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.
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 war.**

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 recover and modernize our Army.

The JRTC and Fort Polk 2028 Campaign Plan is an azimuth to move forward on modernization. It provides the intellectual framework that will allow both tenant and Rotational Training Units 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.

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.
Foreword
01 March, 2020

SENIOR COMMANDER PRIORITIES

• CTC Infrastructure: JRTC and Fort Polk 2028
• Fort Polk Unit Readiness
• JRTC Rotations / CTC Standardization / ‘Rigor’
• Fort Polk Infrastructure: Unit / Soldier / Family
• BJACH: Remote Health Care / DHA Transition
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The Joint Readiness Training Center & Fort Polk Campaign Plan 2028

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INTRODUCTION

**Purpose:**

*The JRTC and Fort Polk Campaign Plan 2028* 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 JRTC and Fort Polk, while simultaneously applying realistic and pragmatic approaches for near and midterm objectives. JRTC and Fort Polk must attain balance between conceptual objectives (long term) and detailed plans (near and midterm). The operational environment will change and JRTC and Fort Polk will adjust to future variables. This document will incorporate the Commander’s Training Guidance (CTG) directives 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* replaces 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, 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, and Commander’s updates.

**Campaign Plan Functionality:**

The Campaign Plan consists of five 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 subordinate LOEs and LOEs. For instance, 1.3.4, refers to the fourth objective (Increase OPFOR Capabilities), in the third subordinate LOE (Operational Environment / OPFOR), in the first LOE (CTC Core Operations).
Fort Polk was established in 1941 as Camp Polk and named in honor of the Right Reverend Leonidas Polk, the first Episcopal Bishop of the Diocese of Louisiana and a Confederate General. Camp Polk was established after the 1940 Louisiana Maneuvers and used to train thousands of Soldiers and prepare them for combat operations in World War II. That mission – to provide realistic, relevant, and rigorous training to deploying units – still exists today. JRTC Operations Group has trained over half of the Brigade Combat Teams deployed to theater. JRTC and Fort Polk host the 3-10 Mountain Division; 32 Hospital Center, 46 Engineer Battalion; 519 Military Police Battalion, and 1-5 Aviation Regiment.

### Current Strength

- **Active Duty**: 7,811 (Army)
- **Other Military**: 183 (Air Force/TDY)
- **Active Duty Dependents**: 13,000
- **Civilian Employees**: 5,635
- **Transient and Rotational**: 5,770

**Total**: 32,399

### Fort Polk Also Supports

- **Retired Military/Family**: 11,959
- **Retired DOD Civilians**: 5,565

**Total**: 17,524

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**JRTC Area of Operations Training Area**

242,000 acres

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**FORT POLK – HOME OF HEROES!**
Units:

**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. Joint Readiness Training Center: Train Brigade Combat Teams for war.

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

**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 home station training for realistic global war during peacetime. The mission of 3-10 MTN is to conduct multi-echeloned training at Fort Polk, Louisiana, against a hybrid threat to prepare for global contingency operations.

**1-509 IN (ABN):** 1-509 Infantry Regiment (“Geronimo”) is an Airborne Regiment of the United States Army 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 rotational units as replicated national security forces, insurgents and a hybrid threat for decisive action rotations.

**3-353 REGT:** 3-353 Regiment trains individuals and builds unit capacity for the conventional Army and joint forces at Fort Polk and home station locations. 3-353 AR enable mission success meeting the COCOM SC / SFA requirements, training Individual Advisors (IA) deploying in support of ORS, conducting the Train, Advise and Assist Command (TAAC) course for the Army in order to train headquarters units (Division-level and higher) on the skills needed to effectively understand how to support advising teams operating in Afghanistan and Iraq, and conducting realistic and tailored training for individuals and leaders.
**BJACH:** Bayne-Jones Army Community Hospital 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 the JRTC and Fort Polk. A team of professionals dedicated to delivering patient-centered healthcare, promoting wellness and inspiring trust in our beneficiaries, staff, and community. Our Vision: We Provide the Best.

**32 Hospital Center:** 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).

**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.

**46 EN:** 46 Engineer Battalion ("Steel Spike") is a military engineer unit established in 1917. The 46 Engineer Battalion’s mission is to deploy, to command, to control, and to 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).
519 MP: 519 Military Police Battalion (“Vipers”) is a military police unit originally organized as the 15 Military Police Battalion in October 1927, and relocated to Fort Polk, Louisiana in August 1992. The 519 Military Police Battalion mission is to rapidly deploy and conduct military police operations along the Full Spectrum of Army Operations, support of the Joint Readiness Training Center (JRTC), and provide continuous law enforcement support to the Fort Polk community.

41 Transportation Company: 41 Transportation Company is a subordinate unit assigned to the 519 Military Police Battalion. The 41 Transportation Company’s overall mission is to plan, coordinate, manage, command, and operate 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.

705 EOD: 705 Explosive Ordnance Disposal Company is a U.S. Army Explosive Ordnance Disposal Company. The Fort Polk-based 705 EOD Company supports 3 Brigade 10 Mountain Division, covers Louisiana and Mississippi and defeats rounds on Fort Polk’s Joint Readiness Training Center, the U.S. Army's premier light infantry training center.

1-5 AV: 1-5 Aviation Regiment conducts general support aviation operations and provides administrative support for the Headquarters, Joint Readiness Training Center (JRTC), Fort Polk, and the United States Army Garrison, 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.

G-4 Airdrop Branch Rigger Detachment: Subordinate to 1-5 AV, G-4 Airdrop Branch provides personnel parachute support for JRTC tenant units as well as the Rotational Training Unit (RTU). Supports the RTU with sustainment airdrops of MREs, equipment and Ammo, etc. G-4 Airdrop Branch offers on the ground state of the art Parachute Simulation (PARASIM) Training, via Virtual Reality 3D Parachute Simulator. The Simulator provides in house, safe, efficient, and a cost-effective solution to parachute training letting jumpers hone their skills on the ground before they ever take to the air.
90 MP Detachment (CID): 90 MP Detachment Criminal Investigation Division Command (USACIDC) investigates felony crimes and serious violations of military law & the United States Code within the United States Army. The command is a separate military investigative force with investigative autonomy; CID special agents report through the CID chain of command to the USACIDC Commanding General, who reports directly to the Chief of Staff of the Army and the Secretary of the Army. By position, the USACIDC commanding general is also the Army’s Provost Marshal General. The Fort Polk CID Office reports directly to the Fort Benning CID BN, Fort Benning, GA. They work in conjunction with 519 Military Police Battalion and state and local civilian law enforcement.

Alpha Company, 3 Battalion, 156 Infantry: The Louisiana Army National Guard maintains a maintenance facility on North Fort Polk which services its major units such as the 256 Infantry Brigade Combat Team and the 225 Engineer Brigade. The 256 Brigade Headquarters is based in Lafayette, Louisiana, but has a Company Headquarters on North Fort Polk, Company A, in Fort Polk, LA with a detachment in Deridder, LA. Although A Company, 3-156, is part of Fort Polk, it does not have a direct impact on JRTC training.

Louisiana Army National Guard Maneuver Area Training Equipment Site (MATES) #71: MATES #71 stores and maintains equipment set for use by Army National Guard units conducting training or ordered to Federal or State active duty. Prepositioning the equipment near training areas reduces transportation requirements for oversized, tracked, or other equipment restricted by highway regulations.
Air Force Units:

**Detachment 2, 18 Weather Squadron:** A United States Air Force 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 United States Air Force training squadron assigned to the 34 Combat Training Squadron, Little Rock Air Force Base, Arkansas. 1-34 executes GREEN FLAG Little Rock (GFLR), for Mobility Command’s only for joint-accredited flag level exercise. The primary objective of GFLR is to support the Joint Readiness Training Center (JRTC), provide airlift missions and ground support elements to a simulated combat environment. 1-34 emphasizes joint force integration with US Army Brigades, Special Operations Forces, USAF airlift and contingency response units, and International Partners staged out of Little Rock Air Force Base AR, Alexandria, and Fort Polk, LA.

**548 Combat Training Squadron:** A United States Air Force 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 the U.S. Army Joint Readiness Training Center. It provides Air Combat Command-directed support to the U.S. Army’s Joint Readiness Training Center located at Fort Polk, Louisiana. In addition, 548 provides deployed unit maintenance and munitions support. It schedules and controls exercise airspace, controls close air support missions, builds exercise scenarios, and provides observers/controllers to evaluate tactical air control operations. It replicates Air Force command and control from division through joint task force level.
PFC Darren Hopes, 12N, Horizontal Construction Engineer from 687 EN CO, 46 EN, earns Ranger Tab. PFC Darren was promoted to SPC on 27 July 2018.

SSG Brazzell (3-10 MTN) and SPC Poston (1-509 IN) represented JRTC & Fort Polk at the 2018 US Forces Command NCO and Soldier of the Year Competition at Fort Bragg, NC.

SSG Mills and SSG Remchuk from 2-4 IN, 3-10 MTN, were selected to represent the 10th Mountain Division at the 18th Annual International Sniper Competition from 15-18 October 2018 at Fort Benning, GA.
SFC Daizon Alexander, SFC Brian Zielinski, SGT Johnnie Mesch, SGT Patrick O’Connell, from the 3-353 Regiment, competed in the “All Army” Small Arms Competition at Fort Benning, Georgia in March 2019.

SPC Thomas DeMarsico from 2-4 IN earns Expert Field Medical Badge at Fort Bliss, Texas September 2019.

