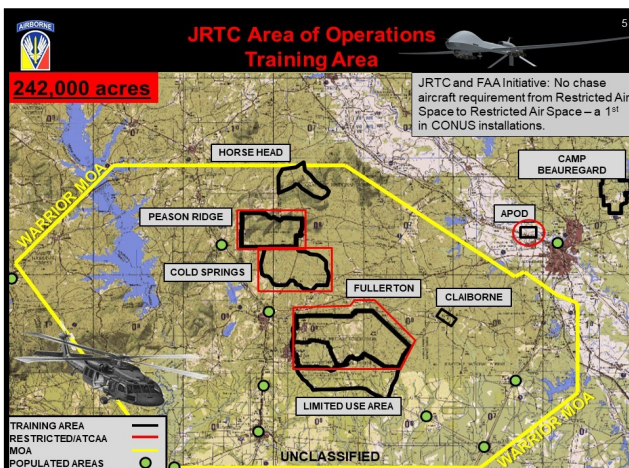


g. Build a Bridge over HWY / LA 28 (Far): **Issue:** Rotational Units conduct live fire exercises at Peason Ridge. To get to the Peason training area, the training unit must travel approximately 14 miles on public roads and cross three major State highways. One of the major highways is HWY / LA 28. The current process is to coordinate with the VPSO to assist with traffic control. **Plan:** Similar to HWY / LA 117, OPS GRP will work with DOTD to create an underpass for military traffic to cross HWY 28. The risk is greater across HWY / LA 28 because the speed limit is 65 miles per hour on a four-lane highway. **Benefits / Effect:** This plan includes cost savings from not employing Sheriff's Deputies and, most importantly, increased safety for military and civilian traffic by reducing the risk for accidents.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.1 Infrastructure continued:

h. Establish a Land Bridge between the Fullerton and Peason Training Areas (Far): **Issue:** RTUs conduct live fire exercises at the Peason Ridge Training Area and must travel approximately 14 miles on public roads and cross three major State highways. The route between the two training areas is a combination of State highways and Parish roads. The longest part of the route is on a Parish road nicknamed the “Yellow Brick Road”. Over the years developers have increasingly encroached on the right-of-way with sub-divisions and residential housing. The increased residential property closing in on “Yellow Brick Road” generates more and more noise, traffic, and dust complaints while increasing claims to the government for property damage. **Plan:** To establish a main corridor capable of supporting heavy military wheeled and tracked vehicles for RTU to convoy to Peason Ridge Training Area. The route would leverage the existing Parish road and bypass those heavily built up residential areas, by purchasing available land and restricting future development in the vicinity of the proposed route. **Benefits / Effect:** The new route would assist both Fort Polk and the local community. This plan would reduce the number of complaints and claims against the government. Additionally, it would substantially reduce risk and improve safe operations by reducing the convergence of military convoys with civilian traffic.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.1 Infrastructure continued:

i. **Build a DS / GS Rigging Facility (Far):** **Issue:** The current facilities date back to WWII. There are no suitable facilities on the installation that provide the space required. The current facilities severely restrict the flexibility required to execute current contingency operations. **Plan:** This facility will support requirements to conduct or support regularly scheduled major combined and joint exercises, while improving deployment capability and mobility proficiency. **Benefits / Effect:** This new facility will combine previously fragmented and physically separate activities into a single building, promoting greater efficiencies in operations and administrative controls, as well as, enhancing all weather operational capabilities.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.2 Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADSS):

a. **IC3NS (NEAR):** **Issue:** TRADOC G2 mandated that the CTCs replicate the current communications infrastructures expected in deployment areas of operations. In response, JRTC began steps to add capability in FY08 to support TRADOC's rotational training objective (OPFOR Cell Phone), a closed-loop Independent Commercially Compatible Cellular Network System (IC3NS) cellular phone system. Its outdated 2G Global System for Mobile Communications (GSM) network does not replicate current technology for cellular networks. **Plan:** PEO / STRI PM CT2 TSMO has begun fielding a modern network and internet infrastructure as a PoR IC3NS with sustainment in the out years. **Benefits / Effect:** Relevant and realistic 4G LTE (5G capable) cellular architecture integrated with the CER PoR to realistically access the information environment and social media from multiple platforms.



b. **CYBER Environment Replication (NEAR):** **Issue:** TRADOC G2 mandated CTCs will replicate the current communications infrastructures expected in deployment areas of operations. In response, JRTC initiated steps to add capabilities in FY08 to support TRADOC's rotational training objective for a closed-loop Cyber Environment Replication (CER) system. This is an outdated training environment based on mid to late 2000s freeware, email, and blogging technology. **Plan:** Program Executive Office Simulation, Training and Instrumentation Project Manager Cyber Test Training Threat Systems Management Office (PEO / STRI PM CT2 TSMO) has begun fielding a modern network and internet infrastructure as a program of record CER with sustainment built in the out years. **Benefits / Effect:** Relevant and realistic social media and World Wide Web (WWW) replication integrated into the cellular architecture IC3NS Program of Record (PoR) to realistically access the information environment and social media from multiple platforms.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.2 Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADSS):

c. Multiple Integrated Laser Engagement System (MILES) Modernization

(Far): Issue: The U.S. Army uses the MILES to replicate direct fire engagements on the Individual Soldiers and all vehicles. MILES also simulates live Force on Force (FoF) training exercises known as standard software protocols. This system has old integrated proprietary software that requires replacement with an up-to-date live training system. **Plan:** The U.S. Army desires all MILES to use the U.S. Army-owned open system architecture that supports the new Instrumentable-Multiple Integrated Laser Engagement System Vehicle Tactical Engagement Simulation System (I-MILES VTESS). I-MILES VTESS is a laser-based training device that supports the FoF training requirements of Soldiers occupying military vehicles with or without embedded fire-control systems, yet, versatile enough to support use on structures / fixed equipment such as bridges, bunkers, ammunition caches, refuel depots, and buildings. **Benefits / Effect:** The I-MILES VTESS will interface with the Home station Instrumentation System (HITS), Interim Range Solution (IRS), Army Mobile Instrumentation System (AMITS), and the modernized Combat Training Center Instrumentation System (CTC-IS).



d. Integrated Network / IS (FAR): Issue: The CTCs are fielded numerous PoRs from multiple Program Executive Office (PEO) Program Managers. Those PoRs have Authorities to Operate (ATO) on networks, but there is no one network of record at the CTCs that will allow for all PoRs to interconnect and integrate into the Combat Training Instrumentation System (CTIS) PoR for data collection and integration into world class AARs. **Plan:** The requirement can be developed for a PoR network to integrate all the systems, training and tactical, at the CTCs into the CTIS core database. **Benefits / Effect:** Ability to integrate training and tactical systems into a unifying Common Operating Picture (COP), as well as eliminate the “swivel chair” data collection efforts to incorporate all PoR relevant data into world class AARs.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.2 Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADSS) continued:

e. Information Environment Noise (WAVEFORM Congestion) (FAR):

Issue: The CTCs have very limited capabilities to generate the WAVEFORM Congestion that exists throughout the modern world in urban population centers that could be used to mask a BCT Radio Frequency (RF) footprint or be exploited by BCT Signals Intelligence (SIGINT) systems. **Plan:** The requirement can be developed for an ITADSS capability that simulates the WAVEFORM Congestion a BCT would encounter in a deployed information environment. **Benefits / Effect:** Enhanced training capability in a more realistic, relevant, and reliable radio frequency / WAVEFORM Congested environment to enable the full employment of intelligence assets and make use of environmental masking of a BCT RF signature.



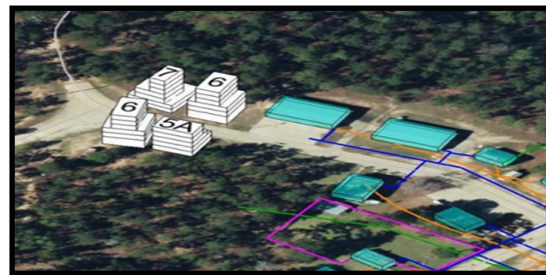
2.3 Operations Group Capability Gaps:

a. Modernize the HICON for 21st ID (Near): **Issue:** The 21st ID (notional) is the higher headquarters for the RTU during a JRTC rotation and replicates the C2 systems of a Division headquarters. The current available systems are at the end of life cycle and there is no programmatic process to technically refresh the C2 systems. **Plan:** Working in coordination with CTC Directorate (CTCD) and numerous Program Managers, JRTC is upgrading the critical C2 systems to ensure compatibility with the RTU. **Benefits / Effect:** With upgraded C2 systems the 21st ID can continue to provide high fidelity, realistic training to the U.S. Army's BCTs. The Soldiers of JRTC continue to stay current in the latest generation of U.S. Army's C2 systems. The RTU does not have to step back to previous C2 systems to be compatible with the 21st ID. C2 is more efficient, streamlined, and realistic for the training audience.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.4 Operational Environment / Opposing Force (OE / OPFOR):

a. OPFOR Communication Capability (Near): **Issue:** Currently, 1-509th IN is fielded a communication capability consistent with a 1990's Parachute Infantry Battalion. However, as the JRTC OPFOR, this Infantry Battalion is expected to replicate a Mechanized Infantry Brigade with a larger and more versatile communication capability that is also distinct from U.S. equipment. This communication capability should not only facilitate OPFOR operations, but also facilitate RTU Electronic Warfare (EW) and SIGINT training. **Plan:** The planned installation of a 5G cell phone network will make OPFOR phone calls, messages, and other information exploitable / targetable by RTU collection assets. The 1-509th IN is also pursuing a Mesh Radio Network that will allow Company to Battalion level tactical communications targetable, in order to facilitate EW and SIGINT capabilities. **Benefits / Effect:** Improved 1-509th IN communication capability will increase the RTUs ability to detect and target electromagnetic / cyber environment(s) to enhance EW and SIGINT training



b. Shughart-Gordon (SG) Expansion (Near): **Issue:** The U.S. Army continues to wrestle with how to create larger, more complex urban environments to reflect future battlefields that likely will take place in major cities. In line with this desire to create complex cityscapes for training, JRTC works to expand one of its larger Military Operations on Urban Terrain (MOUT) sites. SG is a relatively complex urban training area with a variety of multi-storied buildings, basements, elevators, and underground tunnels. However, what it lacks is tight, confining alleyways, complex road networks, high-rise builds, and subterranean areas (subways, sewers / drains). **Plan:** The SG expansion plan is a two part effort. Part one uses containerized structures to infill around the existing buildings and immediate area to create more structures, confining roads and alleys, and shantytown(s). Part two is a deliberate planning effort that creates a holistic plan to address all urban area training gaps and develops specific, shovel-ready plans to address these gaps as resources become available. **Benefits / Effect:** By expanding SG, JRTC moves in a resource constrained way, by providing the complex urban terrain needed to train for the future fight. Although not a complete solution, the expansion is a step in the right direction and lays the groundwork for future development.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.4 Operational Environment / Opposing Force (OE / OPFOR) continued:

c. Develop the Peason Ridge Training Area (Near): **Issue:** JRTC purchased land to expand the Peason Ridge Training Area. To make the area an effective, usable training area, improvements were required in both land management and infrastructure. Currently, there are minimal maneuver corridors, even for dismounted Infantry formations, requiring forest thinning, and road / trail improvements. Additionally, commercial pine plantations require revised management techniques to make areas suitable for training. **Plan:** JRTC Range Operations and DPW Environmental Branch continue to thin and clear undergrowth from the pine plantations. The Integrated Training Area Management (ITAM) program repairs, renovates, and constructs the necessary trail network to support training. Range Operations develops training objectives to include urban terrain sites, key terrain objectives, and live fire ranges in the expanded area to support ongoing and future training requirements. **Benefits / Effect:** The expansion of the Peason Ridge Training Area creates opportunities for JRTC to create new improved scenarios, providing a more realistic, complex, large-scale live fire area to challenge all training audiences.



