“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: Readiness
#2: Modernization
#3: Reform

“People First – Winning Matters – Army Strong!”
Forces Command’s Focus on Army Readiness, Training, and Modernization

"Training progression begins by achieving proficiency at the individual, crew and squad level through progressive repetitions and sets, building toward platoon proficiency that is vital to achieving the lethality desired in our more complex collective training events. When properly planned, the successful completion of each successive training activity builds on the last and increases the capacity, motivation, and lethality of individuals and units for more – complex and challenging higher-level collective training events."

- GEN Garrett

Freedom 6 Priorities

(1) Deliver Decisive Total Army Readiness
(2) Master the Fundamentals
(3) Strengthen Leader Development
(4) Inform and Implement the Future Force
(5) Care for Soldiers, Civilians, and Families
(6) Empower and Execute Reform
JRTC & Fort Polk 2028 Campaign Plan:
- Live Fire Expansion:
  - Built Objective Panther / 3rd BN OBJ = BCT LFX
  - Obtained FAA approval of Restricted Airspace (CS/K/S)
  - PAA shift to Cold Springs / Kurthwood for M-777s
  - Upgraded OBJ Lion & Tiger to SACON / No Wood Construction
  - LZ Expansion at CP-20: 3 x UH-6 to 10 x UH-60
  - Developing LFX #4 “Anti-Access / Area Denial” (A2/AD)
- Northern Training Area Development: Road Network, LZ / PZ, FLS Recap / PAAs / TAAs / Urban Area buildings purchased (30 x Bldgs)
- New DZ development – Kurthwood DZ
- North Fort Strategic Plan: “All Things Tactical” - theme
  - Joint Operations Center (FY-21/MCA)
  - RUBA (East & West) / Future RUBA @ Warrior
  - AAR Theater – Planning Charrette
- Sustainment Brigade (-) vs. SOC (USAMAA validated 30 Pax / FY21 )
- UAS Operations: FAA approved “No Chase A/C Required”
- Geronimo DZ Expansion: 3,549-yds to 4,075-yds – DRAS capable (doubles Heavy platform drops from 4 to 8) 29 DEC 19
- Sustain world-class facilities - Shughart-Gordon O&M
  - Shgt-Gdn Expansion of: 8 x 5-Story Bldgs / 90 x Cont Bldgs
- Transition to Common-ASL for IBCT Fleet
- Rail Line Upgraded – New Rail $16-mil
- Deployment Ops: Rail / SEDRE – Port Arthur / Barge – Alexandria / Air – England Air Park / Line Haul / “Expeditionary”
- APOD / ISB Alexandria enhancements: Chicken Coops / Ops Room
- Allied battalion in the Box (Canadian BN in JAN 20)
- DATE Pacific (Lite): JRTC scenario for Rotation 20-03
- New MPC Vans for Brigade C2 / COG / Field AARs
- LTP shift from Airfield site to Mission Training Center

JRTC-2025 Campaign Plan: OPFOR
- OPS GRP and OPFOR Manning Increase
  - OCTs and 1-509 IN (MTOE) manned at 100%
  - FY19/20 INFOWAR cell manning
- Networked Electronic Supt Threat Sensors (NESTS)
- OPFOR Surrogate Vehicle (OSV) refurbishment plan
- JRTC Electronic Warfare (EW)/Cyber/Space Modernization
  - Direct Injection Jammers (DIJ) FY-21
  - Enhanced Cyber replication/infrastructure
- OPFOR Integrated Air Defense System (IADS)
  - ASET IV Radar SAM /Radar Signal Emitter (RSE)
- TADSS Modernization: P25 to XL-200 Harris Radios
- RCS Tablets for OCTs / Tough Books
- Enemy UAS Swarm / Mass (45 x UAS)
- CS Gas integrated within OPFOR Chem Attacks
  - Return of Dr. Doom device
- Geronimo Containerized TAC

JRTC-2028: “Win Against a Near Peer Enemy”
The 21st Century JRTC must prepare units to defeat Near Peer threats (NSS-2017 / NDS-2018)
JRTC & Fort Polk Campaign Plan
2028 Overview