1LT Marinos and 1LT Wilson from 642 EN CO represented Fort Polk at the 2019 Best Sapper Competition.

1LT Morgan Ashmead and 1LT Russell Mortinger, from 1-509 IN (ABN) represented JRTC and Fort Polk in the U.S. Army Best Ranger competition at Fort Benning, Georgia April 2019.
SGT Elvis Palarchie and SPC Joshua Cardwell of BJACH, were selected as the Fort Polk 2019 NCO and Soldier of the Year. SSG James Gilman and SPC Whitten Stoverink from 519 MP Battalion, were selected as the SHARP Warrior Board winners June 2019.

NCOs and Soldiers from 1-509 IN (ABN) represented Fort Polk at the 2019 Gainey Cup Best Scout Team Competition: SSG Liderbach, SGT Blackwood, SPC Morse, SPC Ongy, SPC Treadway, PFC Smith, PFC Watts, and PV2 Solomon.

SSG Oser, SGT Hernandez, SPC Iniguez, and SPC Tratton, 1-509 IN (ABN) represented Fort Polk at the 2019 US Army Best Mortar Competition.

SFC Jerry McMillian of Fort Polk Dental Health Activity, receives Leadership Award during the Medical Department Junior Leadership Course on April 2019 in Washington, DC.

SPC Darren Hopes and SGT Jaired Brooks, Horizontal Construction Engineer Soldiers with 46 Engineer Battalion, earned their Sapper Tab (in addition to their previously earned Ranger Tabs), leading the way for others to follow.

SFC Simmons from 46 Engineer Battalion Forward Support Company receives a token of appreciation from unit leadership for his dedication and support during his tenure.
Mission: JRTC and Fort Polk train Brigade Combat Teams / Security Force Assistance Brigades to conduct large scale combat operations on a decisive action battlefield against a near-peer threat with multi-domain capabilities. Fort Polk enables FORSCOM units to increase readiness in support of globally deployable mission; while facilitating a high quality of life for Soldiers and Army Families.

Intent: The overall purpose of JRTC and Fort Polk is to strengthen readiness for the Army. In order to accomplish this essential task, six priorities nested with the FORSCOM priorities, drive what we do. These priorities are nested with FORSCOM priorities, and drive all we do. These six priorities are: Maximize Unit Readiness, Operationalize Army Total Force Policy, Master the Fundamentals, Strengthen Leader Development, Care for Soldiers, Civilians, Veterans, and Families, and Inform the Future Force.

Vision: JRTC and the combat training center platform continues to evolve in order to challenge Soldiers, Leaders, and 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. The North Fort Polk area development plan transforms with the construction of the new JRTC Operations Center; a new Rotational Unit Billeting Area; 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 area development plan 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 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 three 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 Recreation - 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 its Soldiers, Civilians, Veterans, and Families. JRTC & Fort Polk remain prepared to support future force requirements.
“Our Army serves to defend the Nation. When we send the Army somewhere, we don’t go to participate, we don’t go to try hard, we go to win. Winning matters! We win by doing the right things, the right way. 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. It’s our people who will deliver on our readiness, modernization and reform efforts.” – GEN McConville
"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."

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

"People First – Winning Matters – Army Strong!"

“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.”

* The Impact of our CTCs

“We have six Army modernization priorities: long-range precision fires, next generation combat vehicles, future vertical lift, the Army network, air and missile defense, and Soldier lethality. Within each of these priorities, we have two or three major programs that are going to fundamentally change the Army. Soldiers need to know that we're going to modernize and we're going to get new equipment. But at the end of the day, it's about the Army's Soldiers. They are the most important weapon system. There will always be a Soldier in the loop in anything we do. The technology is there to help them do their jobs, not to replace them. Soldiers are our most important asset.”

- GEN McConville
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

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

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
FORSCOM Training Guidance: FY 20

CTC Guidance

The #1 priority for FORSCOM remains Maximize Unit Readiness … win decisively against near peer threats … Ready Now. Rotations build readiness … by enabling units to train their METL – increase complexity / make rotations less predictive … reward units that identify and exploit opportunities on the battlefield. BCT Live Fire Exercise (LFX) sustains readiness and builds unit competence in complex conditions that force-on-force cannot replicate. BCTs deliver timely and accurate fires … place additional emphasis on digital fires from sensor to shooter. Ensure proficiency in individual, crew, and unit Chemical, Biological, Radiological, and Nuclear (CBRN) tasks. Train sustainment units in expeditionary austere environments. Command Posts (CP) must establish an integrated Common Operating Picture or COP … rapidly deploy and displace CPs with a focus on mobility, survivability, and distributed mission command. BCTs must operationalize RSOI (Reception, Staging, Onward Movement, Integration) to prepare for and sustain operations. Leverage Leadership Training Program (LTP) lessons learned for home station and the unit CTC rotation.

FC FY 20 Training Guidance: Ready Now
- Operate in a denied CEMA Environment
- Air-to-Ground Information Collection
- Digital Fires Capability
- Gap Crossing
- Decisive Action in an Urban Environment
- CBRNE in Decisive Action
- Counterfire
- Commander Driven Operations Process
- CF-SOF Integration and Interoperability
- Sustainment in Decisive Action Training Environment
The intent for training in FY 20 is to build on readiness gains achieved by Leaders during FY 19. Through training resource coordination, leaders will develop a fully balanced and integrated strategy for achieving maximum readiness with the “Reps and Sets in the Dirt” philosophy. With this philosophy, integrated units will develop proficiency at the highest level through constant repetitions and sets creating a professional team capable of “Winning at the Point of Contact”. With this grooming, Soldiers at every level will execute tough, realistic, and mentally and physically challenging training that allows them to master their skills, develop decision making, and build character and discipline.

We continue to build upon the progression achieved in FY 19 across the measured areas of readiness (Personnel, Supply, Maintenance, and Training). Commanders must focus on the formula Training Readiness + Maintenance Readiness = Overall Capacity. Improvement in combined arms maneuver proficiency through Decisive Action Training Events (DATE) continues to lead to high levels in training readiness, but not at the expense of conducting maintenance operations. Leaders will ensure that equipment is maintained at a 10 / 20 standard and Soldiers are ready to “Fight Tonight”.

Training and maintenance readiness are symbiotic, co-existing relationships. Commanders must not let the demands of training degrade their maintenance readiness. Focus aggressive Command Supply Discipline Programs (CSDP) on field level maintenance and brief objectives during Maintenance Terrain Walks. Our overall readiness capacity must continue to increase through combined efforts in training readiness and maintenance readiness.
The priorities for JRTC and Fort Polk are directly nested with the FORSCOM priorities

Priority #1: Maximize Unit Readiness - Units that are “Ready Now” can rapidly deploy for combat operations. Brigade and Battalion Commanders must protect organizations from training distractions for their Company Commanders.

Priority #2: Operationalize Army Total Force Policy - Continuing unit partnerships between components through integrated training opportunities is imperative for 3-10 MTN. Leaders man associated units to facilitate the training strategy. Commanders coordinate and ensure the availability of personnel to meet specified training readiness levels. Gaining and parent units enforce scheduling discipline between units.

Priority #3: Master the Fundamentals - Mastery requires a never-ending, disciplined effort to mold tasks into muscle memory. To build mastery requires repetition within individual and collective tasks – Repetition, Repetition, Repetition! Leaders Time Training (LTT) is the opportune time for Soldiers and Leaders to Master the Fundamentals and become proficient in Warrior skills.

Priority #4: Strengthen Leader Development - Army Leaders, at all echelons, are the competitive advantage our Army possesses that technology cannot replace nor be substituted by advanced weaponry and platforms. Our legacy represents the quality of Leaders we develop, building the deep bench for our Army.

Priority #5: Care for Soldiers, Civilians, Veterans, and Families - Care for Soldiers, Civilians, and Families continues to serve as the cornerstone of our efforts to preserve our Force. Quality of Life (QOL) endeavors at Fort Polk are paramount in taking care of our people. Any command effort focused on these programs must ensure readiness and enhance performance in our formations. Leaders must leverage enterprise and broad risk reduction programs, to include Sexual Harassment / Assault Prevention, Commanders Risk Reduction Dashboard, and Army Wellness Centers for the assessment, planning, and execution of preserve the force efforts.

Priority #6: Inform the Future Force - FORSCOM has a limited specified role in the concepts to capabilities process which could result in the development of sub-optimal operational capabilities. The result is increased risk to force and risk to mission. Determine - codify FORSCOM’s appropriate role in the concepts to capabilities process and provide feedback - input to shape the future force - Multi-Domain Operations (MDO) & Joint All Domain Operations (JADO).
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 View of JRTC and Fort Polk; Facilities and Resources; and Community Factors.
The first component is JRTC and Fort Polk Pride and Morale. Excellence begins with the internal belief that we are the best. This component focuses on how Soldiers, Leaders, and Civilians assigned to JRTC and Fort Polk view themselves. On the surface, this sense of pride is evident in the manner that Soldiers and Civilians display on a daily basis. It may be recognized in a Soldier’s appearance, the Warrior Ethos, and a commitment to accomplishing all tasks to a high standard. Fundamentally, it is the winning attitude of the Soldiers and Civilians at JRTC and Fort Polk who know they are America’s best.
The JRTC & Fort Polk Campaign Plan 2028 Lines of Effort (LOE)

LOE #1: CTC Core Operations

I. Line of Effort 1: Combat Training Center Core Operations. As a Combat Training Center (CTC), JRTC and Fort Polk trains approximately one third of the Army’s Brigade Combat Teams (BCT), Army National Guard and Reserve units and their associated rotational unit enablers each year. Readiness is one of the Army’s most important requirements, and influences all other operations on Fort Polk. Headquarters JRTC, Operations Group, 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 Core Operations. Achieving success in all Sub-LOEs ensures overall success in the LOE, and is paramount to the Campaign Plan.