d. Village Rebuild Program (Near): **Issue:** Large investments made in urban terrain training environments during GWOT now require maintenance to sustain these locations. Urban terrain will continue to be important element for training Infantry units. Therefore, it is important to sustain the investment and make safe, realistic, high quality urban training areas at JRTC. **Plan:** Systematically, renovate and refurbish 11 key urban terrain sites throughout the JRTC training area. Based on feedback from Operations Group and senior leaders, Range Operations Maintenance Team demolishes, repairs, and relocates the urban terrain structures in key villages and towns throughout the training area. **Benefits / Effect:** Planned renovations and repairs will make the overall villages / towns more sustainable and positively impact training.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.4 Operational Environment / Opposing Force (OE / OPFOR) continued:

e. OPFOR Integrated Air Defense Simulation (IADS) Capabilities (Near):

Issue: Units training at JRTC need to plan, execute, and assess operations against a robust, high fidelity, near-peer IADS threat based on current and future capabilities. These IADS systems must have visual characteristics similar to real world systems and detectable within the electromagnetic spectrum. **Plan:** JRTC will receive a family of capabilities allowing the OPFOR to represent the complex IADS threat and sensors to achieve effects on RTU aircraft. **Benefits / Effect:** Once fully implemented, the JRTC OPFOR will have the ability to portray a complex IADS threat typical to near-peer adversaries operating in a Multi-Domain environment.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.4 Operational Environment / Opposing Force (OE / OPFOR) continued:

f. **OPFOR Tracked Vehicle Transition (Near):** **Issue:** Currently, the JRTC OPFOR Fleet enhances live combined arms training with a visual and instrumented threat vehicle to oppose RTUs. **Plan:** The Opposing Force Mechanized Vehicle Replication (OMVR) will replace the OPFOR Surrogate Vehicle (OSV) fleet. The OMVR has a modular Visual Modification (VISMOD) kit, which will allow the OPFOR to tailor vehicle fleet composition during rotation. **Benefits / Effect:** JRTC OPFOR will be capable of fielding a Mechanized Infantry Battalion with an attached Armor Company and Air Defense Artillery (ADA) capability at 85% combat strength. With the introduction of the OMVR, the OPFOR fleet will gain the flexibility to modify vehicle composition throughout the exercise and enhance the RTU's MDO training by providing multiple targets.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.4 Operational Environment / Opposing Force (OE / OPFOR) continued:

g. OPFOR Surrogate Wheeled Vehicle (OSWV) Transition (Mid): Issue:

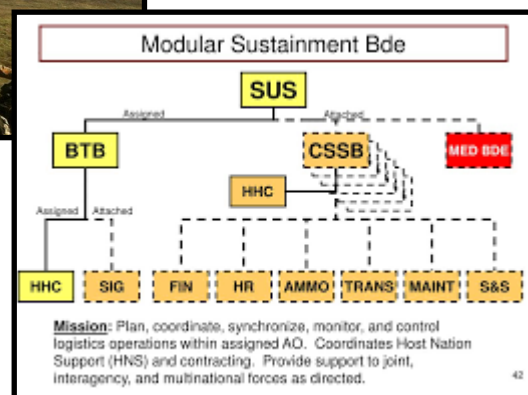
The OSWV fleet is a collection of wheeled vehicles used to portray threat tactical vehicles, technical vehicles, and Civilians on the Battlefield Vehicles (COB-Vs). **Plan:** The JRTC OSWV fleet provides the OPFOR the ability to portray realistic threats on the modern battlefield. **Benefits / Effect:** JRTC OPFOR will be capable of fielding a Mechanized Infantry Battalion with an attached Armor Company and ADA capability at 85% combat strength. With the introduction of the OSVR fleet, the OPFOR will gain the flexibility to portray the hybrid threat and modify vehicle composition changing the look and capability of the threat presented.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.5 Training Units:

a. **Establish and staff Sustainment Brigade (Near):** **Issue:** Currently, JRTC and Fort Polk executes a number of tasks to support receiving and deploying RTUs, requiring significant coordination in order to conduct a successful rotation. **Plan:** In FY22, the U.S. Army establishes a TDA for a Sustainment Brigade at Fort Polk. This unit will be comprised of a 06 Command that centralizes all efforts for receiving and deploying training units, as well as coordinating all logistics support for the RTU. The JRTC Sustainment Brigade provides synchronization and integration of sustainment operations between Fort Polk, the Logistics Readiness Center (LRC), OPS GRP, tenant units, and transient units operating in and around Fort Polk. The Sustainment Brigade will plan and synchronize sustainment and integration of home station, tenant, CTC, training units, and transient training units into sustainment operations. It will support forces at the tactical and operational levels while providing support to all units / agencies. **Benefits / Effect:** The Sustainment Brigade will centralize, synchronize, and oversee all planning for receiving and deploying RTUs for their JRTC rotation, making the process more efficient, timely, and cost effective.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.5 Training Units continued:

b. Modernize the PREPO Vehicle Fleet (Mid): **Issue:** Modernizing the PREPO vehicle fleet is essential to ensure the training unit has the most current vehicle variants available for training to replicate equipment they will deploy with. **Plan:** Fort Polk, along with FORSCOM, will conduct an extensive study to ensure the correct variants, by type and quantity, are available to provide the most realistic training possible. **Benefits / Effect:** The PREPO vehicle fleet is available for the training unit to have equipment sets at Fort Polk for training without the huge transportation expenses associated with shipping home station equipment.



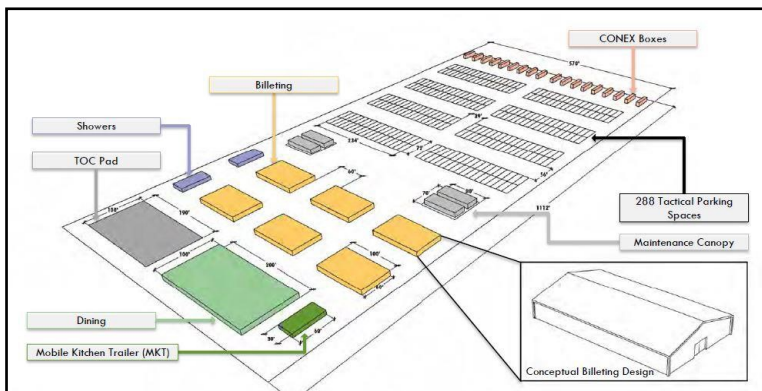
c. Build a PREPO (General Purpose) Maintenance Facility (Mid): **Issue:** The existing PREPO Maintenance Facility is located on South Fort Polk in substandard facilities constructed back in the early 1970's. **Plan:** Construct a PREPO Direct Support (DS) Maintenance Facility on North Fort. The project is in the Facilities Investment Plan (FIP) for FY25. This facility is required to provide a modern, consolidated, preposition maintenance complex for the JRTC PREPO vehicle fleet. **Benefits / Effect:** The new complex collocates the maintenance facility and the issue / turn-in facility creating efficiencies for the contracted maintenance operation. It also collocates the facility to the RTU in a much closer proximity during RSOI and immediately following FoF. Lastly, the complex will support the National Guard Maintenance Training Center, which trains U.S. Army Reserve and National Guard units.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

2.5 Training Units continued:

d. Build a permanent Rotational Unit Bivouac Area (RUBA) (Far): **Issue:** The RUBA is the location where the RTU arrives to and deploys from for each training rotation. The current RUBA has temporary buildings and is not designed to facilitate the arrival and departure of a BCT. Additionally, the majority of the temporary buildings have outlived their useful life cycle. **Plan:** JRTC recently completed an ADP for the RUBA, comprised of all requirements to efficiently and effectively receive a BCT for a JRTC rotation; while allowing the RTU to prepare for training and re-deploy upon the completion of the rotation. The ADP design is based on battalion sets within the BCT; complete with allocated space for parking, sleeping quarters, dining facilities, and C2 capabilities for each set. The new design facilitates assembling and verifying C2 systems, conducting Pre-Combat Checks (PCCs) / Pre-Combat Inspections (PCIs), executing the planning process, and building combat power. **Benefits / Effect:** The new RUBA ADP consolidates all RTU requirements to a consolidated location in order to receive the unit, prepare them for training, and facilitate their re-deployment back to home station.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

LOE #3: Installation Infrastructure

III. Line of Effort #3: Installation Infrastructure. In order to ensure our Soldiers, Families, Veterans, and Civilians have the best possible place to live and work, we must continue to upgrade our infrastructure. Failure to replace outdated and inadequate facilities jeopardizes our mission and puts our community and our mission at risk. We will continue to improve inadequate facilities and systems with new or refurbished facilities, incorporating new technology and enhanced capabilities.

LOE #3: Installation Infrastructure

3.1: Facilities

3.2: Transportation Network

3.3: Communication Network

3.4: Infrastructure Modernization

3.5: Energy Resilience



Near-Term Strategic Focus (FY21-23): Several projects are currently in the construction phase. Projects include: Greensand Water Filtration systems; revamping the outdoor basketball courts in the barracks areas; improving the 50 meter swimming pool; building an outdoor functional fitness area adjacent to the Home of Heroes Fitness Center; installing lighting on multiple portions of the installations running trails; refreshing the Home of Heroes Recreation Center; restoring *The Warrior Lanes Bowling Center*; re-purposing the Showboat Theater to a Family Recreation Center with indoor playground, party space and coffee shop; and revitalizing the Warrior Center.

Mid-Term Strategic Focus (FY24-26): As we remain a QoL installation, it becomes even more critical that we are good stewards of government property and resources, as we plan for and execute future projects in a constrained environment. Projects on the horizon include plans to build an Aquatic Recreation Center, a Community Activity Center, a Recreational Shooting Range, upgrades to *Klubs & Karts* (miniature golf and go cart area), and expand RV parking at Alligator Lake Recreation Park. There are also plans to renovate existing Battalion facilities to the standard design for all Battalions' administrative operations areas. As we place an emphasis on environmental considerations, we are energizing the Installation Energy and Water Plan, putting into place a new redundant natural gas supply, and constructing an on-post energy generation system to meet the needs of future installation energy requirements .

JRTC & FORT POLK 2028 CAMPAIGN PLAN

III. Line of Effort #3 continued:

Far-Term Strategic Focus (FY27-28): This focus is on high payoff facilities and services for Soldiers and Family Members that require major construction plans. This includes: building a new state of the art movie theater; engaging the privatized lodging partner for a new, modern on-post lodging facility; building an off-road staging area to allow the RTU to safely stage their vehicles; constructing an extra-large, standard design, consolidated Police, Security, and Dispatch Headquarters; a new Car Wash Facility; a Consolidated Child Day Care; a Community Pool, and multipurpose athletic fields with synthetic surfaces. Additional infrastructure investments will focus on housing, the telecommunications network, road repairs, and other facility Sustainment Restoration and Modernization (SRM) requirements.