CTC Core Operations
1.1: Training Units
   - Village Rebuild Program
   - Man OPSGRP / OPFOR
   - Manage Restricted Air Space
   - Develop Peason Training Area
   - Revitalize the APOD
   - Shughart / Gordon Expansion
1.2: OPS GRP
   - Establish a Sustainment BDE
   - Build New OPSGRP Maint. Facility
   - Build JOC Heli-pad
   - Build New JOC on North Fort
   - Build IPBC AAR Facility
   - Build a new AAR Theater on North Fort
1.3: OE/OPFOR
   - Modernize the PREPO Fleet
   - Build PREPO Maintenance Shop
   - Build Bridges Over HWYs 28 and 117
   - Establish Land Bridge Between Fullerton and Peason Training Areas
   - Build OC Hill North / Peason TOC
1.4: ITADDS
   - RUBA / RUFMA 2028
1.5: Facilities
   - MILES Modernization

Enable Ft. Polk Unit Readiness
2.1: Training
   - Establish Limited Use Areas for Tenant Units
   - Develop Deployment Focused Resident Troop School
   - Readiness Terrain Walks
   - Improve Maint. Program
   - Create Rehab PT with Physical Therapists
   - Establish JRTC Recruitment Program
   - Conduct SSA / ASL Review
   - Review Fort Polk Readiness SOP
2.2: Personnel
   - Unit CrossFit Cert.
   - Create TSAC program
2.3: Critical Fleet Readiness
   - Build Multi Purpose PF Facility
2.4: Deployment Operations
   - Develop Fitness Trainer Partnership with LSU
   - Automated Infantry Squad Battle Course Update

Leader Development
3.1: Training
   - Develop an OCT Ride Along Program
   - Develop Guest Speaker Program
   - S3 / XO / CO / 15G Courses
   - EIB / ESB Certification
   - Increase Airborne / Air Assault / JM Opportunities
3.2: Professional Experiences
   - EFMB Certification
   - Leader Development through Community Relations
3.3: Education
   - Develop DA Civilian Education Program

Soldier, Family, Veteran, and Civilian Care
4.1: Medical
   - Expand Dental Services
   - Expand Education Initiatives
   - Expand Tele-Health Network
   - Hybrid Course Accredited Universities
   - Readiness Focus
   - Enhance 68W Medical Training Facility
   - SFL / TAP
   - Honor Veterans
   - Embed R2 Trainers in Units
   - Medical Recruitment
   - SAPR / DVAM Initiatives
   - BJACH Analysis
   - Benchmark VPsd and BPSD Nationally
   - CMD Messaging
   - BPsd Education Partnership
   - Pharmacy Inpatient / Outpatient Improvement
   - First Day of School
4.2: Education
   - New Hospital
   - Professional Certifications
   - Increase Civilian / Spouse Job Opportunities
   - Leader Development Thru Local Government Partnerships
   - BJACH Analysis
   - Benchmark VPsd and BPSD Nationally
   - CMD Messaging
   - BPsd Education Partnership
   - Pharmacy Inpatient / Outpatient Improvement
   - First Day of School
4.3: Programs and Services
   - Expand Dental Services
   - Expand Education Initiatives
   - Expand Tele-Health Network
   - Hybrid Course Accredited Universities
   - Readiness Focus
   - Enhance 68W Medical Training Facility
   - SFL / TAP
   - Honor Veterans
   - Embed R2 Trainers in Units
   - Medical Recruitment
   - SAPR / DVAM Initiatives
   - BJACH Analysis
   - Benchmark VPsd and BPSD Nationally
   - CMD Messaging
   - BPsd Education Partnership
   - Pharmacy Inpatient / Outpatient Improvement
   - First Day of School
4.4: Commander’s Programs
   - Increase Civilian / Spouse Job Opportunities
   - Leader Development Thru Local Government Partnerships
4.5: Commander Messaging
   - Leader Development Thru Local Government Partnerships
   - BJACH Analysis
   - Benchmark VPsd and BPSD Nationally
   - CMD Messaging
   - BPsd Education Partnership
   - Pharmacy Inpatient / Outpatient Improvement
   - First Day of School