Near-Term Strategic Focus (FY 20-21): The near term strategic focus include replicating the appropriate OE, integration of Special Operations Forces (SOF), integration of Joint Interagency, Intergovernmental, and Multinational (JIIM) and Unified Action Partners, facilitating multiple simultaneous battalion live fire exercises, and integration of Army National Guard (ARNG) and United States Army Reserve (USAR) forces. 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 urban operations site, develop Peason Training Area, and establish Kurthwood Village.

Mid-Term Strategic Focus (FY 22-25): The mid-term strategy focuses on the integration, synchronization, and execution of manning, equipping, training, and sustaining activities needed to create a dynamic and relevant OE. Our OE must replicate the complexities of the modern battlefield characterized by a wide range of potential adversaries, and emerging technology of a “near-peer” hybrid threat. The increased integration with the United States Air Force (USAF) emphasizes the importance of the joint fight. Specific mid-term objectives that will help us achieve our mid-term strategy are the construction of the Rotational Unit Billeting Area (RUBA) and the rotational unit field maintenance area (RUFMA) on North Fort along with Operations Group’s Joint Operations Center and the AAR Theater. Peason Ridge Modernization includes OC Hill North and a forward ammunition supply point (FASP).
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Campaign Plan 2028 Objectives LOEs.
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Far-Term Strategic Focus (FY 26-28): The JRTC supports BCTs by providing an OE with high fidelity feedback through After Action Review (AAR) products, and battlefield stimuli. This will be developed and implemented using an instrumentation system that integrates emerging capabilities into the OE that combines Live, Virtual, Constructive – Integrating Architecture LVC-I for the trainee.

Endstate: The premier training center in support of the Total Force and our Unified Action Partners.

Objectives:
1. Improve the quality of training at JRTC
2. Increase freedom of maneuver for the Rotational Training Unit (RTU)
3. Create a better environment for mission command

Methods:

1.1 Rotational Training Units:

   a. Modernize the PREPO Fleet (Mid) – Issue: Modernizing the fleet is essential for ensuring the RTU has the most current vehicle variants available for training to replicate equipment they will deploy with. **Plan:** Fort Polk will conduct an extensive study to ensure the correct variants, by type and quantity, are available to ensure the highest quality of training for the brigades that come to JRTC. **Benefits / Effect:** The prepositioned vehicle fleet is available for the rotational training units to have equipment sets at Fort Polk for training without the huge transportation expenses associated with shipping home station equipment.

   b. Build a PREPO Maintenance Shop (General Purpose Maintenance Shop) (Mid) – Issue: The existing PREPO Mission is located on South Fort Polk in substandard facilities constructed back in the early 1980's. Due to age and lack of sustainment, these facilities have reached the end of useful life. **Plan:** Construct a preposition direct support maintenance complex on North Fort. This project is required to provide a complete, consolidated, preposition maintenance complex for the PREPO equipment fleet of JRTC. **Benefits / Effect:** The new complex will serve as the dispatch and turn in site for the Blue Force (BLUFOR) rotational units. The complex will also support the National Maintenance Training Center, which trains Reserve and National Guard units.
c. Build a permanent Rotational Unit Billeting Area (RUBA) (Far) –

Issue: Temporary buildings on North Fort have outlived their usefulness and are in a much degraded state of occupancy. Some buildings were relocated, but most are in no condition to occupy or serve as a temporary billeting area for transitioning units as they come to Fort Polk for training. Plan: To establish a new billeting area for transitioning units. Benefits / Effect: Arriving and departing units will use the area at the beginning and conclusion of training to include the Central Receiving & Shipping point (CRSP). This RUBA will be expeditionary in nature.

d. Build a Rotational Unit Field Maintenance Area (RUFMA) on North Fort (Far) – Issue: Currently, rotating troops arriving at Fort Polk use facilities in South Fort Polk to setup their DS / GS facilities during rotations. This causes unit separation from their SSAs and does not allow them to perform duties in a localized environment. Furthermore, while the rest of the unit is training, the geographic distance causes issues with vehicle traffic to and from the training area. Plan: Build a permanent DS / GS facility in North Fort in a nearby location to replicate real life deployment situations. Benefits / Effect: Better reaction time for units and personnel to perform maintenance and operate as if they were on an actual deployment.
1.2 Operations Group:

a. Man JRTC OPS GRP and 1-509 IN in accordance with Army Manning Guidance (Near) – Issue: With land acquisition that will enlarge the footprint of the Peason Training Area, training requirements will ultimately increase for OCT personnel. Plan: Increase the number of OCT personnel assigned to OPS Group. Benefits / Effect: Providing additional Soldiers will fulfill the requirements needed for Operations Group Task Forces to meet the requirements for BCT 2020.

b. Establish a Fully Operational Sustainment Brigade (Mid) – Issue: Due to increased changes in the operational environment, increased numbers of available Soldiers in tenant units, and a future increase in the number of OCTs and OPFOR Soldiers, JRTC must establish a fully operational Sustainment Brigade. Plan: Establish the JRTC Sustainment Support Group that will provide synchronization and integration of sustainment operations between the JRTC & Fort Polk, the Logistics Readiness Center, OPS Group, tenant units, and transient units operating in and around Fort Polk. The unit will plan and synchronize sustainment and integration of home station, tenant, CTC rotational 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 in the operating area. The unit will execute logistics and personnel services, including mayoral duties to the RUBA, APOD, DFACs, and other assigned areas. Benefits / Effect: The JRTC Sustainment Support Group will improve sustainment operations for the RTU, OPS Group, and Fort Polk through a deliberate process that synchronizes all support requirements creating a steady operational flow.
c. Build a Bridge over HWY 117 (Far) – Issue: Rotational Units conduct live fire exercises at Peason Ridge. In order to get to the Peason training area, the maneuver units must travel across HWY / LA 117. Operations Group coordinates with Vernon Parish Sheriff’s Office (VPSO) to employ officers to block oncoming north and south cross traffic. Plan: To mitigate safety risks, JRTC will work with the Louisiana Department of Transportation and Development (DOTD) to create an underpass on HWY / LA 117. The heavier military vehicles, including tanks and heavy equipment, will use the east-west underpass while civilian traffic moving North-South will go over the underpass. 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.

d. Build a Bridge over HWY / LA 28 (Far) – Issue: Rotational Units conduct live fire exercises at Peason Range. In order to travel from Fort Polk to Peason range, rotational unit’s convoy from North Fort Road, across HWY 28, to the Tank Trail. Plan: Operations Group coordinates with the VPSO to block oncoming east and west cross traffic. Similar to HWY / LA 117, Operations Group 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: The underpass will greatly reduce risk in this area.
e. Establish a Land Bridge between the Fullerton and Peason Training Areas (Far) – Issue: Rotational Units conduct live fire at the Peason Training Area. In order to get to Peason range, maneuver units must travel from the Fullerton Training area, meet with Live Fire OCT escorts, cross Alexander HWY / LA 28, and proceed to Peason Range. Operations Group coordinates with Leesville Sheriff’s Department to deploy Sheriffs to block oncoming east and west cross traffic. 

Plan: To establish a main corridor capable of supporting heavy military wheeled and tracked vehicles for RTU to use in order to convoy to Peason Training Area. 

Benefits / Effect: The installation saves money by not using Sheriff Department manpower, educes cross traffic fatalities, and alleviates the problem of leaving NMC military equipment stranded in the intersection.

1.3 Operational Environment / Opposing Forces (OE / OPFOR):

a. Restricted Air Space Expansion (Near) – Issue: In order to perform Full Spectrum Operations, units need the ability to train and execute these abilities so they can maintain the appropriate combat skills needed to succeed as an individual and unit in combat. Limiting these abilities would hinder the preparation of these personnel and units to perform their mission. 

Plan: Increase both horizontally and vertically the R-3803 Restricted Area Complex Airspace and over newly acquired land. 