End-State: JRTC and Fort Polk develops sustainable solutions required to support the expanding community.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

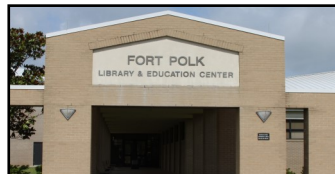
Objectives:

1. Improve Quality of Life
2. Provide Readiness for rotations and training
3. Meet Readiness for deployable units and JRTC rotations
4. Construct and improve facilities
5. Improve energy efficiency
6. Support net zero waste initiative



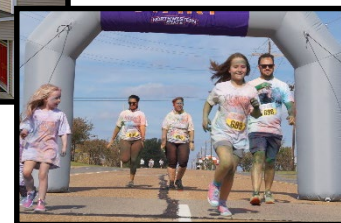
JRTC and Fort Polk Commanding General Quality of Life Initiatives

1. Quality Education
2. Housing
3. Healthcare
4. Barracks - MILCON
5. Spouse Employment
6. DFMWR Infrastructure
7. Childcare
8. Installation Roads
9. DFMWR - Recreation
10. Commissary





CAMPAIGN PLAN LOE #3



NEAR (21-23)

MID (24-26)

FAR (27-28)

Installation Infrastructure

3.1: Facilities

3.2: Transportation Network

3.3: Communications Network

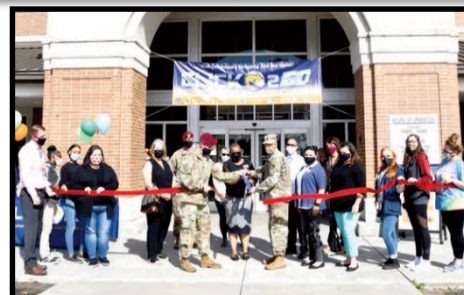
3.4: Infrastructure Modernization

3.5: Energy Resilience

- ★ ① Family Recreation Center
- ★ ② Multi Purpose Synthetic Sports Fields
- ★ Barracks Improvements
- ★ Consolidated CDC
- ★ Green Sand Filtration System Project
- ★ ④ Recycling Opportunities
- ③ On Post Housing Improvements
- △ Name Brand Dining
- △ Reset Battalion Footprints / COFs
- △ Refurbish South Fort Wash Racks
- ★ Demolition Program
- △ Establish Limited Use Land Area For Tenant Units
- △ 5G Network Standard
- △ EITaaS (Enterprise IT as a Service)
- ★ Installation Energy / Water Plan
- △ Natural Gas Supply
- △ Energy Generation / Microgrid

- △ RV / Boat Storage
- △ Alligator Lake RV Expansion
- △ Build new Movie Theater
- △ Build new Hotel
- △ Build new MP Station
- △ Build DS / GS Rigger Facility
- △ Railhead Staging Area

JRTC & Fort Polk develops sustainable solutions required to support the expanding community.



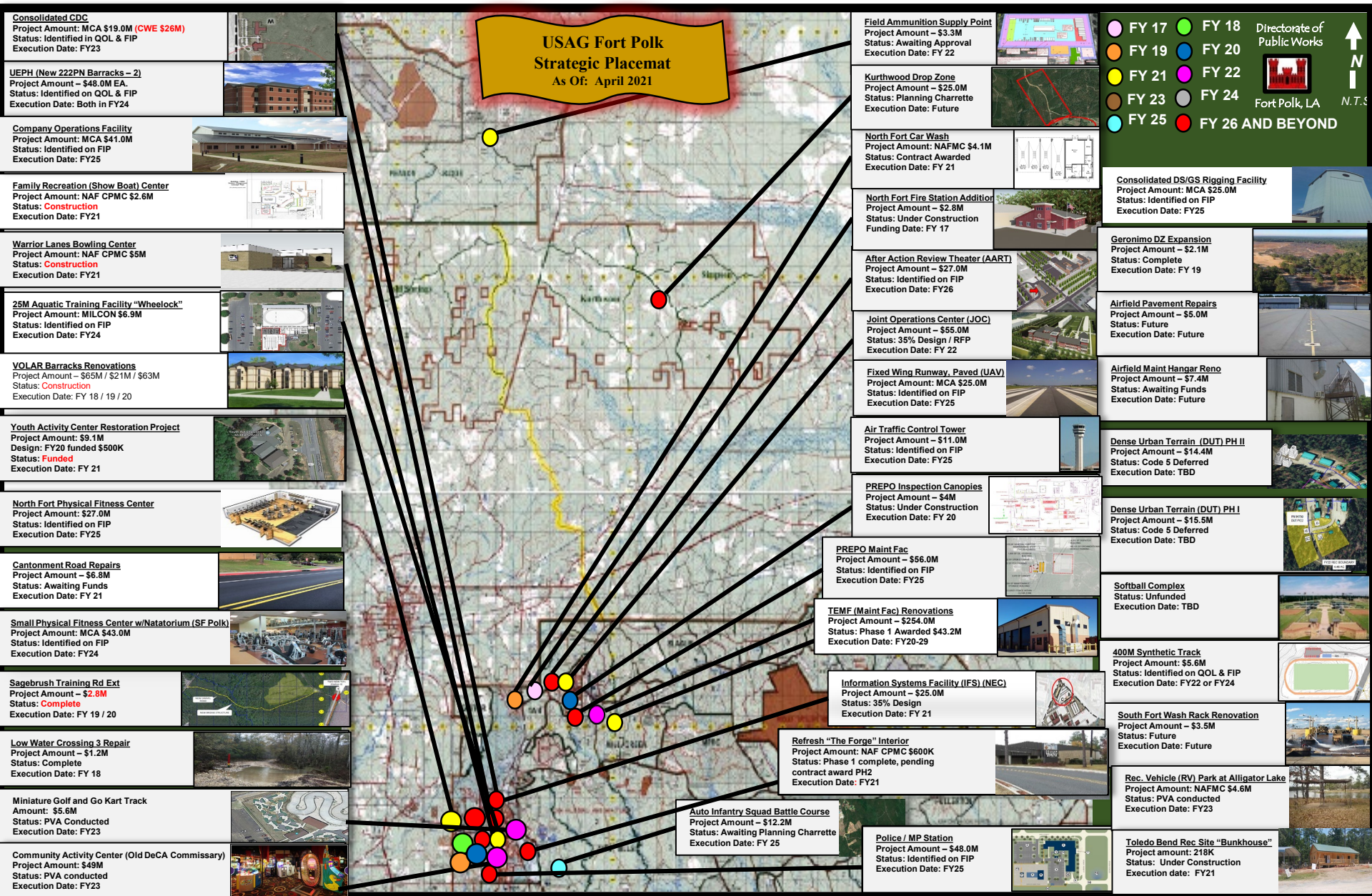
★ - CG QoL Initiatives

80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING

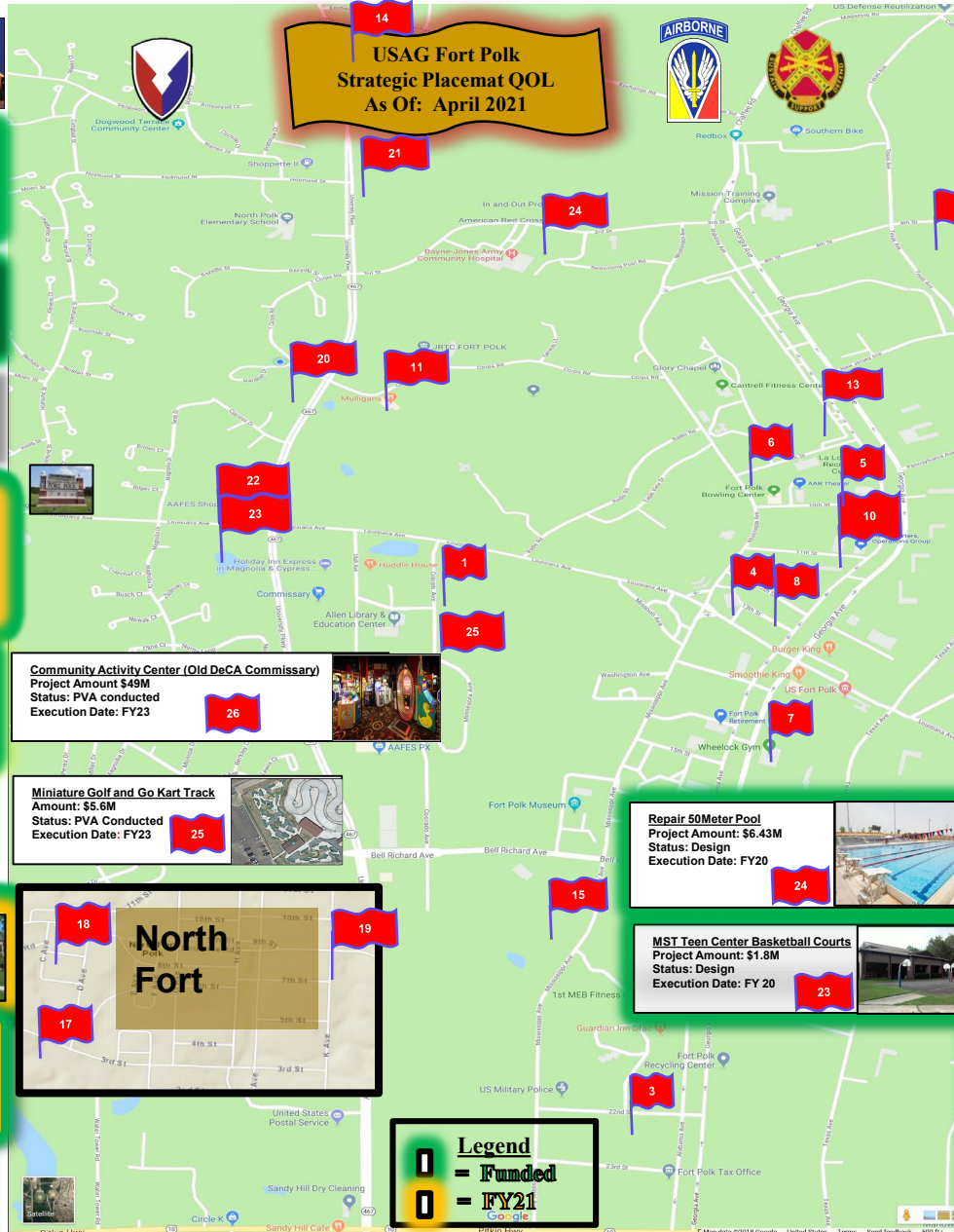


JRTC & FORT POLK QOL PLACEMAT



JRTC & FORT POLK QOL PLACEMAT

USAG Fort Polk Strategic Placemat QOL As Of: April 2021



Texas Roadhouse Restaurant
 Project Amount: \$5.5M
 Status: QOL Project
 Execution Date: FY22

1



Facility Demolition (46 facilities)
 Project Amount: \$2.65M
 Status: Construction
 Execution Date: FY20

2



Repair MP Athletic Courts – Barracks Area
 Project Amount: \$3M
 Status: Design
 Execution Date: FY20

3



UEPH (New 222PN Barracks – QTY 2)
 Project Amount – \$48M each
 Status: Identified on QOL & FIP
 Execution Date: Both in FY24