Installation Infrastructure
5.1: Facilities
   - Recycling Opportunities
   - Energy Generation
   - Alligator Lake RV expansion
   - Family Rec. Center
   - VEMF Refurbishment
   - Community 50 Meter Pool
   - RV / Boat Storage
   - Geronimo DFAC
   - QOL Initiative “Top 10”
   - Housing Improvements
   - Installation Energy / Water Plan
   - Consolidated CDC
   - Maint. Facility Renovation Program
   - Natural Gas Supply
   - Green Sand Filtration System Project
5.2: Transportation Network
   - COFS Railhead Staging Area
   - 2024 IHG Decision
   - Family Rec. Center
   - VEMF Refurbishment
   - Community 50 Meter Pool
   - RV / Boat Storage
   - Geronimo DFAC
   - QOL Initiative “Top 10”
   - Housing Improvements
   - Installation Energy / Water Plan
   - Consolidated CDC
   - Maint. Facility Renovation Program
   - Natural Gas Supply
   - Green Sand Filtration System Project
5.3: Communication Network
   - Improve Telecom Network
   - Movie Theater
   - New MP Station
   - New Barracks Buildings
5.4: DES
   - Install Natural Gas Supply
   - Green Sand Filtration System Project
5.5: Utilities
   - New MP Station
   - Install Natural Gas Supply
   - Green Sand Filtration System Project

Premier Training Center ISO the Total Force and our Unified Action Partners
Agile and adaptive Leaders that are empowered to lead through complex change
An exuberant community that is READY NOW through High-Quality Wellness Programs, Education Opportunities, and Army Programs
Sustainable solutions are implemented to support the growing demands of JRTC & Ft. Polk

NEAR (19-21)
MID (22-25)
FAR (26-28)
"Provide me with 1 x training focus that would allow our formations to more effectively fight the enemy"
- GEN Garrett, FC CDR, to Geronimo Soldiers
**Modernizing CTCs for MDO:** As the premier training environment, leader development and crucible unit level collective training venue, the CTCs must ensure they build capabilities for the future fight...CTCs are the best venue and should take lead.  

- CSA40 – Transition Summary
The Joint Readiness Training Center and Fort Polk

South Fort Polk

Fort Polk
Soldier Support District
Area Development Plan

March 2020
Final

Project List

Soldier Support District
Preferred Alternative
Illustrative Plan

- Statutory Boundary
- Incineration Boundary
- Proposed Buildings
- Retained Buildings
- Proposed Reversions

Mid Range
- Renovate 3/10 BN HQ
- Renovate 3/10 COF Buildings
- Renovate G7 Forestry SBC
- Renovate Buildings 1164 and 166 for Command/Office Space
- Construct Barracks and Demolish Building 352
- Renovate AAR Theater to Conference Center
- Renovate Building 1569 to COF
- Construct Barracks and Demolish Building 1560
- Renovate Building 1533
- Construct New Company COF
- Renovate Buildings 1821 for Brigade HQ
- Renovate Building 1943
- Renovate Core Vehicle
- Renovate Buildings 2040 and 2047 for 509th CP and Operational Classroom
- Renovate Buildings 2043 and 2055 for 509th CPs
- Renovate Building 1843 for 509th BN HQ
- Renovate Buildings 2255 for SJA Courthouse
- Renovate Buildings 2254, 2256, and 2268 for 44th COF
- Renovate Buildings 2250 and 2260
- Renovate Buildings 2240 and 2255 for 44th CPs
- Renovate Buildings 2391 and 2392 for 519th MP BN HQ
- Renovate Buildings 2304 and 2305 for 519th MP CPs
- Construct MP Station
The focus is to renovate and standardize existing Battalion facilities across Fort Polk, allowing units a consolidated footprint. Modernized facilities will include:

- Battalion Headquarters
- Company Operating Facilities (COFs)
- Barracks
- Maintenance Facilities

Company COFs

2x New Soldier Barracks

8x Renovated Soldier Barracks

10x Renovated Maintenance Facilities
South Fort Polk Development
Barracks Renovation Strategy

Soldier Support District
Real Property Vision
The Fort Polk Soldier Support District will support brigade and battalion cohesion through efficient facility layouts and streamlined modern infrastructure to build Soldier and unit readiness.

FORT POLK
SOLDIER SUPPORT DISTRICT
AREA DEVELOPMENT PLAN
Renovated Child Development Centers

Consolidated Child Development Center

400 Sports Complex
Greensand Filtration Systems
South Fort Water System

General Information
- Contract MOD Award Date: 28 JUN 19
- Project Amount: $12.8M
- Project Completion: FEB 22
- Fund type: SRM

Scope: Construct two Greensand Filters (GSF), one at South Fort Water Treatment Plant and one at South Fort Well 14D. The GSF systems will remove iron and Manganese from the South Fort Housing and South Fort Cantonment water system, alleviating the brown color caused by the minerals in the water.