Benefits / Effect: These changes will result in the ability for maneuver units and their Joint support elements to use all capabilities of fire elements (Mortars, Artillery, etc.) as part of their training and validation. Effective 13 September 2019, this action expands R-3803 restricted area complex establishing four new restricted areas, R-3803C, R-3803D, R-3803E, and R-3803F, improved operational efficiency and administrative standardization. The restricted area establishments and amendments support U.S. Army Joint Readiness Training Center training requirements at Fort Polk for military units preparing for overseas deployment.
b. Develop the Peason Training Area (Near) – Issue: With new training requirements, new training areas are being constructed and developed in Peason Training Area. Upgrades to main objectives must be implemented to accommodate a singular brigade live fire event and to conduct live fire Gunnery Table XVIII. Plan: To build and upgrade our objectives to accommodate large maneuver units in order to conduct large scale gunnery and mass live fire exercise in the Peason Training Area. Benefits / Effect: Developing the objectives to accommodate large size units will give units the opportunity to plan, synchronize, and exercise their unit missions on a much larger scale, stay proficient in Gunnery Table XVIII, and create opportunities to work with the higher echelons commanding the training.

c. Village Rebuild Program (Near) – Issue: To stay up to date with future force infantry tactics and techniques, JRTC must develop an area to facilitate infantry training exercises. Plans: Construct a Close Quarter Combat facility in Kurthwood Village Training Area with subterranean training facilities to provide flexible opportunities for the rotational training units to conduct infantry training. The area will include a drop zone capable of supporting the dual row airdrop system (DRAS) and will also include a field landing strip. Benefits / Effect: The additional drop zone will allow units to conduct simultaneous airborne operations in separate locations within the training area.
d. OC Hill North / Peason TOC (Far) – Issue: With increased live fire training in the Peason Training Area, more OCT facilities must be prepared. At this time, current OCT facilities within the Peason Training Area are not up to standards as far as overnight and field time requirement accommodations are concerned. Plan: To build a facility large enough to accommodate and supply OCTs in the Peason Training Area for long periods of time. It will be able to sustain OCTs with fuel, potable water, ice refrigerators, dunnage recycling bins, port-o-johns, electricity, fitness room, building(s) and a shower complex. Benefits / Effect: This facility will also serve as a tactical operations center (TOC) to facilitate mission command. It will have the capability to establish voice, and digital communications with the OPFOR TAFF, Fire Support Cell TAFF, and the JRTC JOC.

1.4 Instrumentation, Training Aids, Devices, Simulators, and Simulations (ITADDS):

a. MILES Modernization (Far) – Issue: The Army uses the Multiple Integrated Laser Engagement System (MILES) to replicate direct fire engagements on the Individual Soldier and all vehicles. MILES also supports live force-on-force training exercises known as standard software protocols. This system has old integrated proprietary software and is in need of replacement with an up-to-date live training system. Plan: The Army desires all MILES to use the Army-owned open system architecture that supports the new I-MILES VTESS laser-based training device that supports the Force-on-Force (FOF) training needs of Soldiers occupying Army Vehicles with or without embedded fire-control systems and versatile enough to support use on structures/fixed equipment such as bridges, bunkers, ammunition caches, refuel depots, and buildings. VTESS will be part of the new Live Training Transformation (LT2) TESS Functional Component Architecture and follow a Product Line Architecture (PLA) approach. All VTESS hardware components will be defined through an LT2 Hardware Component Agreement. VTESS Software will conform to the LT2 Live Training Engagement Composition (LTEC) and the LT2 Live Personal Area Network (LPAN) Standards. The Hardware Component Agreements and Software Standards will be provided as Government Furnished Information (GFI) and updated throughout the program. Initial Operational Capability (IOC) – Q3FY18. Full Operational Capability (FOC) – Q4FY18. Benefits / Effect: The I-MILES VTESS system 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).
1.5 Facilities:
   a. Revitalize the APOD (Near) – Issue: The Aerial Port of Debarkation (APOD) at the Alexandria International Airport is used for rotations that involve airborne units. Although in use, some facilities within the APOD are made of temporary structures and are outdated. Continual use and upgrades have reached their limits within the installation. 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 operations.

   b. Shughart-Gordon Expansion (Near) – Issue: Since its inception in 1994, the Shughart-Gordon MOUT site has continued to operate using dated technology for recordings and monitoring of RTUs during their exercises. These audio-visual AAR systems require upgrades in order to provide a better after action review product for the RTU. Additionally, there is a need to update the pyrotechnics systems to give the exercises combat realism. Plan: Update all audio-visual and pyrotechnic infrastructure and increase the number of structures at Shughart-Gordon. Benefits / Effect: Upgrading the A/V infrastructure increases the realism for Soldiers and Leaders for what they would expect in an actual combat environment. These upgrades will enable personnel monitoring the exercises to better view and listen to all actions and engagements as the units conduct missions. This greatly enhances the feedback during the AARs.
1.5 Facilities: Cont.

c. Move the JOC to North Fort (Mid) – Issue: Currently, OPS GRP has their Joint Operations Center (JOC) on South Fort Polk. This causes a distance of over 10 miles that personnel have to travel back and forth from the actual training area IOT prepare and execute briefs and operations they conduct for the arrival of rotational units. This causes isolation and significant distance for personnel operating inside the training areas as a result of gate closures during non-duty hours.  

Plan: Move the OPS GRP JOC to North Fort Polk aligns with the the plan to fully establish North Fort Polk as the CTC tactical platform.  

Benefits / Effect: Reduces the travel distance drastically and enables trainers and OCT personnel to be closer to their operations center in case issues arise.

d. Infantry Platoon Battle Course (IPBC) AAR Facility (Mid) – Issue: Since the departure of the Stryker units on Fort Polk, the range was repurposed into three smaller ranges for light infantry dismounted live fire tactics and operations. The AAR building located within the area was gutted and is rarely used for AARs when units complete their events in the LFA.  

Plan: Determine and execute on a decision to either repurpose or demolish the DMPBAC AAR building.  

Benefits / Effect: Repurposing the building would help support AARs on site after live fire events. The building could also be demolished, providing more area on which to train and maneuver.
g. Build a DS / GS Rigging Facility (Far) – Issue: The current facilities date back to WWII. There are no permanent suitable facilities on the installation that provide space for all the additional support requirements necessary. Two permanent drying towers were constructed among these old facilities and the limited capacity of the current facilities severely restricts the flexibility in deployment required to execute current contingency plans. **Plan:** Consolidate Army functions associated with deployment reception, in-transit support, staging, and parachute rigging (Airdrop) of personnel and equipment at a location which simplifies contingency operations, joint and combined exercises, and training readiness. This facility will support requirements to conduct or support regularly scheduled major combined and joint exercises and improve deployment capability and mobility proficiency. **Benefits / Effect:** This project will improve operational efficiency through consolidation reduction of space required for the mission. 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. In addition, the new facility will incorporate and capitalize on the use of existing permanent personnel and cargo parachute drying towers present on the site by their use as building corner-posts.
1.5 Facilities: Cont.

h. After Action Review Theater (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 existing facility include the lack of OCT edit space, a fire protection system, VIP viewing areas, and adequate office space. The increase from a two to a three-battalion task force greatly enhanced these shortfalls. By correcting these shortfalls, OPS Group will be able to adequately perform their mission of evaluating and critiquing the RTU ensuring the review sessions are complete, or reduced in length, and the quality of the after action review is in accordance with JRTC standards. Plan: Build a facility that can support the necessary space for all OPS Group to provide quality feedback and critique for rotational units after their training. Benefits / Effect: Units deploying for their training here in Fort Polk will be more prepared and will have the opportunity to receive proper debriefings as part of their evaluations.

i. Build an OPS Group Tactical Equipment Maintenance Facility on North Fort (Mid) – Issue: As with the vehicles that RTUs sign out when they come to Fort Polk for training, OPS Group has to come to South Polk to retrieve their vehicles and then return to North Polk for their missions and activities. This creates unnecessary travel time and turnaround for personnel to consolidate assets in preparation for operations. Plan: Build a fully functional motor pool on North Fort for OPS Group. Benefits / Effect: Having the facility near the training area would allow less time to go and prepare equipment for exercises. It would also ensure that OPS Group personnel would have a facility near the training area that they would be able to bring their vehicles in case of problems and not drive form one side of the installation to another for issues regarding vehicle maintenance and repairs.
I. Line of Effort 2: Enable Tenant Unit Readiness. 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.

Near-Term Strategic Focus (FY 20-21): To meet the Chief of Staff of the Army (CSA) and FORSCOM Commander’s priority to maximize unit readiness, all four measured areas of readiness are essential. As a committed stakeholder, JRTC & Fort Polk must focus our energies towards these specific areas to assist tenant units as much as possible. The areas of supply, maintenance and personnel readiness can no longer be considered mere goals, but rather as standards which must be met by all units.

Mid-Term Strategic Focus (FY 22-25): JRTC and Fort Polk will ensure that tenant units have access to first class training areas, and training aids for units who will deploy, fight, and win. To ensure mission readiness success, will focus on modernizing Fort Polk’s Network Enterprise Technology Command (NETCOM), modernizing and improving PAAF Control Tower, and modernizing Wheelock Fitness Center. The Installation Communications Facility will provide the installation with necessary upgrades and modernization to keep up with emerging cyber-security requirements. Finally, the Wheelock Fitness Center Renovation will nest our effort to integrate functional fitness.

Far-Term Strategic Focus (FY 26-28): JRTC and Fort Polk will ensure that units are provided the best capabilities to deploy, fight, and win. This includes remaining adaptive to ever changing conditions to the installations facilities, training areas, and training opportunities in the greater Fort Polk area.

Endstate: Fort Polk units are READY NOW to Deploy, Fight, and Win in support of combatant commander requirements.
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Objectives:

1. Increase Training Opportunities
2. Improve the Quality of Training
3. Reduce Training and Sports Related Injuries
4. Reduce Injury Recovery Time
5. Improve Unit Capabilities
6. Reduce Maintenance Down Time
7. Increase Fort Polk Deployment Capabilities

Methods:

2.1 Training:

a. Develop limited use land areas for tenant units (Near) – Issues: Many tenant units are restricted from conducting training because current land and ranges are occupied. Plan: To implement a plan which outlines policies and procedures for the use of National Forest lands within the Fort Polk Military Reservation, where intensive reoccurring military training activities can occur and manages these land on a co-use basis by Special Use Permits and Forest Supervisor Order. Benefits / Effect: To increase the amount of training areas on the Fort Polk Reservation, further enhancing our training capabilities.

b. Establish a 68W medical training facility (Near) – Issue: Currently, 68W Health Care Specialists are required to go to Joint Base San Antonio or Camp Shelby, MS for training and validation. That affects unit funding and personnel available to perform their duties and responsibilities at home station. Plan: To utilize an existing building on the installation and secure funding for personnel/employees to be able to train at home station. Benefits / Effect: Training and validation on Fort Polk will provide more opportunities to train our medics and eliminate the requirement to spend money on TDY travel to other installations and facilities.
c. Establish a deployment focused resident troop schools program

(Near) – Issue: Military deployment stands out among all work-related parental absence due to its unique characteristics. In today’s U.S. military, as an all-volunteer force, men and women in uniform are more likely to be married and have children. The effects of parental absence can be attributed to changes in the family such as special societal values attributed to military service, parental divorce, illness, death, and incarceration.