4



Family Recreation (Show Boat) Center
 Project Amount: \$2.6M
 Status: Construction
 Execution Date: FY21
 Indoor Playground/Activity Bldg, to include basketball courts, turf field, running track, other indoor child and family activities

5



Warrior Lanes Bowling Center
 Project Amount: \$5M
 Status: Construction
 Execution Date: FY21

6



25M Aquatic Training Facility "Wheelock"
 Project Amount: MILCON \$6.9M
 Status: Identified on FIP
 Execution Date: FY24

7



VOLAR Barracks Renovations
 Project Amount – \$65M / \$21M / \$63M
 Status: Construction
 Execution Date: FY 18 / 19 / 20

8



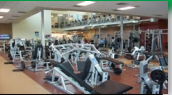
MST Teen Center Restoration Project
 Project Amount: \$9.1M
 Design: FY20 funded \$500K
 Status: Funded
 Execution Date: FY 21

9



Small Physical Fitness Center w/Natorium (SF POLK)
 Project Amount: MCA \$43M
 Status: Identified on FIP
 Execution Date: FY24

10



Community Activity Center (Old DeCA Commissary)
 Project Amount \$49M
 Status: PVA conducted
 Execution Date: FY23

26



Miniature Golf and Go Kart Track
 Amount: \$5.6M
 Status: PVA Conducted
 Execution Date: FY23

25



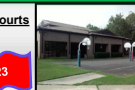
Repair 50Meter Pool
 Project Amount: \$6.43M
 Status: Design
 Execution Date: FY20

24



MST Teen Center Basketball Courts
 Project Amount: \$1.8M
 Status: Design
 Execution Date: FY 20

23



MST Teen Center Outdoor Space
 Project Amount: \$142K
 Status: Complete
 Execution Date: FY20

22



CYS CDC Playground
 Project Amount: \$2.25M
 Design: FY20 Funded \$250K
 Status: Identified on QOL & FIP
 Execution Date: FY23 (FIP FY26)

21



LED Path Lighting
 Project Amount: \$250K
 Status: Construction
 Execution Date: FY20

20



Toledo Bend Rec Site "Bunk House"
 Project amount: 218K
 Status: Construction
 Execution date: FY20

19



Cantonment Road Repairs
 Project Amount – \$6.8M
 Status: Awaiting Funds
 Execution Date: FY 21

18



Rec. Vehicle (RV) Park at Alligator Lake
 Project Amount: NAFCM \$3.6M
 Status: Identified in QOL,
 Execution Date: FY23

17



Recreational Equipment Checkout and Shooting Range
 Project Amount: NAFCM \$5.1M
 Status: PVA conducted
 Execution Date: FY23

16



Softball Complex
 Status: Unfunded
 Execution Date: TBD

15



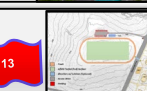
Aquatic Recreational Center (Water Park)
 Project Amount: NAFCM \$28M
 Status: QOL Project
 Execution Date: FY23

14



Multi-Purpose Athletic w/Track
 Project Amount: \$5.6M
 Status: Identified on QOL & FIP
 Execution Date: FY22 or 24

13



Home of Heroes Site Prep
 Project Amount: \$171K
 Status: Construction
 Execution Date: FY20

12



Refresh "The Forge" Interior
 Project Amount: NAF CPMC \$600K
 Status: Phase 1 Complete,
 pending contract award PH2
 Execution Date: FY21

11



JRTC & FORT POLK 2028 CAMPAIGN PLAN

Methods:

3.1 Facilities:

a. Refurbish Vehicle Equipment Maintenance Facilities (VEMFs) (Near):

Issue: Fort Polk VEMFs have not been renovated since construction was completed in the 1970s and '80s. **Plan:** Execute exterior and interior renovations for legacy maintenance facilities to include: electrical and lighting upgrades, vehicle exhaust system upgrades, roll-up door repairs, installation of oil and lube distribution centers, interior and exterior painting, and new roofing, as required. Execute Renovation in a phased strategy and continue to submit VEMF projects in the Facility Investment Plan (FIP) program review. **Benefits / Effect:** Facilities will be designed to a minimum life of 50 years in accordance with DoD's Unified Facilities Code including energy efficiencies, fire protection, and integrated building systems performance.



b. Aquatic Training Facility (Near): **Issue:** Construct an indoor, 25 Meter Aquatic Training Facility addition on the Wheelock Physical Fitness Center. **Plan:** Construct a year-round, aquatic training asset with a primary focus of serving the Fort Polk community. This facility will be used to conduct aquatic training that includes: combat water survival, vehicle submersion rescue, fording operations emergency egress, stream crossing safety, and "Ditch and Don" swim evaluations. **Benefits / Effect:** This facility can also be used for military and civilian recreational swimming.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

c. Build a Family Recreation Center (Near): **Issue:** There is no designated family oriented recreation facilities on Fort Polk. **Plan:** Convert the Showboat Theater into a family recreation center facility for children. This facility will provide a much needed, climate controlled facility to protect children from the summer sun and the winter rains. **Benefits / Effect:** The project will increase the morale of the Soldiers, family members, retirees and civilians who use the facility.



d. Multipurpose Synthetic Surface Athletics Fields (Near): **Issue:** Currently, there is an insufficient number of synthetic surface athletic fields on Fort Polk to accommodate Fort Polk Soldiers. **Plan:** Build two multipurpose athletic fields with synthetic surfaces; one field will be located at 1400 Block, at 9th Street and Alabama Avenue. The other will be a 400 meter synthetic surfaced track (T-Circle) with a synthetic surface infield, located west of Mississippi Avenue. **Benefits / Effect:** Artificial turf field will last eight to ten years; recouping initial cost of installation saves on maintaining natural grass field; provides a place to conduct physical fitness training year round; the installation can rent their synthetic turf fields to local sports teams and organizations to generate more funding for MWR.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

e. Construct a Consolidated Child Day Care (Near): **Issue:** Modular Child Day Care (CDC) facilities have been plagued with recurring repairs due to the original construction method and will continue to degrade without constant focused maintenance. **Plan:** Construct a new large (338 children) standard design CDC with adjacent outdoor play areas for children between the ages 6 weeks to 5 years of age. **Benefits / Effect:** Building a new Consolidated Child Development Center would save DFMWR manpower costs due to redundant staff functions in multiple buildings, as well as save the installation the cost of continuous maintenance on three modular facilities that were not designed for longevity.



f. Housing Improvements (Mid): **Issue:** The housing on Fort Polk is a QoL concern, that is addressed by all Commanders. Much of Fort Polk housing is outdated and in need of complete renovations to provide quality housing that our Soldiers deserve. **Plan:** Corvias plans to inject \$64 million into renovations and rebuilds at Fort Polk in the near future. **Benefits / Effect:** Renovations to current housing and building new on post housing is a priority in improving the QoL for Soldiers and their Families on Fort Polk.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

g. Reset Battalion Footprint (Mid): **Issue:** Fort Polk has a square footage deficit for Battalion operating footprint per allowances for this category code. In addition, the existing legacy Battalion Headquarters, Company Operating Facility (COF), barracks space, and maintenance facilities on Fort Polk do not meet the standard designs per U.S. Army Corps of Engineers criteria. **Plan:** Renovate existing Battalion facilities that meet criteria to standard design (as applicable) for all Battalions to include Battalion and Company administrative operations areas, barracks living space, and maintenance facilities. **Benefits / Effect:** Facilities will be designed for a minimum life of 50 Years. This allows units to consolidate their footprint.



h. Refurbish South Fort Washrack (Mid): **Issue:** The existing wash racks in the training area do not have the capacity to accommodate a Brigade size element. **Plan:** Construct a Centralized Vehicle Washrack Facility on Fort Polk that will accommodate a Brigade size element. **Benefits / Effect:** Constructing a Centralized Vehicle Washrack Facility will enable Brigade size RTUs to properly clean their vehicles in a more efficient and expeditious manner in preparation to redeploy to home station.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

i. **Build a new Movie Theater (Far):** **Issue:** Bayou Theater is a multi-purpose facility built in the 1980's, used not just for movies, but for other community events such as ceremonies and military gatherings. The degrading facility requires recurring repairs and continuous maintenance due to its age. **Plan:** Build a new state of the art movie theater that can be used as a multi-purpose theater. **Benefits / Effect:** Increase the morale of the Soldiers, Family Members, Retirees, and Civilians who use the facilities.



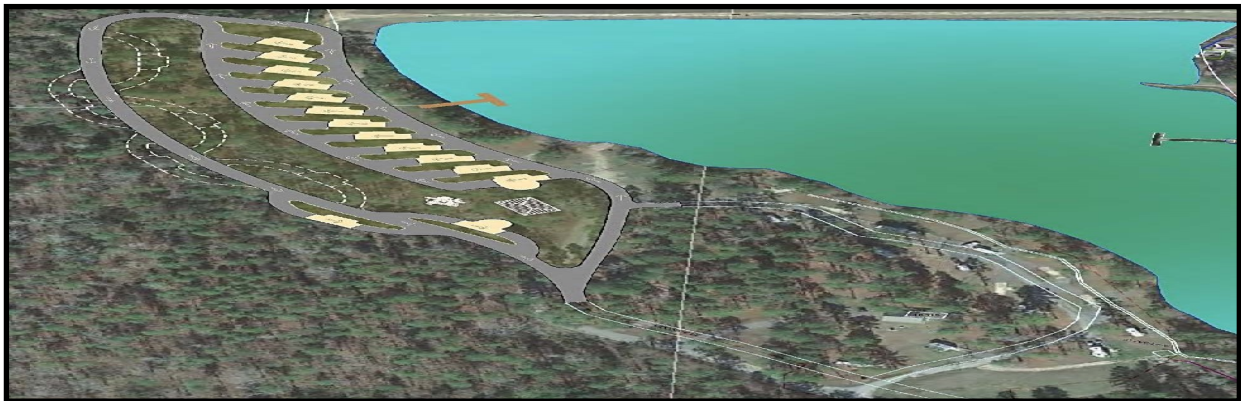
JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

j. RV / Boat Storage (Far): **Issue:** Fort Polk's RV / Boat Storage Facility is an outdoor storage facility constructed by the privatized housing partner without overhead cover. All recreational vehicles and boats are stored in a fenced-in area with a dirt and gravel foundation. **Plan:** Perform a cost benefit analysis to gauge if there is sufficient revenues to justify the construction of a new covered RV / Boat storage area.

Benefits / Effect: The new storage facility will be a standard place to warehouse and store customer's vehicles and boats out of the elements to better protect their personal investments.

k. Alligator Lake RV Expansion (Far): **Issue:** Fort Polk's RV Park at Alligator Lake is at full capacity throughout the year. **Plan:** Develop a project for expansion of the existing RV Park to create more parking spaces, electrical outlets, water connections, upgrade the present crumbling road infrastructure, and install a pier to connect the RV Park with the rental office. **Benefits / Effect:** Increases the space to accommodate more vehicles and people, bringing in more revenue for DFMWR.