Information
- Current Data
  - Project Cost: $12.8M
  - Changes/Mods: $0.00
  - Current day # (06 MAY 20): 392
  - Percentage complete: 34%
  - Projected to be complete: 32%
  - Project mid-point: 15 OCT 20

The Greensand Filtration Systems will mitigate the “brown water” occurrences within the Fort Polk water infrastructure; removing large amounts of iron and manganese particulate matter.
South Fort Polk Development
Enhanced MP Station & Refurbish Wash Rack

South Fort Wash Rack
South Fort Polk Development
3/10 MTN TUAS Expansion & PAAF Corrections

Airfield Corrections
North Fort Polk Development
JOC & Consolidated AAR Theater

Future Ops Grp Footprint

Joint Operations Center / Ops Grp HQs

Consolidated AAR Theater

JOC Footprint
The new RUBA provides incoming units a new, modern, austere, expeditionary in nature, area as they arrive and departure from Fort Polk.
North Fort Polk Development
Green Sand Filtration & N.F. Fitness Center

Greensand Filtration System
North Fort Cantonment Water System

General Information
Award Date: 24 MAR 20
Project Amount: $6.8M
Project Completion: NOV 22
Fund type: SRM

Scope: Construct one Greensand Filtration System (GSF) at the North Fort Water Treatment Plant. The GSF system will remove Iron and Manganese from the North Fort Cantonment water system, alleviating the brown color caused by the minerals in the water.
A GSF system is in place for the North Fort Housing water system.

Schedule 960 Days
Projected completion 12 NOV 22

Information
Current Data
Project Cost $6.8M
Changes/Mods ($0.00)
Current day # (5 MAY 20) 42
Percentage complete <01%
Projected to be complete 4%
Project mid-point 17 JUL 21

Status / Challenges / Critical Issues
DLA issued contract modification to American Water for a firm fixed price construction project. A Greensand Filler (GSF) will be constructed at the North Fort Water Treatment Plant (NFWTP) by NOV 22. Installation of SWPPP began 27 APR 20, staging of equipment and materials to begin in May.

North Fort Fitness Center

Improving Quality of Life and planning for the expansion of North Fort Polk.
North Fort Polk Development
Paving Plan

Alexandria St - $1M FY23
4,001 LF (DIRECT)

D Ave - $600k FY21
2,402 LF (Discretionary)

G Ave - $600K FY24
1,825 LF (DIRECT)

H Ave - $2M FY24
4,201 LF (DIRECT)

I Ave - $1M FY21
4,669 LF (DIRECT)

Yearly and Overall Totals
DIRECT Discretionary
FY21 $6.8M $1.65M
FY22 $6.75M $870K
FY23 $7M $1.16M
FY24 $4.6M $1M
Totals $25.15M $4.68M
Northern Training Area
Northern Training Area

Vinyl Wrappings
Northern Training Area
CTC Improvements / Tenant Unit Benefit

Avellino DZ Improvements

Kurthwood Drop Zone (DRAS Capable)

Mobile Protective LFX (CTC LFX)
Northern Training Area
CTC Improvements / Tenant Unit Benefit

Multi-echelon Live Fire #4

Expanded Field Ammo Supply Point

Enhanced Live Fire TOC
Increasing Rigor and Complexity
The ISBC will provide units live fire training opportunities at the Squad level. 

**Featuring:**
- 6 x stationary Armor targets
- 1 x moving Armor target
- 20 x stationary Infantry targets
- 6 x moving Infantry moving targets
- 2 x trench obstacles
- 5 x MG observation bunkers
  (w/ sound effects simulator)
Southern Training Area

Land Bridge Development

Northern Training Area

“Land Bridge”
Earmarked FY-26 POM

Southern Training Area
Southern Training Area
Army Compatible Use Buffer (ACUB)

Protecting our investment

East Side Simpson Training Area

Tank Trail
Southern Training Area
Mobile Protective LFX (3/10 MTN) & DZ Improvements

Mobile Protective LFX
(Tenant Unit)
Berry DZ site locations
The following three locations need to be cleared as per CG intent

1- Small area along the road with New tree growth needs to be removed

2- Large berm (Old Target track) Needs track removed and berm flatted

3- Steel guard rails and old traffic circle Needs guard rails removed and traffic circle cleared and leveled
40th Chief of Staff of the Army
General McConville

CSA Priorities:
#1: Readiness
#2: Modernization
#3: Reform

“People First – Winning Matters – Army Strong!”