Plan: To institute a resident deployment-focused school that would teach, and instruct residents to help deploying Soldiers and family member to prepare for the service member’s deployment.

Benefits / Effect: It could possibly reduce the amount of family deployment trauma, help the non-deployed spouses maintain a stable household and lifestyle. Help develop family coping strategies, reduce the pressures of significant changes in the daily family routines during deployment.

d. Establish a Medical Training Simulations 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.
e. Build a multi-purpose physical fitness facility (Far) – Issue: Fort Polk has many facilities that are designed for only one purpose, including our fitness facilities. **Plan:** To build a community based facility that houses offices, a fitness and recreation center, aquatics center, and meeting rooms to include an area large enough to assemble a brigade sized element. The facility could also be used to assemble brigade size ceremonies. **Benefits / Effect:** Each community (if it desires) can get a customized recreation facility and a facility large enough to entertain brigade size events.

f. **PT Plan:** Preparation for the New Army Combat Fitness Test (ACFT) (Near) – Issue: The Army has been working on a new PT test of record for six years starting with a baseline soldier readiness. **Plan:** Starting October 2020, all Soldiers will be required to pass a new six event, Army Combat Fitness Test. The test will assess physical tasks Soldiers will encounter in combat conditions: strength deadlift, standing power throw, hand-release pushups, sprint / drag / carry, leg tuck, and two-mile run. **Benefits / Effect:** The ACFT will directly connect fitness with the combat readiness of our Soldiers.

g. **CrossFit Level 1 Certification Course** (Near) – Issue: The Army fitness program is always evolving to fit the Army’s needs and ability to train, fight and win global conflicts. **Plan:** Send Soldiers to attend CrossFit Level 1 Certification course to educate them on fundamental principles and movements of CrossFit and to learn initial and foundational education to begin training others. Soldiers will learn how to conduct large group workouts; how to hold a standard of proper mechanic and coach other under high intensity; how to scale for any ability level. **Benefits / Effect:** Instructors will learn how to improve Soldiers physical fitness levels and to sustain the unit’s readiness physical fitness readiness.
h. Infantry Squad Battle Course (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 instrumentation to properly train our Soldiers on individual and collective tactics, techniques, procedures, and employment in tactical situations. This course is also used to train and test teams and squads on the skills necessary to conduct tactical movement techniques and 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 meters wide by 1,000 meters deep and include a range operations and control area (ROCA), range control tower, range operations and storage building, classroom building, a covered bleachers enclosure, and a covered mess area. Benefits / Effect: The new ISBC will continue all of the required structures, trench complexes, machine gun bunkers, range markers, a linear danger area, and a landing zone.

i. Develop a rehabilitation physical training program with physical therapists embedded in the units (Near) – Issue: This new program calls for physical therapists to be embedded in units at the battalion level to increase opportunities for treatment and decrease the recovery time from minor injuries and surgeries. Plan: The physical therapists will have the ability to monitor progress more effectively and ensure Soldiers are getting the required care. Benefits / Effect: This program will also decrease the demand on the Physical Therapy department at BJACH allowing them to focus on patients with the most serious injuries.

j. Create a Tactical Strength and Conditioning (TSAC) Program (Near) – Issue: The Army has implemented many physical fitness programs in the past to help increase the unit’s effectiveness and lower costs through a combination of cutting-edge research, proven training methods, and field experience. Some of these programs have been phased out creating a void and weakening the Army’s physical fitness readiness.
j. Create a Tactical Strength and Conditioning (TSAC) Program (Near) Cont.

Plan: To design a program to help tactical athletes and facilitators increase the performance, readiness, and longevity by learning the principles of program design, basics of coaching exercise technique and mechanics, and how to lead a physical readiness program by attending a certified course. Benefits / Effect: Decreases the likelihood of fitness-related injuries; lowers the number of injured Soldiers; reduces the number of Soldiers going to sick call and overall increases the unit’s physical fitness readiness.

2.2 Personnel:

a. Establish a JRTC Recruitment Program to seek out and draw top talent to Fort Polk (Near) – Issue: Too often we rely on the Army to send Soldiers and leaders to Fort Polk to fill vacant positions. When JRTC & Fort Polk’s top talent leaves Fort Polk for other locations, they leave a void in the workforce. Their absence will be heartfelt 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 and reduce the amount of turnover and shortages of top talented personnel at Fort Polk. The end state helps ensure that Fort Polk continues to get the best.

b. Establish an LSU fitness trainer unit partnership (Mid) – Issue: LSU has a fitness program with certified instructor / trainers. Upon coordination and request, the trainers can assist Fort Polk tenant units with a number of civilian designed fitness programs tailored for group instruction. Plan: To establish an educational partnership with LSU University Recreation Department in order to assist Fort Polk tenant units in small group training or Group Fitness Classes. Benefits / Effects: To promote better fitness education and create a partnership between LSU and Fort Polk units. Small Group Training offers an opportunity to explore fitness by merging group fitness with the accountability and individualized attention of personal training.
2.3 Critical Fleet Maintenance:

a. Revise the Authorized Stockage List at the SSA (Near) – Issue: The Army is witnessing a fundamental shift in how supply support activities (SSAs) support operations that incorporate conventional, unconventional, and hybrid threats across a wide spectrum of conflict. Brigade support battalions (BSBs) are now developing procedures to change the SSA concept of operations from a framework that is based on large, static forward operating bases to one that is more mobile, responsive, and streamlined. Plan: To enable tenant unit readiness, units must use the Stock Control Process to maintain inventory data on the quantity, location, and condition of supplies, while trying to prevent the stockage of non-demand-supported items. This process can be implemented by using a perpetual stockage review, to maintain a balance between the demands and authorized stockage list, establishing controls at the entrance and exits to control the flow of traffic. Benefits / Effect: Stocks will be stored in a systematic manner in order to be organized, located, and dispersed more quickly and easily for issue.

b. Improve the maintenance program to maintain equipment readiness (Near) – Issue: Any interruption caused by an equipment malfunction or failure will result in a major disruption to the mission. Plan: To implement a quality maintenance system (QMS) in a military maintenance organization. Total quality management (TQM) concepts are applied as a management tool to improve the quality of maintenance services. Benefits / Effect: When TQM’s becomes culture, Soldiers would participate to improve the quality of maintenance services. Education and supervision would be used as a management tool to improve the quality of maintenance services.

2.4 Deployment Operations:

a. Review and amend the Fort Polk Readiness SOP (Near) – Issue: Fort Polk Readiness SOPs are outdated. Plan: To ensure SOPs are updated, appoint a resident Soldier to research all Fort Polk Readiness SOPs, allow them to have access to the JRTC & Fort Polk portal and create a database that stores all SOPs and appoint them to update all information stored on the database. Benefits / Effect: All JRTC & Fort Polk SOPs will be updated IAW incoming commanders and CSMs.

b. Incorporate Readiness Terrain Walks into the Training Schedule (Near) – Issue: The FORSCOM Maintenance Terrain Walk Program serves as a Leader Development Program for Battalion Commanders and reinforces established Army policies and regulations. It is vitally important that commanders understand how their maintenance program operates. Plan: All Battalion Commanders will execute a Maintenance Terrain Walk no later than 180 days following assumption of command, and current commanders.
b. Incorporate Readiness Terrain Walks into the training schedule (Near) Cont.

will execute a terrain walk while still in command (FORSCOM DCG Directive 2017-04, Maintenance Terrain Walk). Make Readiness / Maintenance Terrain Walks a part of the training schedules. **Benefits / Effect:** Inclusion on the unit training schedules allows Senior Leaders to plan and see efforts being done at lower echelon levels.
III. Line of Effort 3: Leader Development. The greatest contribution JRTC and Fort Polk can make to the Army is to ensure that the Soldiers and Department of the Army Civilians who follow after us have the knowledge, skills and expertise to continue forward after our time at JRTC and Fort Polk is complete. “We (JRTC) are here to help the Army Learn.” - JRTC Officer

The Army needs to remain balanced within their ranks in order to fulfill its warfighting preparations and global commitments, to conduct combat operations, and defend expanding global challenges in the 21st Century. In addition to our Soldiers, JRTC and Fort Polk need to train our DA Civilians as well. The DA Civilian Education Program prepares agile and innovative Army Civilians who can lead during times of change and uncertainty. Synchronization of efforts will occur through the framework of Training, Professional Experiences, and Education.

Near-Term Strategic Focus (FY 20-21): Formalize the leader development program to create a deliberate, systems based approach, by establishing baseline programs for leader development on Fort Polk.