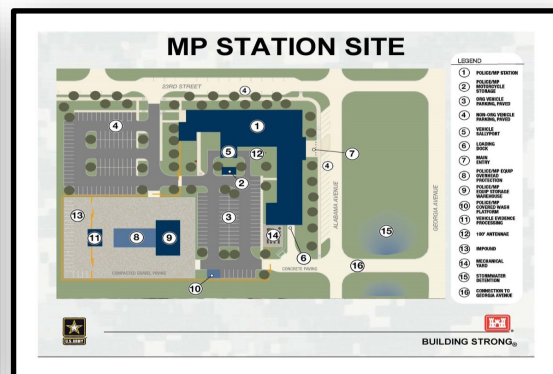
JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.1 Facilities continued:

I. New Hotel (Far): Issue: The Fort Polk Hotel experiences continuously high occupancy levels, yet the current facilities are still in need of retrofit. Distinguish Visitor (DV) Suites were created from existing hotel rooms, but do not meet the intent for VIP accommodations. Additionally, the rooms are not adequate for medium to large size family extended stays. **Plan:** Engage the privatized lodging partner in reconfiguration and updating existing lodging facilities. In the long term, to work with the privatized partner on planning for a new lodging facility on post. **Benefits / Effect:** Overall, Fort Polk will provide contemporary and spacious hotel accommodations required of Fort Polk Soldiers, Families, and Veterans.



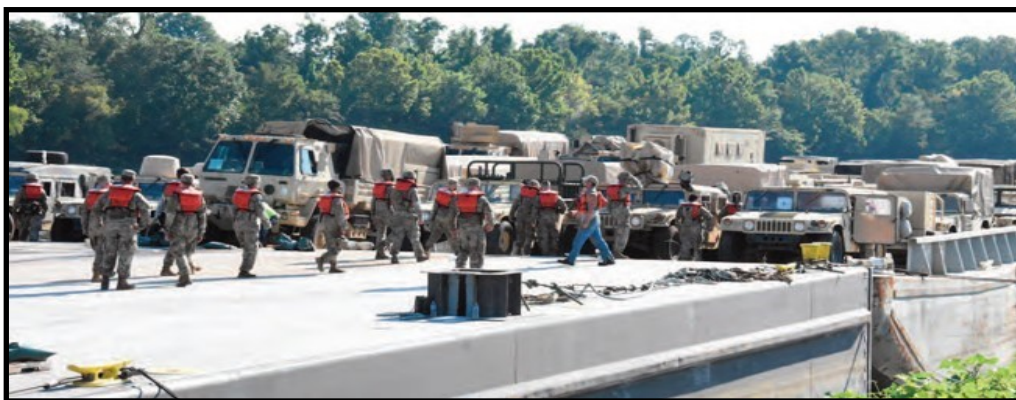
m. Construct new MP Station (Far): Issue: The Military Police and DES are currently stationed in four separate facilities in order to accommodate their space requirements. The main MP Station currently does not meet the required safety standards and there are an insufficient number of interview rooms and holding cells. **Plan:** Construct an extra-large, standard design, consolidated Police, Security, and Dispatch Headquarters facility. **Benefits / Effect:** Modernizes the existing infrastructure and improves the ability of law enforcement to interdict crime and security vulnerabilities.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.2 Transportation Network:

a. **Create staging area with ramps at Railhead (Far):** **Issue:** After JTRC rotations, the rotational unit convoys west on Texas Avenue to conduct redeployment operations at the railhead. The RTU stages alongside Texas Avenue, having to wait prior to driving to their designated staging area. Due to heavy traffic, staging alongside Texas Avenue is an unnecessary hazard and danger to Soldiers. **Plan:** Build an off-road staging area, south of TA 4, north of the railhead where RTU can safely stage their vehicles off Texas Avenue. **Benefits / Effect:** Off-road staging area will allow regular traffic to pass the railhead area without military vehicle obstruction, endangering the safety of Soldiers during staging for the railhead.



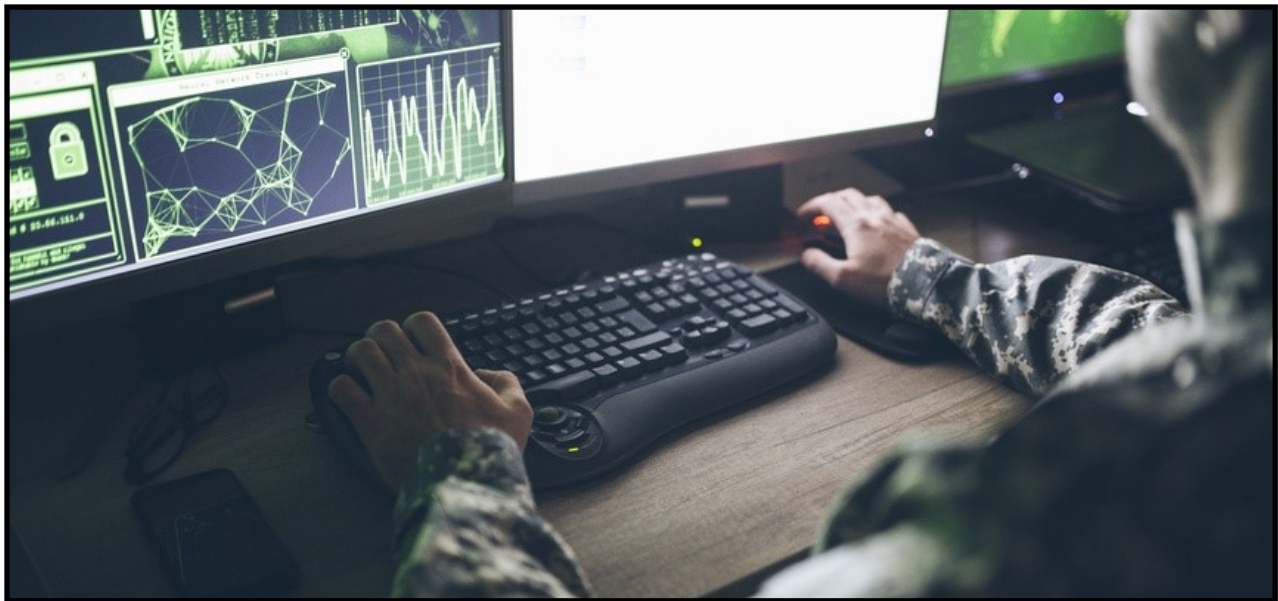
JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.3 Communications:

a. Enterprise Information Technology as a Service (EITaaS) (Mid): Issue:

In 2019 Fort Polk was selected as a pilot site to implement EITaaS. ARCYBER is the lead element for the effort in conjunction with Verizon as the prime contractor. This effort is divided into five phases and is planned to be completed by September 2023.

Plan: EITaaS is commercial delivery and management of protected IT services from the enterprise to the point of need (user) on the Department of Defense Information Network-Army. EITaaS will provide connectivity, protection, storage, computing, common IT services, hardware, software, and networking infrastructure. Over the next three years, Fort Polk and the U.S. Army will be transitioning the Army's Enterprise Network NIPR and SIPR, to meet the U.S. Army's immediate and future warfighting requirements. **Benefits / Effect:** ARCYBER's projected end state is improved mission effectiveness enabling U.S. Army modernization and readiness, enhanced performance / user experience, and provide core government expertise in oversight.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.4 Infrastructure Modernization:

a. Greensand Filtration System Project (Near): **Issue:** North and South Fort Polk currently experience "brown water" within facilities serviced by the domestic water infrastructure. **Plan:** Three Greensand Filtration Systems have been funded. The Greensand Filtration Systems will be constructed and maintained by the water / wastewater utility privatization partner, American Water. **Benefits / Effect:** The Greensand Filtration Systems will mitigate the "brown water" occurrences within the domestic water infrastructure; removing large amounts of iron and manganese particulate matter.



Green Sand Filter Project - South Fort Water Treatment Plant



b. Redundant new Natural Gas Supply (Far): **Issue:** The 2018 Fort Polk Energy and Water Security and Resilience Assessment (SRA) determined that Fort Polk cannot currently sustain the energy and water demands of its mission critical facilities for 14 days to meet the criteria of Army Directive (AD) 2020-03, "Installation Energy and Water Resilience Policy." The IEWP identifies Courses of Action (COAs) to provide redundant energy supplies to include the establishment of a redundant natural gas pipeline. Fort Polk is supplied by one natural gas pipeline which is a single-point of failure, of which the natural gas supply is at risk through external threats. Partnering was considered, but deemed not economical. **Plan:** A military construction project has been submitted for a five year program cycle consideration. **Benefits / Effect:** Redundant natural gas supply mitigates risk of a single point of failure.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.5 Energy Resilience:

a. Maximize Recycling Opportunities (Near): Issue: Maximize recycling opportunities at Fort Polk for all recyclables, creating a recycling process feasible per market value. **Plan:** Educate all JRTC and Fort Polk tenants, providing opportunities and methods to recycle all materials that are feasible per market value; in order to minimize solid waste generation and disposal, while maximizing recovery, recycling, and reuse through pollution prevention. All JRTC and Fort Polk tenants will ensure personnel are trained within the unit or organization to comply with the requirements of this regulation. **Benefits / Effect:** If waste material is managed correctly, all JRTC and Fort Polk tenant units will maintain an environmental policy, generating revenue for future projects.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

3.5 Energy Resilience continued:

b. On-Post Energy Generation / Microgrid (Mid): **Issue:** The 2018 Fort Polk Energy and Water Security and Resilience Assessment (SRA) determined Fort Polk cannot currently sustain the energy and water demands of its mission critical facilities for 14 days to meet the criteria of Army Directive 2020-03, "Installation Energy and Water Resilience Policy." **Plan:** The initiative is to implement energy generation with microgrid technology on Fort Polk. Under contingency situations, the asset would generate and distribute electricity through an installation microgrid for a minimum of 14 days without dependency on an external electrical grid. Current project is entering the acquisition phase of development with anticipated operations by 3rd Quarter, 2026. **Benefits / Effect:** The project initiative would provide assured access to electrical power satisfying critical energy demand through on-site sources thus reducing the dependency on the external power grid.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

LOE #4: BJACH

IV. Line of Effort #4: Bayne-Jones Army Community Hospital.



LOE #4: BJACH

4.1: Personnel

4.2: Facilities

4.3: Readiness / Training

4.4: Quality and Safety

Near-Term Strategic Focus (FY21-23): Recruitment of experienced medical professionals is vital to the day to day operations of BJACH in support of Fort Polk Soldiers, Families, and Veterans. The implementation of advanced technologies to the HVAC system are vital to working in the COVID-19 pandemic environment. Ultraviolet germicidal lights are used to kill the DNA of germs, viruses, mold spores, and bacteria when added to existing HVAC systems. Of the 19 Air Handling Units (AHU) in BJACH, there are four in critical areas that do not have UV lighting. The Switchgear / Transformer Design Project will incorporate strategic planning to meet the current standards and requirements. Currently, the facility Operations and Maintenance (O&M) technicians are not certified to work on the high voltage equipment inside the facility.

Mid-Term Strategic Focus (FY24-26): Currently, the medical gas and fire alarm system components are obsolete. Upgrading the current system to meet all code and standard requirements is imperative to maintaining a safe medical facility at Fort Polk.

Far-Term Strategic Focus (FY27-28): The current BJACH facility is in need of technological upgrades, structural improvements, and the safety system components do not meet all code and standard requirements. In order to properly and safely support Fort Polk Soldiers, Families, and Veterans, the construction of a new, contemporary medical treatment facility is a priority.

Endstate: Providing quality, safe care to support Fort Polk units' capability to deploy, fight, and WIN.