Critical Enabler: Quality of Life (CE2)
Housing and Barracks, Health Care, Childcare, Spouse Employment, and PCS Moves.

AMC CG: SSA 1.0
1. Quality Housing
2. Quality Child Dev / Care
3. Meaningful Spouse Employment
4. Relevant Rec Programs
5. Fit and Healthy Soldiers
6. BOSS

“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.”
Quality of Life

General Assessment

- Soldiers enjoy and take pride in serving on Fort Polk
  - Yes, there are challenges, but we did not hear any Soldier say “this place terrible”
  - Spouses, Teens less enamored with Fort Polk

- Close Knit Community – Engaged and Caring Leadership

- Top Concerns:
  - Housing
  - Education
  - Spouse Employment
  - OPTEMPO – limited time with Family
  - Limited offerings off-post

- On-post Community Events & Offerings are critical to overall QoL
  - Very limited QoL offerings off-post
  - Most QoL drivers generated on-post

- Golf Course is central point if installation pride, activity, general feeling of living in an Army
  - Used for much more than just golf

- Feedback concerning Education, Housing, and Commissary generated the most passion
Aspects of Soldier and Army Family Quality of Life:

- Education
- Housing
- Health Care
- Child Care
- Army Spouse Employment
- MWR – Recreation

Feedback:
- SFRGs
- Units
- Town Hall Meetings
- Community Information Forum
- AFAP
- ICE Comments

“JRTC has World Class Training; Fort Polk has combat ready – globally deployable units; the Installation is focused on developing valued Soldier and Army Family quality of life.”
- Quality Education
- New Housing / Need Phase-II Capital Investment
- BJACH as a stable Health Care platform operating beside a rural health care network (ER / In-patient capability / Efficient Pharmacy – Industry standards)
- Renovate the existing 3 x Q4 barracks and build 2 x new barracks
- Professional Army standards on the Installation – Fort Polk Units and Garrison Organizations maintain facilities / footprint in a disciplined manner
- Commissary improvements: This benefit has degraded – Soldiers go to Walmart
- ID Card Section: provide the Installation with an additional ID Card Machine
- Increase the Fort Polk BHA; two years ago FPLA had the 2nd largest % cut in DoD
- Retain the Golf Course – it is the Resiliency Park for JRTC and Fort Polk
- Build a second Turf Field with Track --- Single Soldier evening recreation spot
- Youth Sports are a MUST; Polk Families strongly rely on this program
- Maintain our Functional Fitness/CrossFit focus as well as our 24/7 Gym
- Do not charge for Physical Fitness Classes – encourage Soldier / Family Fitness
- Renovate / Rebuild our fire damaged Bowling Alley – a Family favorite at FPLA
- “Pocket” Basketball Courts and Volleyball Courts within our barracks footprints
- Entrance Road – USACE repaving project / City of Leesville zoning initiative
- Retain current DFMWR events: Freedom Fest, Louisiana Hayride, Glow Run, Mud Run, Geronimo DZ 10-K Run, Right Arm Nights, Movie Nights
“What we told the IMCOM QoL Team”

- South Fort Polk ADP – “All Things Soldier / All Things Unit” (BN/BDE Footprints)
- Decision by IHG in 2024 to build a new Hotel at JRTC and Fort Polk
- Encourage Home Based Businesses
- Aquatics Fitness Center
- Construct new consolidated Child Care Center
- Convert Showboat to a Family Activity Center (climate controlled)
- Provide POD rental storage space (Corvias residences lack sufficient space)
- Maintain the Toledo Bend Recreation Center – Fishing, Cabins, RV Spots
- CCTV Cameras in barracks to reduce SHARP incidents
- DFAC Strategy: 1 x Main DFAC supplemented with a “Grab and Go” Deli
- Spousal Employment in Louisiana: State reduction of professional and occupational licensing boards
- Banned Breed Dogs and assistance with “comfort dog” ETP that are banned
- Approve MP Body Camera Program
- Fund the FY-20 Demolition List (#1 – Old Elementary School by Gate-1)
- Maintain an Installation AFDCB – Armed Forces Disciplinary Control Board to ensure Soldiers / Army Family Members have a safe environment for off-duty activities and do not face unfair business practices.
- Cable and Internet services – Bandwidth and responsive customer service