Mid-Term Strategic Focus (FY 22-25): JRTC and Fort Polk will codify an installation civilian program with Measures of Effectiveness (MoE) to allow for the JRTC and Fort Polk to develop agile and adaptive leaders. Specifically in the mid-term, Civilian Leader Development will be a focal point. JRTC and Fort Polk will invest in our civilian workforce by continuing to develop their skills and expertise through Civilian Education System (CES) opportunities.

Far-Term Strategic Focus (FY 26-28): A deliberate, continuous, and progressive process founded in Army values that grows Soldiers and Army Civilians into competent, committed professional leaders of character.

Endstate: Agile and adaptive leaders that are empowered to lead through complex change.
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Objectives:

1. Improve Leader Certification
2. Identify Professional Trainers
3. Grow Professionals From Within Our Ranks
4. Increase Education Opportunities

Methods:

3.1 Training:

a. Improve the DA Civilian Education Program (Near) – Issue: DA Civilians need to have a system to track upcoming training requirements, but there is no structure in place to oversee its integration at the Fort Polk level. The Fort Polk Garrison has a well detailed DA Civilian Education Program. They integrate the training of their new GS hires as part of their onboarding of new employees and maintain a tracking status of all their personnel.

Plan: USAG Fort Polk has a very detailed Civilian Human Resources page on the Fort Polk intranet that is updated continuously by their HR representatives. These are the same personnel that tracks and monitors the DA Civilian Education Program; however, the status is only reported to USAG staff quarterly when needed. Fort Polk Garrison has a well-defined training program that starts with a 120 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 recognize for their service to JRTC and Fort Polk and its Soldiers, Families, Retirees, and DA civilians as they are transitioning from the installation. Through the Army Career Tracker and Individual Development Plan, they received tailored counseling on career goals and progression, which is tracked for completion and briefed to the Garrison Commander weekly. Through a robust needs assessment program and surveys, gaps in training and core competences are highlighted and tracked, allowing the WFD office to schedule needed classes. The confidence gained by the workforce is well worth the investment. Other learning opportunities such as The Army Design Methodology, Business Writing, Developmental Assignment Program (DAP) help augment the garrison’s aggressive training & information platform. All opportunities are disseminated through social media, the Fort Polk app, SharePoint and email to ensure the broadest dissemination possible. JRTC and Fort Polk also leverages outside opportunities through centrally funded Career program classes and the Civilian Education System.

Benefits / Effect: Improvements to the program will ensure that status and tracking are available more frequently, and to identify training opportunities are as early as possible.
b. Conduct yearly Expert Infantry Badge (EIB) and Expert Soldier Badge (ESB) training and 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 EIB and 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. Infantrymen - 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.

c. Conduct yearly Expert Field Medical Badge (EFMB) training and certification (Near) – Issue: Soldiers coming from Initial Entry Training (IET), Advanced Individual Training (AIT), and some mid-career AMEDD Soldiers may not have the critical medical and Soldier skills to be considered certified. Plan: To increase the number of proficient medical Soldiers at Fort Polk, JRTC and Fort Polk will conduct 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 increases the unit’s readiness.
3.2 Professional Experiences:

a. Develop an OCT Ride Along Program for tenant units to train with OCTs (Near) – Issue: Within Operations Group are some of the most highly skilled trainers in the Army. Through the Ride Along Program, Soldiers in tenant units assigned to Fort Polk have the ability, under the control of an OCT, to see best practices from other units across the Army. Plan: Leaders from OPS GRP and tenant units coordinate for Soldiers and Leaders to ride / walk with an OCT during their observation of a rotational units. Benefits / Effect: Tenant units will gain valuable experience seeing what rotational units do well and what they need to improve on. Taking those lessons learned back to their units make the units on Fort Polk better and increases their ability to accomplish their mission effectively.

b. Increase opportunities for Airborne, Air Assault, Jumpmaster, Pathfinder schools (Near) – Issue: Airborne, Air Assault, Jumpmaster, and Pathfinder schools provide the military with elite personnel who have a long and distinguished tradition of being an elite body of fighting men and women who have always set the example for determination and courage. Plan: To increase opportunities for those specialty schools, those schools either need to outsource from their original location with Mobile Training Teams (MTT) who specialize in those schools, increase the number of schools per year, or increase the number of seats per class. Benefits / Effect: Increase the number of certified Airborne, Air Assault, Jumpmaster, and Pathfinder Soldiers and generate more revenue to satellite training centers.
3.2 Professional Experiences: (Cont.)

c. Enhance Leader Development through community relations. Day with a Mayor, City Council events (Near) – Issue: JRTC and 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:** In order to build a public-to-public working relationship between the Fort Polk and The public-to-public working relationship would generate shared ownership, understandings, and agreements to build business relationships that would mutually benefit one another to include human, financial, capital and equipment, and technical resources. **Benefits / Effect:** By building business relationships, participants would work together to attain compatible goals that could not easily be reached independently, improve the social condition of the community by making resources available to both Army personnel and city residents.

3.3 Education / Senior Leader Experience:

a. Operations and Executive Officer’s Course (S3 / XO Course) (Near) – **Issue:** Fort Polk Operations and Executive Officers new to the installation have a course to better prepare them for their duties. **Plan:** Fort Polk will conduct a home station S3 / XO Course as an orientation for Field Grade Officers. The S3 / XO Course is executed every six months for Executive and Operations Officers at the Battalion and Brigade level. **Benefits / Effects:** This course prepares Operations Officers to continue planning future operations while maintaining situational awareness of current operations. Additionally, this course prepares Executive Officers to become familiar with managing and tracking current operations, conducting, preparing and maintaining unit training; and planning for future operations. Other course benefits Include inspector general functions, property accountability, ammunition / land management, maintenance management, supply and services, and defense military pay office.
3.3 Education / Senior Leader Experience: (Cont.)

b. Company Commander and First Sergeant Course (Near) – Issue: It is mandatory for Company Commanders and First Sergeants new to Fort Polk to attend the Company Commander and First Sergeant Course to better prepare themselves for command. Plan: Educate new unit level commanders and first sergeants on Training and Doctrine Command (TRADOC) training guidance, philosophy, and investment strategy in the Initial Military Training (IMT) environment. Benefits / Effects: 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.
IV. Line of Effort 4: Soldier, Family, Veteran, and Civilian Care. Critical to the readiness of our Army is building teams with members who genuinely believe they are part of a great institution that does everything possible to care for its team. Great supporting commands such as USAG, BJACH, DENTAC, MEDDAC, and LRC all play a critical role in demonstrating our commitment to each other and the Army. Synchronization of efforts will occur through the framework of Medical, Education, Programs and Services, Commander’s Programs, and Command Messaging.

Near-Term Strategic Focus (FY 20-21): Monitor and resource Soldier readiness and resiliency programs in order to coordinate, integrate, and execute high quality resiliency and Soldier / family well-being programs.

Mid-Term Strategic Focus (FY 22-25): Target and identify Soldier and family facilities for improvement to increase Soldier and family quality of life on Fort Polk. We will continue being good stewards of government property and resources and will repurpose the South Fort Polk Elementary School to maximize facility space, achieve mission requirements, and maintain fiscal responsibility.

Far-Term Strategic Focus (FY 26-28): Focus on high payoff facilities and services for Soldiers and family members. This includes: improved access to medical care, spouse employment opportunities, education opportunities, and improved programs that promote dignity and respect for all of the Fort Polk community.

Endstate: An exuberant community that is READY NOW through high-quality wellness programs, education opportunities, and Army programs.
This page is reserved for foldout page. Inside spread
See file:
Campaign Plan 2028 Objectives LOEs.
Page 58 Insert
Objectives:

1. Reduce medical TDY costs
2. Improve medical facility staffing
3. Reduce customer wait times
4. Improve medical facility staffing and support
5. Create Education opportunities
6. Improve Education Rating for Fort Polk
7. Increase opportunities for employment
8. Decrease negative incidents
9. Improve community relations

Methods:

4.1 Medical:

a. Expand Tele-Health System and Capabilities (Near) – Issue: A Tele-Health system, centered around resources managed by the San Antonio Military Medical Center (SAMMC), will allow JRTC and Fort Polk Medical Providers to consult with patients over secure video teleconference systems. Plan: Enhance and maintain video teleconference specialty services to our patients that are not offered at the Bayne - Jones Army Community Hospital (BJACH) or within our community. Benefits / Effect: The Tele-Health system will maintain workload and productivity within the military facilities saving the Army money from unnecessary TDY visits to other military facilities or referrals to purchased care. In addition, the Tele-Health system will save lost training time for Soldiers or lost work or schooling time for family members and their dependents.
b. **Conduct workload analysis at BJACH (Near)** – An analysis to determine the requirements for medical professionals versus the actual capacity will determine if a shortfall in professionals exist. The analysis will also determine if there is excess capacity that would allow BJACH providers to consult with patients at other installations over the Tele-Health system.

c. **Pharmacy Outpatient improvement (Near)** – **Issue**: To improve readiness and access to pharmaceutical care. **Plan**: BJACH will open a full service pharmacy at the Soldier Centered Medical Home in 2020. **Benefits / Effect**: Improved access to care near the 3-10 MTN area of operation will benefit overall efficiency of readiness, allowing Soldiers access to prescription medication without having to travel to BJACH.

d. **Pharmacy Inpatient improvement (Near)** – **Issue**: Ensure safe administration of medication prescribed during inpatient care. **Plan**: Implementation of Automated Dispensing Cabinets (ADCs) at the point of care. **Benefits / Effect**: This new technology allows medications to be stored and dispensed near the point of care while controlling and tracking drug distribution. ADCs combined with barcode (BC) verification, ensure medication safety by reducing potential medication dispensing errors. Additionally, ADCs improve technical accuracy and reporting.
e. Conduct Readiness Focus at every Doctor Visit (Near) – Issue: Soldiers must maintain a high medical readiness status to ensure all deployability standards are achieved and maintained.