CAMPAIGN PLAN LOE #4



NEAR (21-23)



MID (24-26)



FAR (27-28)



BJACH (Soldier, Family, Veteran, & Civilian)

4.1: Personnel

4.2: Facilities

4.3: Readiness / Training

4.4: Quality and Safety

- ★ Medical Professional Recruitment
- ★ Expand Network with Virtual Health
- 1 Increase ADP for Specialty Services
- ★ School-based BH support
- ★ MHS Genesis Deployment
- ★ TARA
- ★ Virtual MEDCEN Utilization of Tele-Health Network
- △ Initiate Rehab Sick call
- △ ERSA and MTA with Network Partners
- △ The Joint Commission Accreditation
- △ Become Stroke Ready Hospital
- △ DHA Market Stand-up
- △ JRTC Surgeon Cell on TDA
- △ TRICARE Reimbursement rates for local Specialty Services
- △ Ozzy Program
- △ Integrated Referral Management and Appointing Center (IRMAC)
- △ Wellness Center Expansion
- △ Mobile Medic / ADVISOR
- △ Acute Heart Attack Ready Hospital
- △ Stop the Bleed Campaign
- △ Public Health Certification
- △ LeapFrog Participation
- △ Recapture Market Leakage
- ★ Construction of Modern Hospital
- ★ Renovated Veterinary Treatment Facility

Providing quality, safe care to support Fort Polk units' capability to deploy, fight, and WIN.



★ - CG QoL Initiatives

80 YEARS OF PREMIER TRAINING

80 YEARS OF PREMIER TRAINING



JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.1 Personnel:

a. Medical Professional Recruitment (Near): **Issue:** MEDCELL, the civilian recruitment for medical professionals within the U.S. Army, offers competitive pay, a full benefits package, educational opportunities, career advancement, and the opportunity to provide uniquely challenging and fulfilling care to those in need.

Plan: Qualified hiring officials and supervisors will be continuously trained on effective and efficient hiring processes. Incentives such as, student loan repayment and relocation incentives will be emphasized. The recruitment process is a selling process and should be marketed as such. **Benefits / Effect:** Condensing the timeline and a short turnaround from job posting to the on boarding process, increases access to care and ensures sufficient medical care.



b. Expand Network with Virtual Health (Near): **Issue:** The use of Virtual Health (VH) technology, also referred to as telemedicine, is an advancement in medicine that extends safe, quality, and cost effective health care capabilities across the enterprise. VH increases access to quality care to all JRTC and Fort Polk beneficiaries by providing specialty care services that are scarce or non-existent at USAMEDDAC, Fort Polk or the local community. Currently, our VH services are consigned only to DOD connected specialty providers which constrains the system limiting appointments and creating competing requirements for military treatment facilities. **Ian:** Expand VH privileges to network TRICARE partners. **Benefits / Effect:** Expanding VH increases readiness across the force by reducing lost training time, cost, and diversion of primary care resources. Expansion of VH also reduces many of the costs associated with referrals to network healthcare facilities and patient travel. VH provides flexibility, prevents the spread of infectious diseases, increases patient satisfaction and allows family members to be present for critical appointments with patient authorization. Virtual Health providers are also at an advantage by having insights into a patient's home environment. For example, allergists may be able to identify clues in your surroundings that cause allergies, neurologists, physical, and occupational therapists can observe patients and assess their ability to navigate and take care of themselves in their home, and is also a good way to conduct mental health assessments and counseling's.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.1 Personnel continued:

c. Increase Army Distribution Plan (ADP) for Specialty Services (Near):

Issues: Efforts to maintain specialist for surgical services are continually challenged by our geographical location. Requests for active duty providers and backfills are difficult to obtain. This forces complex surgical cases to be referred out to network facilities or regional MTFs. These cases if kept can provide readiness and training not only for surgeons but a host of other military occupational specialties across USAMEDDAC, Fort Polk's medical specialties and support services. **Plan:** Continue the fight for talent by embracing the challenge to increase effective training available for our providers through increased internal capabilities and opportunities with installation and network partners. Leverage Fort Polk's Quality of Life initiatives and opportunities to recruit talented Service Members. Develop capabilities to provide unique training opportunities and unconventional approaches to providing health care will enhance the appeal to serve at BJACH. **Benefits / Effect:** Increasing our capabilities will inherently upsurge patient complexity as well as access to care for the JRTC and Fort Polk population. This will provide opportunities to achieve a more ready and reliable force with training opportunities provided within USAMEDDAC, Fort Polk. Decrease network associated costs for surgical interventions and follow on care. Provide a platform that enhances the medically ready force and a ready medical force.

4.2 Facilities:

a. Establish School Based Behavioral Health Program (Near): Issue:

The School Behavioral Health (SBH) Program is a proven clinical program that benefits all students. SBH providers are embedded in schools to treat military children, provide for early identification of children at risk, and support initiatives that improve school climate and wellness. The benefits of improved access to behavioral health care are: a decrease in the burden on education time loss and parental demands, a decrease in demands for special education for emotional and behavioral problems, improve prevention and early intervention efforts. **Plan:** Establish a SBH program at both Fort Polk on-post schools, clinically staffed with BJACH staff members and program built in collaboration with the Vernon Parish School District. **Benefits / Effect:** The program is designed to improve resilience and wellness in our military school-age population. Additionally, the program aims to improve school-wide bullying, truancy, acute behavioral incidents, and overall individual academic performance.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.2 Facilities continued:

b. Technology Assessment and Requirements Analysis (TARA) (Near):

Issue: During the recent technology assessment and requirement analysis (TARA), BJACH identified medical device issues that require immediate attention. The Integrated Operating Rooms (IOR) patient monitoring systems and medical supply cabinets were the most notable clinical medical device deficiencies. Patient safety and mission accomplishment relies on the ability of BJACH's staff to have adequate patient monitoring to capture real-time vital signs. **Plan:** The priority for BJACH's contract award was increased ahead of other Military Treatment Facilities (MTF) U.S. Army wide and the IOR project has received an award. A contract has been awarded for the replacement of patient monitoring systems. BJACH has emphasized the cost-related and continuous downtime the systems are incurring to the Defense Health Agency, in hopes to move forward on this project. The BJACH logistics team is in the process of submitting an urgent medical case program requirement to replace all medical supply cabinets. **Benefits / Effect:** To provide the best patient care, BJACH must make ensure a well-trained staff, equipped with mission capable and essential medical devices are paramount.



c. Construction of Modern Hospital (Far): **Issues:** JRTC and Fort Polk requested a replacement hospital through the Defense Health Agency (DHA) Work Induction Board (WIB). The project has been handed over to DHA Capital Strategy Management to develop further plans. The Quality Review Board (QRB) #1 results are pending. **Plan:** JRTC and Fort Polk's request is anticipated to be completed for a Capital Investment Decision Model (CIDM). **Benefits / Effect:** A new hospital will offer original space configuration and construction models. It will promote confidence within the community as new technologies and modern healthcare advances are implemented. Fort Polk is within a rural community where these technologies are not readily available. A new facility will allow advanced care for the JRTC and Fort Polk community and surrounding area.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.3 Readiness / Training:

a. Initiate Rehab Sick Call (Near): **Issue:** The Fontaine Troop Medical Center (FTMC) services approximately 3,400 Soldiers assigned to JRTC and Fort Polk. The FTMC is currently operating on borrowed manpower. **Plan:** Continued communication between Human Resources Command (HRC) and Regional Health Command-Central (RHC-C). **Benefits / Effect:** Successful support includes direct military Physical Therapist (PT) oversight, providing a more rapid assessment, disposition, and return to duty rate; incorporating additional coverage during sick call hours with military PT.



b. MHS Genesis (Near): **Issue:** BJACH will transition from AHLTA (Medical and Dental records systems) to Medical Health Systems (MHS) GENESIS, the modernized Electronic Health Records (EHR) for DoD. MHS GENESIS is already deployed at several established sites, and lessons learned were used to guide future implementations to include JRTC and Fort Polk. MHS GENESIS integrates inpatient and outpatient solutions that will connect medical and dental information across the continuum of care, from the point of injury to the military treatment facility. This includes garrison, operational, and enroute care, increasing efficiencies for beneficiaries and healthcare professionals. **Plan:** BJACH will prepare to implement MHS GENESIS as the new EHR. **Benefits / Effect:** When fully deployed, MHS GENESIS will provide a single health record for Soldiers, Families, and Veterans.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.3 Readiness / Training continued:

c. **External Resource Sharing Agreement (ERSA) and Medical Training Agreement (MTA) with Network Partners (Near):** **Issue:** External Resource Sharing Agreement (ERSA) and Medical Training Agreements (MTA) are an essential program on multiple fronts. Through resource sharing with local hospitals, training opportunities can be leveraged, as well as enhancing capabilities to provide more comprehensive care. Beneficiaries have multiple options for care in the local network. **Plan:** As a recruiting tool, the MTA allow BJACH to recruit physicians and nurses who are unable to relocate to Fort Polk, by providing multiple locations to see different case mixes. Partnerships are established, allowing future nurses to receive RN certification to continue their career path at BJACH. **Benefits / Effect:** BJACH recruits and retains the best.

4.4 Quality and Safety:

a. **The Joint Commission (TJC) and Accreditation (Near):** **Issue:** BJACH strives to provide world-class health care to all beneficiaries. An increase in deployments, PCS, retirements, and civilian separations create challenges as the historical institutional knowledge departs. **Plan:** BJACH aggressively continues to leverage its on-ground talent management pool to fill critical knowledge gaps. This enables continued Joint Commission accreditation compliance strategies to be applied. Critical staff members are cross-leveled throughout the organization to increase effectiveness of TJC compliance efforts. **Benefits / Effect:** The hospital will maintain its TJC accreditation, thus increasing the trust and confidence of our beneficiaries. TJC accreditation will also continue to allow BJACH to serve as a readiness platform ensuring JRTC and Fort Polk units are medically ready to deploy, fight, and win.

b. **Defense Health Agency (DHA) Market Stand Up (Near):** **Issue:** The current market initiative is centered on much larger medical centers, establishing centers of excellence for specialty care that meet the needs of DoD beneficiaries. **Plan:** Work with Regional Health Command-Central partners to learn Tactics, Techniques, and Procedures (TTP) in order to prepare, reorganize, and redefine the roles of BJACH and outlying clinics. **Benefits / Effect:** DHA market stand up will allow BJACH to be more effective by eliminating duplicative processes and streamlining management functions. Providers will continue working with managed care support contractors and community (network) partners.

JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.4 Quality and Safety continued:

c. The Leapfrog Hospital Survey for Public Reporting of Quality and Safety (Near): **Issue:** BJACH will participate again in the Leapfrog Hospital Survey in the 2021. The survey aides BJACH in achieving a high reliability organizational state. Due to the routine seasonal rotation of staff and leadership, the completion of the survey can be problematic. **Plan:** BJACH has moved forward with dedicating permanent staff members to oversee and spearhead the completion of the survey. **Benefits / Effect:** The successful completion of the Leapfrog Survey will provide transparency, giving the ability for beneficiaries to make better decisions on where to receive medical care. The results of the Leapfrog Survey will provide additional information for quality and safety improvement.