Is this a “Core” FPLA DFMWR Service? It is a1-hr from FPLA – should we focus on the Installation?
The JRTC and Fort Polk strategy for developing the “Top-10 QoL List” was to balance the initiatives in respect to our stakeholders:

- Soldiers
- Army Families
- Units

**JRTC and Fort Polk “Top-10 QoL List”**

1. Renovation of the Showboat Theater – Provide a “climate controlled” Activity Center
2. Installation / Community 50-meter Pool
3. Restaurant on Fort Polk
4. Special Events – Teen / Kids Camp
5. Modernization of the Guardian (Geronimo) Dining Facility
6. CYS Playground Equipment
7. Water Park
8. The Forge Restaurant @ The Warrior Center – modernization effort
9. Turf Athletic Field with Energy Return Track and Lights @ Warrior Circle
10. Consolidated CYS Facility

**CCTV Cameras for the Barracks – Reduce SHARP incidents**

**Lights for the Main Post walking trails (similar to the Golf Course Trail lights)**
The day that an Army Family receives orders to JRTC and Fort Polk – the #1 topic at dinner that evening is – Education in Louisiana – and “will we go to JRTC and Fort Polk as a family or will the kids remain in their current school?”

Facts:
- 48th ranks state for education quality
- “A” Rated School System shifted from a “B” rating last year (BPSD rated as a “B”)
- $4.1 million in Impact Aid / $4.3 million in grants over 5-years (approx. $750k per yr)

Challenge: As the educational impact aid is provided to the Parish School System, it is applied across the entire 18x school system within the Vernon Parish School District. This is a concern with a Parish (or a County) school system – within the 18 x Schools, the majority of JRTC and Fort Polk children attend Leesville High School, 2 x Middle Schools, and 2 x Elementary Schools. The impact aid designed to assist school to schools with little to no Military connected children.

#1 JRTC and Fort Polk AFAP issue for FY20
Quality of Life Initiatives

- Education: ASA M&RA / FORSCOM / Ms. Pickens / Gov Edwards
- Housing: $155mil in capital investment
  - 248 x new homes, 130 x “like” new homes, 1,491 x renovated homes
  - 9 x miles repaved roads, $800k of improved playgrounds – dog parks
  - 354 x demolished older homes
  - Tenant Bill of Rights / Fort Polk Lease with revised PTE clause
- BJACH remains unchanged – current health services maintained
- Spouse Employment initiatives
  - Military Spouse Career Employment Expo (Rescheduling)
- Area Development Plans: North Fort Polk & South Fort Polk
- Internet and Cable Service – Customer Service Standards
- Commissary: “Click2Go” request
- Retain our Special Events budget – Toby Keith at Freedom Fest!
- $5mil investment by AAFES in PX, Food Court, Shoppettes
- Remaining legacy barracks will be renovated
- Green Sand Filtration systems on-line by FEB 2022 (eliminate Brown Water)
- Installation roads – repaving strategy
703 Team Recommendation:
Bayne-Jones Army Community Hospital, Fort Polk, LA
Initial Recommendation: In Patient to Out Patient Ambulatory
Final Recommendation / Decision: No Change – In Patient

In Draft Report:
“One Army hospital is in a remote area where an ER is important so that if a patient needs emergent care, they can be stabilized before being transported to an inpatient facility”

703 Team Detailed Recommendation to DHA:
“Bayne-Jones Army Community Hospital (BJACH) should maintain its inpatient capabilities and 24-hour access to care (e.g., Emergency Room). Contingent on the nearest local hospital completing an expansion of services that will allow capacity to address BJACH birthing, surgical, and medical workload; BJACH should outsource all inpatient services – while maintaining the ER at the Fort Polk hospital, focused on unit readiness associated with JRTC's Combat Training Center mission.”
**Army Spouse Employment**

Ms. Nicole Merlino  
City of Leesville  
Budget Director

---

**UPDATE OUR SOLDIERS AND ARMY FAMILIES ON FORT POLK HOUSING**
Warrior Hills Golf Course, Fort Polk, LA: A golf course located at the center of the installation which features an 18-hole golf course, driving range, PT running route, and “The Warrior Center” that includes a club house, restaurant & bar, deck, and the Warrior Store.
Warrior Hills Golf Course, Fort Polk, LA:
The Golf Course is in the **center** of South Fort Polk – our “Main Post” where the majority of our Units are located and where our Soldiers and Army Families live. The paved PT / Running Route / Walking Trail that follows the Golf Course 2-mile perimeter is **“the most used Recreational Facility at Fort Polk”** – Hundreds of Soldiers and Family Members use this daily for building Readiness, Fitness, and Resiliency. Soldiers and Family Members – even those that do not Golf appreciate the Fort Polk Golf Course and link it to the Installation Quality of Life that we enjoy at Fort Polk – eliminating the Golf Course dramatically degrades Quality of Life based on the central location of the course.