**Plan:** All Soldiers examined at any JRTC / Fort Polk medical facility for non-emergency care will get screened through MEDPROS to determine if there are any overdue medical readiness requirements. **Benefits / Effect:** This will ensure Soldiers remain current on all medical readiness requirements and help improve the overall deployability rating for the individual and unit. Additionally, unit SRP throughput times will be reduced when Soldiers maintain medical readiness requirements.

f. Improved Medical Recruitment Program (Near) – Issue: Although many hospitals and healthcare systems have recently instituted layoffs to cut costs, some healthcare organizations are still having trouble filling their open positions. Vacant positions in healthcare organizations can lead to a myriad of issues, including lower employee morale and higher voluntary turnover.

**Plan:** To accept candidates who are new graduates or have less experience and build them into model employees. Attract more experienced candidates, take proactive steps to improve their recruiting strategy and build a pipeline of candidates to consider as soon as a position opens. Offer incentives like career progression or monetary bonuses that will encourage candidates to stay. **Benefits / Effect:** It will help new candidates bridge the experience gap and facilitate a better team environment.
g. Expanded Dental Services for Family Members (Near) – Issue: Dental services are not provided on JRTC and Fort Polk for Military Dependents, Retirees and their families. The current system requires dependents to seek dental care from civilian providers using the TRICARE dental program located off-base. Depending on the services required, families may experience extended wait times or must travel outside of the greater Fort Polk / Leesville area to see a provider. Plan: Through a civilian partnership, a civilian dentist will work in the designated rented military facility to treat Dependents and Military Retirees. Benefits / Effect: Dependents and Retirees will continue to use TRICARE dental and accepted dental insurance plans to pay for services, but receiving services on post will provide more flexibility for Families and Retirees to receive treatment.

h. Construction of a modern Hospital (Far) – Issue: The Bayne - Jones Army Community Hospital was built in 1983. Advances in medical technology and improved techniques and procedures warrant a feasibility study to determine the requirements of a new hospital. Current renovations and improvements of $30 million are currently ongoing until 2020. Plan: Additional funding is required within the next 10 years to keep the hospital within Army standards. Benefits / Effect: BJACH must continue to serve the medical needs of over 80,000 rotational Soldiers and over 20,000 Soldiers and their families seeking care within the JRTC and Fort Polk community.
i. Enhance a 68W Medical Training Facility (Near) – Issue: All 68W Health Care Specialists residing on JRTC and Fort Polk must maintain licensure certification through validation and training. Plan: To utilize an existing building on the installation and secure funding for personnel / employees to be able to train at JRTC and Fort Polk. Benefits / Effect: Training and validation on JRTC and Fort Polk will provide more opportunities to train our medics and eliminate the requirement to spend money on TDY travel to other installations and facilities.
4.2 Education:

   a. Commanding General’s 1st Day of School Parent Involvement Policy

   (Near) – Issue: Soldiers at Fort Polk, as parents, are equal partners with the school system in the education of their children. As a tradition in many cultures, escorting your child on the first day of school is a great life event. Plan: Allow personnel the opportunity to take their children to school on the first day.

   Benefits / Effect: The CG’s Policy is to have all Soldiers with school-age children be excused from PT on first day of school, so they can participate in this important event. This means that all training will be scheduled around the first day of school activities, making time for each Soldier to participate.
b. Achieve Top District Academic Ranking in State (Far) – Issue:
Louisiana is consistently ranked one of the lowest in the nation for education and thus Soldiers and Families are concerned about accepting assignments at Fort Polk. Although Vernon Parish consistently ranks within the State’s top 10 districts for academic achievement and opportunity, it is not leading the state among similar districts. **Plan**: Collaborate with Vernon Parish School District (VPSD) to identify lower scoring areas and develop action plans to target and raise scores. Identifying needs, sharing successes, and asking for assistance improves opportunities for student achievement and thus creates gains in ranking among like districts. **Benefits / Effect**: If Soldiers and Families are aware of VPSD’s high ranking against like districts, the education perception may change in a positive way and provide Military Families the confidence needed to make Fort Polk a station of choice.

c. Identify Quality Aspects of Education Valued by Military Families (Mid) – Issue: The state grading system leading to academic ranking for schools is convoluted and not the most accurate indicator of student achievement. **Plan**: Identifying quality measures most meaningful to military families and then targeting these for growth and improvement leads to cumulative gains for the district and region. **Benefits / Effect**: If VPSD is aware of which quality measures are most important to Soldiers and Families, resources can be programmed against these areas for improvement and lead to overall academic gains. These valued achievements change perceptions for Military Families and build their confidence to choose Fort Polk.
d. Expand Education Initiative Partnership with BPSD (Near) – Issue: Education Initiative is a partnership between the VPSD, Fort Polk, and Fort Polk Progress. Since Fort Polk also impacts Beauregard Parish School District (BPSD), an effort is underway to expand the initiative to include BPSD. Plan: Fort Polk Progress and Fort Polk took steps to reach out to BPSD through National Math and Science Initiative (NMSI) grant assistance, marketing / publicizing district successes, attending board meetings and events, and supporting initiatives. BPSD identified their consistent, superior graduation rates as an indicator of quality education and future student success. Benefits / Effect: There are military connected students in the BPSD and expanding opportunities and connecting with neighboring parishes for the same cause makes the Education Initiative a stronger, louder movement for the region.

e. Hybrid Courses with Accredited Universities (Near) – Issue: Battle rhythm dictates whether Soldiers, Family members, Veterans, and Civilians have the opportunity to attend a university and complete their undergraduate and post graduate education. Some may not be suited to attend a brick and mortar university or they may not be able to continue their education because of life limitations. At times, instructor positions can be understaffed due to a lack of qualified applicants in the area. Plan: Develop a plan for the Education Center to provide hybrid / blended courses from leading universities that are tailored to the needs of the community. Benefits / Effect: The Education Center houses a number of universities. These universities include: Central Michigan University, Central Texas College, Northwestern State University, and Upper Iowa University. Each offer in house, distance, and continuing education opportunities to excel and advance to the next level. Through these hybrid courses Soldiers, Spouses, and Veterans have the opportunity to earn an Associates, Bachelor’s of Arts or Science, Master’s of Arts or Science, and Doctoral Degrees, along with undergraduate, graduate and professional certifications in a wide range of disciplines that will increase your level of expertise, position you for promotion, and prepare you for a career change for the future.
4.3 Programs and Services:

a. Enhance Soldier for Life - Transition Assistance Program (SFL-TAP) mission by providing a broad spectrum of programs, services and networks (Near) – Issue: The SFL-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 on active duty and in the Army National Guard or US Army Reserve.

b. Family Members of eligible Active and Reserve Component Soldiers, Retirees, Veterans, or DA Civilians employees in transition are eligible for SFL-TAP services (Near) – Issue: Not enough emphasis on these fundamental type of clients to participate in SFL-TAP services. Plan: Develop a plan to encourage Spouses of eligible Soldiers to participate in SFL-TAP services. Conduct DA Civilian workshop as demand requires. Benefits / Effect: SFL-TAP services available to eligible Spouses.
c. Increase opportunities for Spouse Employment (Near) – Issue: Military Spouses are either unemployed or underemployed. The Military Spouse Appointing Authority (EO 13743) is a great asset for military spouses if used in the means it was intended. The Priority Placement Program - Spouse (PPP(s)) is another great program if used for its intent. Military spouses who have never worked for DoD have a harder time securing higher level Appropriated Fund positions. This is due to lack of knowledge of the processes and requirements needed for the positions. Due to the remote location of Fort Polk, spouses who seeks more professional positions are having to drive to larger cities, Lake Charles, Alexandria to receive higher wages or professional employment. 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 opportunity allows spouses who have not worked for DoD to gain valuable knowledge on the policies and procedures used within the Fort Polk civilian workforce. 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.
d. Develop reciprocity of Professional Certification (Far) – Issue:
Reciprocity is an outdated term. The term Endorsement is being used now throughout the states. Each move to another state requires a military spouse to apply for a new license at their own cost and new requirement to meet per that state board. A state liaison that understood how the compact states worked, and or how the endorsements for military spouses would help solve a lot of issues when applying for new licenses with a representative to a Veterans Rep Officer at the Governor’s office. It would also benefit the state to know how many spouses from all the installations in LA are applying for licenses. Currently two new policies were signed this year. One for Registered Nursing and one for Physical Therapy. A policy that allow a teacher certified in another state to become credentialed in a new state require extensive documentation and may require additional testing and coursework. Since military families tend to move frequently, states can support spouses who are K-12 teachers by removing burdensome certification requirements that prevent them from finding teaching positions in their new state. Removing the certification impediments for Military Spouse Teachers is the way forward. **Plan:** Eliminate the CPAC bureaucracy. Create an effective Employment Readiness Program to improve workforce development. Lobby to change legislation to break down licensure issues. Hiring process need to be revisited. Use priority placement correctly in state positions as pre regulation. **Benefits / Effect:** Allows spouses with professional certifications and licenses from other states and jurisdictions the opportunity to seek professional employment in the state where the military spouse is assigned; would save out of pocket expenses for new licenses at each new duty station; secures employment faster at each duty station.
4.4 Commander’s Programs:

a. Sexual Assault Prevention and Readiness (SAPR): Develop targeted Intervention for risk demographics (Near) – Issue: Sexual violence victimization is a significant problem among female U.S. military personnel. Preventive interventions for high-risk individuals might reduce prevalence but would require accurate targeting. Plan: Execute meaningful programs and policies to prevent sexual assault and provide the highest quality care, support, and response to victims SAPR. DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan, 2017 - 2021 is the tool used to guide a department wide effort to eliminate sexual assault. Benefits / Effects: By deculturalizing the stigma, the attitudes, and behaviors of all Service Members using informed prevention approaches, DoD could foster an institutionalized culture that prevents sexual assault.
b. Increase Domestic Violence Awareness (Near) – Issue: One of the big issues concerning the development of a targeted intervention for risk is that people are not reporting Domestic Violence. Those who know, do not want to get involved. Victims married to service members are afraid to report the perpetrator in fear that they may lose their job. Lack of communication skills, substance abuse, financial difficulties, psychological and verbal abuse contributes to high risk individuals. 