JRTC & FORT POLK 2028 CAMPAIGN PLAN

4.4 Quality and Safety continued:

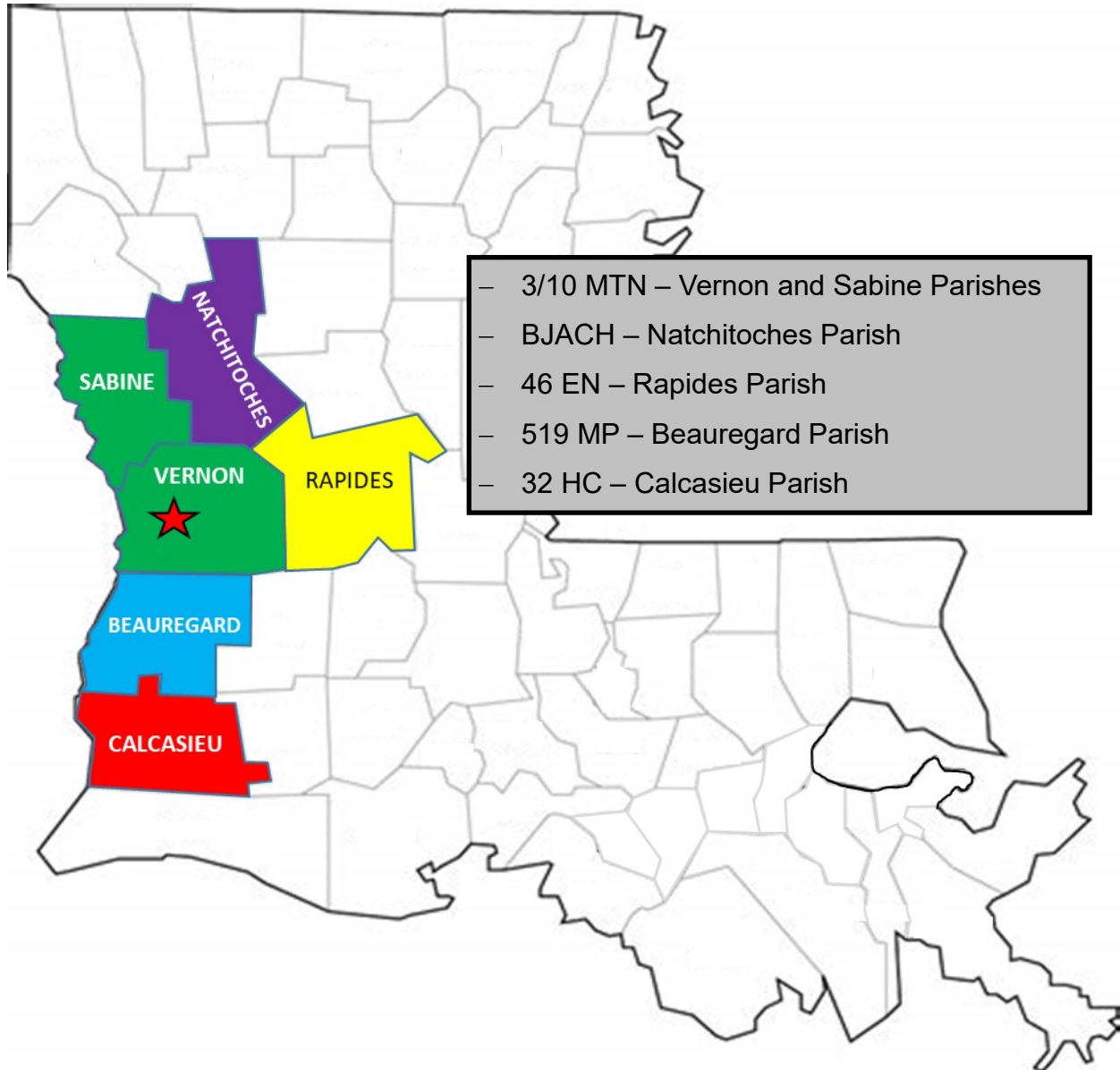
d. Establish and Incorporate Public Health Accreditation Standards

(Mid): Issue: The Fort Polk Department of Public Health (DPH) functions as the local public health entity for the JRTC and Fort Polk community. Efforts to conform to national performance standards should be incorporated into day-to-day operations as they are considered the standards of practice for public health departments. **Plan:** To better prepare Fort Polk DPH to meet national performance standards and prepare for future accreditation, DPH will utilize the Public Health Performance Improvement Toolkit published by the Army Public Health Center (APHC). **Benefits / Effect:** Departmental accreditation is a major initiative to improve the public's health by continuously improving performance and quality in the delivery of essential public health services.