550 x per day utilize the 2-mile trail, making it the #1 used DFMWR resource – this is the “JRTC and Fort Polk Central Park.”
QUALITY OF LIFE
Special Events

STRENTEST YOUTH
COMPETITION
FREE
MAY 6 @ PEREZ FIELD
3 PM
Register on site from 2 - 3
Age Divisions:

FORGING THE WARRIOR SPIRIT
THE JRTC & FORT POLK GUARDIAN
Vol. 46, No. 26
Home of Heroes @ Fort Polk, LA
June 28, 2019

BATTLEFIELD EFFECTS DEMONSTRATIONS • AIRBORNE DEMONSTRATION • STATIC DISPLAY
JOIN THE OUTSTANDING SOLDIERS OF JRTC AND FORT POLK
SATURDAY, AUGUST 17, 2019

THE JRTC AND FORT POLK
2019 BOX TOUR
THE BOX TOUR IS OPEN TO ALL FORT POLK, THE LOCAL COMMUNITY AND THEIR GUESTS.
BEATS BY RSVP ONLY. CALL OR EMAIL FOR DETAILS!
REGISTRATION OPENED FOR BOX TO BOX TOUR.
FOR QUESTIONS PLEASE CALL: 888-600-6818 OR EMAIL:
JRTCBOXTOBOX@ARNG.MIL OR BOXTOBOX@ARNG.MIL

FORT POLK YOUTH
PRING SOCCER
3-4 YRS 5-6S
7-8S 9-1S
REGISTRATION
15 OCT - 6 JAN
ATTENDANCE MEETING
11 OR 19 DEC
2-4 PM AT 5:30 PM
5-6S @ PRINCETON
7-8S @ PEREZ FIELD
REGISTRATION
JANUARY - MARCH

SNOWFLAKE
FESTIVAL
DECEMBER 6 • 4 - 9PM
AT THE MAIN POST EXCHANGE
CHRISTMAS TREE LIGHTING
TRADITIONAL MUSIC & DANCE
HOLIDAY SHOW & ARRIVAL
OF THE SANTA CLAUSE

AIRBORNE
AIRBORNE
AIRBORNE
Quality of Life

Movie Nights

Movie Night was on Warrior Field – so popular – shifted to Headquarters Field
Quality of Life
AAFES Initiatives

Salads  Burritos  Subs & Wraps

Chopz – Ft. Sill, Oklahoma

The Counter view before opening
Lunch Line - Fast and Fresh
 Cooler which we can place in other Express locations
New Hotel Strategy:
- Both hotels are exterior entry / lack modern posture.
- Initial discussions with IHG; FPLA not identified for new hotel consideration until 2037.
- IHG / Lend Lease Executives have since stated to FPLA senior leaders that the Installation will fall within the 2024 decision cycle for new hotel consideration.
- Mr. Cramer (DA G-9) committed $5mil to hotel modifications based on his stay at FPLA.

IHG has committed substantial funds to raise the FPLA hotel platforms to IHG standards: Elevator, Family suites established at the Magnolia, small pool, exercise room, breakfast area in both hotels, painting, bathroom modifications, parking lot paving, landscaping – tree line planted at the Magnolia, and HVAC system upgrade.

"Right now your “first impression” is dragging your Family’s 3 x suitcases and dog up the stairs to the 2nd floor of the Magnolia House!"
LOE #1: CTC Core Operations

1. Training Units
   1. Village Rebuild Program
   2. Man OPSGRP / OPFOR

2. OPS GRP
   3. Restricted Air Space Expansion
   4. Develop Peason Training Area

3. OE/OPFOR
   5. Revitalize the APOD
   6. Shughart-Gordon Expansion

4. ITADDS
   7. Establish a Sustainment BDE
   8. New OPSGRP Tactical Equipment Maintenance Facility
   9. Build JOC Heli-pad
10. Build New JOC to North Fort
11. Build IPBC AAR Facility
12. Build a new AAR Theater on North Fort
13. Modernize the PREPO Fleet / Build PREPO Maintenance Shop
14. Build Bridges Over HWYs 28 and 117
15. Establish Land Bridge Between Fullerton and Peason Training Areas
16. RUBA/RUFMA 2028
17. MILES Modernization
18. Build OC Hill North/ Peason TOC

NEAR (20-21)  MID (22-25)  FAR (26-28)
**LOE #2: Enable Unit Readiness**

Enable Ft. Polk Unit Readiness

1. **Training**
   - ACFT Plan
   - Establish Limited Use Land Area for Tenant Units
   - Establish 68W Medical Training Facility
   - Develop Deployment Focused Resident Troop School
   - Readiness Terrain Walks
   - Create Rehab PT with Physical Therapists
   - Conduct SSA / ASL Review
   - Review Fort Polk Readiness SOP

2. **Personnel**
   - Improve Maint. Program
   - Create TSAC Program
   - Unit CrossFit Certification

3. **Critical Fleet Readiness**
   - Establish JRTC Recruitment Program
   - Develop Fitness Trainer Partnership with LSU
   - Automated Infantry Squad Battle Course Update
   - Establish Medical Training Sim Center

4. **Deployment Operations**
   - Conduct SSA / ASL Review
   - Improve Maint. Program
   - Create TSAC Program
   - Establish Medical Training Sim Center
LOE #3: Leader Development

**Near (20-21)**
- Develop an OCT Ride Along Program
- S3 / XO / CO / 1SG Courses
- EIB / ESB Certification
- Increase Airborne / Air Assault / JM Opportunities
- Leader Development through Community Relations
- EFMB Certification
- Improve DA Civilian Education Program

**Mid (22-25)**

**Far (26-28)**

**3.1: Training**
1. Develop an OCT Ride Along Program
2. S3 / XO / CO / 1SG Courses
3. EIB / ESB Certification
4. Increase Airborne / Air Assault / JM Opportunities
5. Leader Development through Community Relations
6. EFMB Certification
7. Improve DA Civilian Education Program

**3.2: Professional Experiences**

**3.3: Education**
LOE #4: Soldier, Family, Veteran, & Civilian Care

1.1: Training Units
1.2: OPS GRP
1.3: OE/OPFOR
1.4: ITADDS

4.1: Medical
4.2: Education
4.3: Programs and Services
4.4: Commander’s Programs
4.5: Command Messaging

Soldier, Family, Veteran, and Civilian Care

1. Tele-Health Network
2. Readiness Focus
3. Honor Veterans
4. Increase Civilian/Spouse Job Opportunities
5. BJACH Analysis
6. Pharmacy Inpatient/Outpatient Improvement
7. Expand Dental Services
8. Hybrid Courses with Accredited Universities
9. SFL/TAP
10. Embed R2 Trainers in Units
11. Leader Development through Local Govt. Partnerships
12. Benchmark VPSD/BPSD Schools Nationally
13. First Day of School
14. Construction of Modern Hospital
15. Expand Education Initiatives
16. Medical Recruitment
17. Command Messaging
18. Education Quality
19. Professional Certifications
20. SAPR/DVAM Initiatives
21. Medical Recruitment
22. BPSD Education Partnerships

NEAR (20-21)
MID (22-25)
FAR (26-28)
**LOE #5: INSTALLATION INFRASTRUCTURE**

### Installation Infrastructure

#### 5.1: Facilities
1. Family Recreation Center
2. Community 50 Meter Pool
3. Geronimo DFAC
4. Improve Telecom Network
5. Synthetic Sports Fields

#### 5.2: Transportation Network
6. Recycling Opportunities
7. VEMF Refurbishment
8. RV/Boat Storage

#### 5.3: Communication Network
9. QOL Initiative “Top 10”
10. Housing Improvements
11. Maintenance Facility Renovation Program
12. Green Sand Filtration System Project

#### 5.3: DES
13. Energy Generation / Microgrid
14. Alligator Lake RV expansion
15. Reset Battalion Footprint / COFs
16. Wash Racks
17. Installation Energy/Water Plan
18. Consolidated CDC
19. Natural Gas Supply

#### 5.5: Utilities
20. Railhead Staging Area
21. 2024 IHG Decision
22. Build new Movie Theater
23. Build new MP Station
24. New Barracks Buildings

**Location Breakdown**
- **NEAR (20-21)**
- **MID (22-25)**
- **FAR (26-28)**