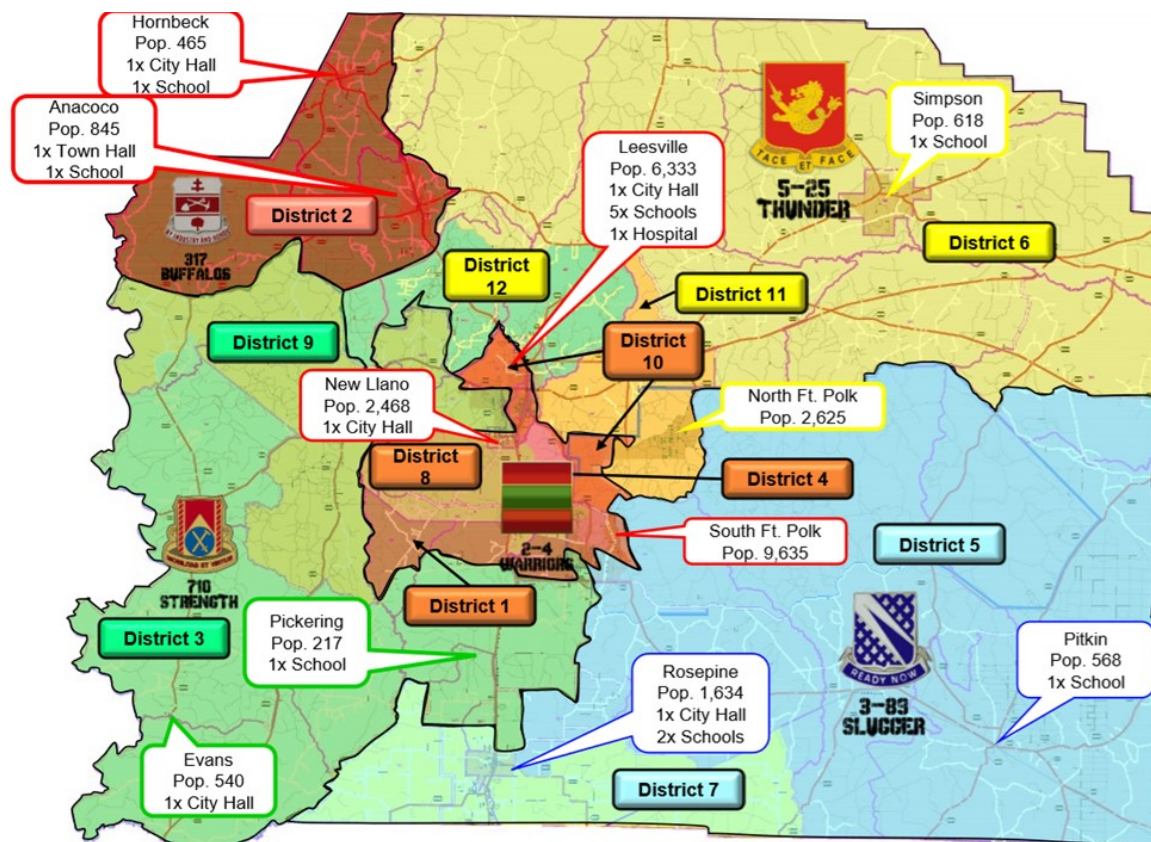
JRTC & FORT POLK 2028 CAMPAIGN PLAN

JRTC and Fort Polk Parish Partners



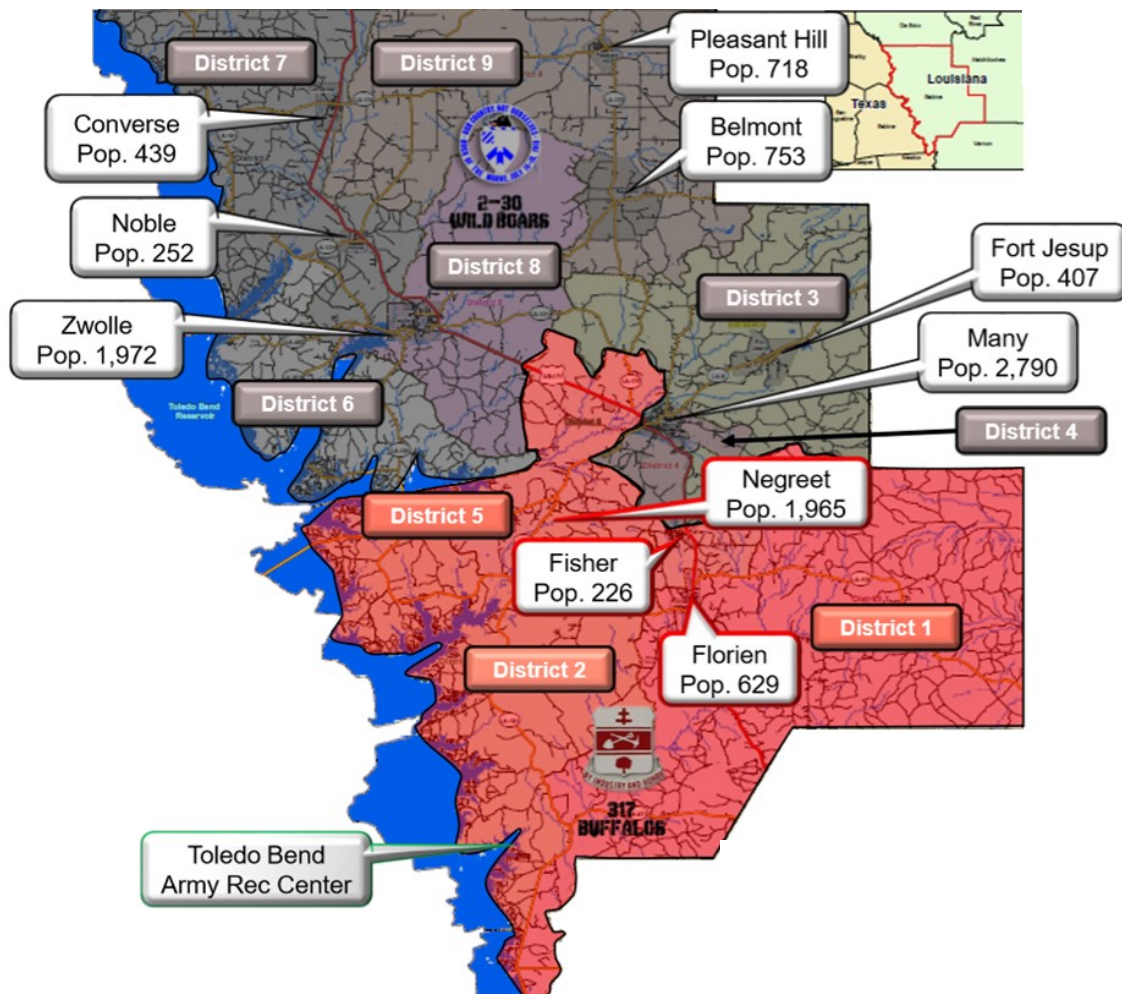
JRTC & FORT POLK 2028 CAMPAIGN PLAN

Vernon Parish Battalion Areas of Responsibility



JRTC & FORT POLK 2028 CAMPAIGN PLAN

Sabine Parish Battalion Areas of Responsibility



JRTC & FORT POLK 2028 CAMPAIGN PLAN



JRTC & FORT POLK 2028 CAMPAIGN PLAN



JRTC & FORT POLK 2028 CAMPAIGN PLAN



JRTC & FORT POLK 2028 CAMPAIGN PLAN



JRTC & FORT POLK 2028 CAMPAIGN PLAN



JRTC & FORT POLK 2028 CAMPAIGN PLAN

Acronym	Description	Page No.
1SG	First Sergeant	38
AAR	After Action Review	51
AD	Army Directive	88
ADA	Air Defense Artillery	67
ADP	Area Development Plans	12
AHLTA	Armed Forces Health Longitudinal Technology Application	97
AHU	Air Handling Unit	93
AIM.2	Assignment Interactive Module Version 2	63
AIT	Advanced Individual Training	15
AMEDD	Army Medical Department	40
AMITS	Army Mobile Instrumentation System	61
AOR	Area of Responsibility	33
APHC	Army Public Health Center	100
APOD	Aerial Port of Debarkation	52
ATO	Authorities to Operate	61
BCT	Brigade Combat Teams	17
BJACH	Bayne-Jones Army Community Hospital	19
BPSD	Beauregard Parish School District	50
BRAC	Base Realignment and Closure	19
C2	Command and Control	21
CDC	Child Day Care	81
CER	Cyber Environment Replication	60
CIDM	Capital Investment Decision Model	96
CO	Company Commander	38
COA	Course of Action	88
COB-V	Civilians on the Battlefield Vehicles	68
COF	Company Operating Facility	82
COP	Common Operating Picture	61
CTC	Combat Training Center	3
CTC-IS	Combat Training Center Instrumentation System	61
CTCD	CTC Directorate	62
CTIS	Combat Training Instrumentation System	61
CTS	Combat Training Squadron	21
CYS	Child and Youth Services	47
DA	Decisive Action	18
DCIP	Defense Community Infrastructure Pilot Program	50
DFMWR	Directorate of Family and Morale, Welfare and Recreation	34

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Acronym	Description	Page No.
DHA	Defense Health Agency	96
DoD	Department of Defense	33
DoDEA	Department of Defense Education Activity	50
DOTD	Department of Transportation and Development	57
DPH	Department of Public Health	100
DS	Direct Support	70
DV	Distinguish Visitor	85
EFMB	Expert Field Medical Badge	40
EHR	Electronic Health Records	97
EIB	Expert Infantryman's Badge	39
EITaaS	Enterprise Information Technology as a Service	87
EOD	Explosive Ordnance Disposal	20
ERR	End of Rotation Reviews	12
ERSA	External Resource Sharing Agreement	98
ESB	Expert Soldier's Badge	39
EW	Electronic Warfare	64
FIP	Facilities Investment Plan	70
FOF	Force on Force	61
FORSCOM	Forces Command	12
FTMC	Fontaine Troop Medical Center	97
GFLR	Green Flag Little Rock	21
GSM	Global System for Mobile Communications	60
GWOT	Global War on Terror	17
HITS	Home station Instrumentation System	61
HRC	Human Resources Command	97
I-MILES VTESS	Instrumentable-Multiple Integrated Laser Engagement System Vehicle Tactical Engagement Simulation System	61
IADS	Integrated Air Defense Simulation	66
IBCT	Infantry Brigade Combat Teams	22
IC3NS	Independent Commercially Compatible Cellular Network System	60
IET	Initial Entry Training	39
IG	Inspector General	37
IMT	Initial Military Training	38
IOR	Integrated Operating Rooms	96
IRS	Interim Range Solution	61
ISB	Initial Staging Base	52
ISBC	Infantry Squad Battle Course	45

JRTC & FORT POLK 2028 CAMPAIGN PLAN

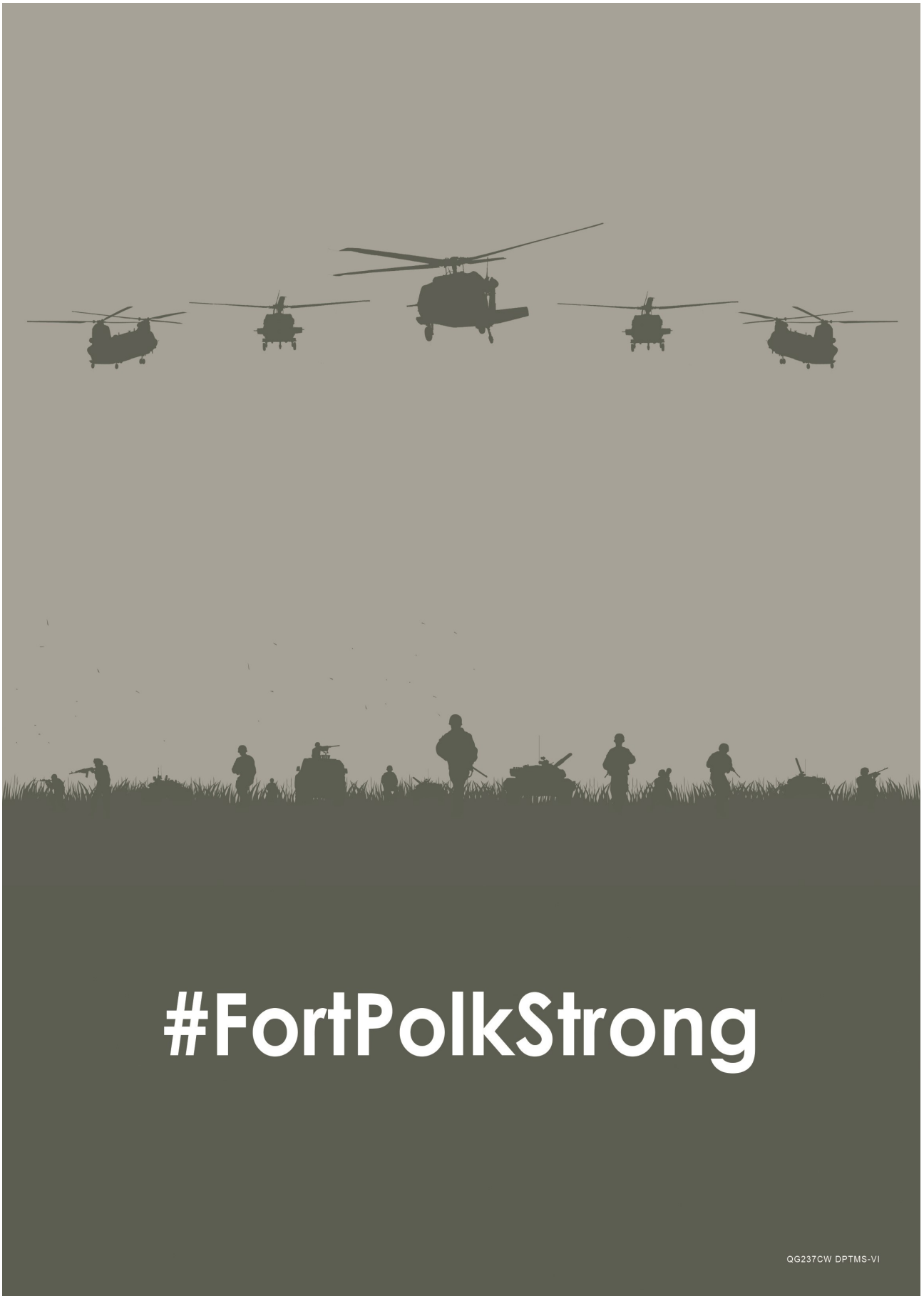
Acronym	Description	Page No.
ITADSS	Instrumentation, Training Aids, Devices, Simulators, and Simulations	30
ITAM	Integrated Training Area Management	65
JOC	Joint Operations Center	22
JRTC	Joint Readiness Training Center	3
LOE	Lines of Effort	11
LRC	Logistics Readiness Center	69
MEDCELL	Civilian Recruitment for Army Medical Professional within the Army	94
MHS	Medical Health System	97
MILES	Multiple Integrated Laser Engagement System	61
MOUT	Military Operations on Urban Terrain	64
MP	Military Police	20
MDO	Multi-Domain Operations	22
MTA	Medical Training Agreement	98
MTF	Military Treatment Facilities	96
MTSC	Medical Training Simulation Center	26
NOA	National Defense Authorization	50
OC/T	Observer, Controller / Trainer	46
OE	Operational Environment	12
O&M	Operations and Maintenance	93
OMVR	Opposing Force Mechanized Vehicle Replication	67
OPFOR	Opposing Force	18
OPS GRP	Operations Group	51
OPS SGM	Operations Sergeant Major	37
OSV	OPFOR Surrogate Vehicle	67
OSWV	OPFOR Surrogate Wheeled Vehicle (OSWV)	68
PCC	Pre-Combat Checks	71
PCI	Pre-Combat Inspections	71
PCS	Permanent Change of Station	43
PEO	Program Executive Office	61
PEO / STRI PM CT2 TSMO	Program Executive Office Simulation, Training and Instrumentation Project Manager Cyber Test Training Threat Systems Management Office	60
PoR	Program of Record	60
PPP-S	Priority Placement Program - Spouse	49
PREPO	Prepositioned "Fleet"	51

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Acronym	Description	Page No.
PT	Physical Therapist	97
QRB	Quality Review Board	96
QoL	Quality of Life	3
R2	Ready and Resilient	33
RF	Radio Frequency	62
RHC-C	Regional Health Command-Central	97
RSOI	Reception, Staging, Onward movement, and Integration	63
RTU	Rotational Training Unit	3
RUBA	Rotational Unit Billeting Area	22
S3	Operations Officer	37
SARC	Sexual Assault Response Coordinator	33
SBH	School Behavioral Health	95
SFAB	Security Force Assistance Brigade	22
SFAC	Security Forces Assistance Command	17
SG	Shughart-Gordon	51
SHARP	Sexual Harassment / Assault Response and Prevention	29
SOF	Special Operations Forces	21
SRA	Security and Resilience Assessment	88
SRM	Sustainment Restoration and Modernization	73
TAP	Transition Assistance Program	29
TARA	Technology Assessment and Requirement Analysis	96
TJC	The Joint Commission	98
TRADOC	Training and Doctrine Command	38
TRICARE	Health care program for uniformed service members, retirees, and their families	94
TSMO	Threat Systems Management Office	60
TTP	Tactics, Techniques, and Procedures	98
U.S.	United States	13
USACE	U.S. Army Corps of Engineers	51
USAF	United States Air Force	21
USAG	United States Army Garrison	18
VEMF	Vehicle Equipment Maintenance Facility	79
VH	Virtual Health	94
VMIS	Volunteer Management Information System	34
VISMOD	Visual Modification	67

JRTC & FORT POLK 2028 CAMPAIGN PLAN

Acronym	Description	Page No.
VPSD	Vernon Parish School District	50
VPSO	Vernon Parish Sheriff's Office	57
WIB	Work Induction Board	96
WWW	World Wide Web	60
XO	Executive Officer	37



#FortPolkStrong