Plan: Mitigate the incidence of Domestic Violence. To accomplish this, the Family Advocacy Program provides various classes and programs for Soldiers, Family, Veteran, and Civilian care to help couples prevent and reconcile their differences and to live as a family unit. Family Advocacy conducts marriage education classes, stress and anger management classes, and programs such as Date Nights for married couples, which includes paid child care services for children who are enrolled in Child and Youth Services. Parenting classes, the New Parent Support Program, and the Victim Advocacy Program are additional programs and services offered. Department of Behavioral Health offers counseling services. 

Benefits / Effect: The main objective of the services and programs provided by Family Advocacy is to increase coping skills, create positive relationship skills, and thereby, decrease incidents of violence. Educate victims on their rights and resources available. Educate Families on how they can create healthier relationships, decrease violence, and break the cycle of violence for generations to come.
c. Embed Ready and Resilient Trainers in Units (Near) – Issue: When sexual harassment or sexual assault happens to Soldiers, family members, DA civilians or a contractor in the garrison area, it does not only affect the victim, it affects everyone in the community. Plan: Provide Brigade-level SARC oversight to all tenants 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, and DoD civilians and contractors in the garrison Area of Responsibility (AOR). The trainers will also provide assistance with suicide prevention and behavioral health. Staff includes one full-time sexual assault response coordinator and one full-time victim advocate.

d. Update the SAPR-EO Program (Mid) – Issue: When sexual assault occurs, it is an attack on not only the unit’s personnel but also the unit’s values. It undermines and undercuts the ability to execute the Army mission, and also the mission to protect its people and provide a non-hostile, safe working environment. Plan: Appoint Soldiers to attend Sexual Harassment / Assault Response & Prevention (SHARP) course. Train Soldiers at the lowest level to mitigate, reduce and irradiate sexual assault and sexual harassment within the ranks; create a safe working environment. Periodically conduct sexual assault / sexual harassment prevention and equal opportunity training; and sustain the organizations zero tolerance culture by promoting dignity and respect. Benefits / Effect: Creates a Chain of Concern to report and track all incidents. Sets standards for executing meaningful programs, policies, and training to prevent sexual assault; provides the highest quality care, support and response to victims; attempts to change abusive behaviors; creates transparency in order to reduce cover ups.
4.5 Command Messaging:

a. Centralize Command Messaging through new PAO website (Near) –

**Issue:** Army Materiel Command (AMC) has provided every Army installation a template with which to standardize garrison web sites. Web sites will be under the oversite of each Public Affairs Office (PAO). PAO will review and approve each organization on the installation, a considerable change from the current web site which is reviewed by NEC and under their auspices. **Plan:** AMC provided PAO a template in early October. Staff is currently building pages based on AMC guidance - "Viable minimal website." Training is also being provided to units and organizations. Expected completion of the website is 20 November 2020. It will be launched after review by the commanding general and garrison commander. **Benefits / Effect:** The new web site has numerous benefits to both the user and web builder. It's standardized across installations - Soldiers and Families familiar with one format can PCS and see that same format at the gaining installation. Website design is browser based. No complicated web design programs are required, only a current web browser. More important, PAO control and approval of the web site allows for command messaging to be woven through every page - "one vision, one voice" throughout the web site. PAO will have the ability to make changes and add content based on the commanders intent and the messaging he wants to put out.
b. Honor Veterans at Fort Polk Events (Near) – Issue: Every November, JRTC & 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 each Veteran, it gives thanks and bestows honors to those who served our nation. It’s a part of JRTC & 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 veterans state wide, a week before the Veterans Day welcome home ceremony. Use command messaging to disseminate press releases, television appearances by the command group, installation newspaper, radio, flyer and social media to inform the community of the event. 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 the JRTC and 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.
LOE #5: Installation Infrastructure

V. Line of Effort 5: 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 replace inadequate facilities and systems with new or refurbished facilities, incorporating new technology and enhanced capabilities. Synchronization of efforts will occur through the framework of Facilities, a Transportation Network, a Communication Network, the Directorate of Emergency Services, and Utilities.

Near-Term Strategic Focus (FY 20-21):
- Refurbish Vehicle Maintenance Shops
- Construct Community 50 Meter Pool
- Improve the capabilities of the Cell Phone Towers
- Develop a First Responder Training Facility
- Power upgrade North Fort Polk
- Maximize recycling opportunities with construction and demolition
- Build a Family Recreation Center

Mid-Term Strategic Focus (FY 22-25):
- South Fort Wash Rack – Refurbish
- Build a Consolidated CDC
- Build a New Running Track
- Alligator Lake RV Expansion

Far-Term Strategic Focus (FY 26-28):
- Build a new Consolidated DFAC
- Build a Family Rec / Soldier Entertainment Center
- Build a new Movie Theatre
- Create a staging area with ramps at railhead
- Build an overpass at LA HWY 184 / LA HWY 28
- Construct a new MP station

Endstate: Sustainable solutions are implemented to support the growing demands of JRTC & Fort Polk.
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Inside spread
See file:
Campaign Plan 2028 Objectives LOEs.
Page 76 Insert
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

Fort Polk Commanding General “Top 10” Quality of Life Initiatives

1. Quality Education (LA Education = 48th in the Nation)
2. Housing
3. Healthcare
4. Barracks - MILCON
5. Spouse Employment
6. Water Quality
7. Childcare
8. Installation Roads
9. MWR - Recreation / On Post Restaurant
10. Commissary
Methods:

5.1 Facilities:

a. Refurbish Vehicle Equipment Maintenance Facilities (VEMFs) (Near) – 
   **Issue:** Fort Polk VEMFs have not been refurbished since constructed in the 
   1970s or 1980s. **Plan:** Execute exterior and interior renovations for legacy mainte-
   nance 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. **Benefits / Effect:** Facilities will 
   be designed to a minimum life of 50 years in accordance with DoD's Unified Facilities 
   Code (UFC 1-200-02) including energy efficiencies, fire protection, and integrated 
   building systems performance.

b. Community 50 Meter Pool (Near) – **Issue:** Construct a 50 Meter Com- 
   munity Pool at the Wheelock Physical Fitness Center. **Plan:** Construct a small stand-
   ard design Community Pool. The primary focus for the 50 Meter Pool is for communi-
   ty and family recreation. This facility can also be used to conduct military water sur-
   vival training that includes: swim evaluations, physical therapy, aviation training, and 
   drown proofing. **Benefits / Effect:** Can be used for civilian recreational swimming and 
   military water survival training.
c. RV / Boat Storage (Mid) – 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. In comparison to other military facilities, Fort Polk’s RV / Boat Storage Facility is less than standard. Being left out in the elements ages and causes damage to the vehicles and boats. **Plan:** Directorate of Family and Morale, Welfare and Recreation (DFMWR) to perform a cost benefit analysis to gage if there is sufficient revenues to justify the construction of a new DFMWR covered RV / Boat storage area. **Benefits / Effect:** The new storage facility will be a standard place to warehouse and store DFMWR customer’s vehicles and boats out of the elements to better protect their personal investments.

d. Alligator Lake RV Expansion (Mid) – Issue: DFMWR’s RV Park at Alligator Lake is at full capacity throughout the year. The RV camp is not big enough to accommodate the amount the customers that want to utilize the area. **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; more revenue for DFMWR.
e. 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 at Fort Polk do not meet the standard designs per 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.

f. 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 Wash Facility at Fort Polk that will accommodate a brigade size element. **Benefits / Effect:** Constructing a Centralized Vehicle Wash Facility will enable brigade size rotational units to properly clean their vehicles in a more efficient and expeditious timeframe in preparation to return to their home station.
g. **Geronimo DFAC (Former Guardian DFAC) (Near) – Issue:** Provide meal accommodations on the southern footprint of South Fort Polk with consideration of limited manpower but recognizing the need to provide walkable distances for meals. **Plan:** Convert existing DFAC into Grab & Go food service facility to serve Soldier population in the southern half of South Fort that can be operated by a smaller number of cooks than the number of cooks required for a standard DFAC operation. **Benefits / Effect:** Provides meals for Soldiers in the southern footprint of South Fort Polk using limited staff.

![Image of Geronimo DFAC](image1.jpg)

h. **Build a new Movie Theatre (Far) – Issue:** Bayou Theatre is a multi-purpose facility used not just for movies but for other community events such as ceremonies and military gatherings. The theatre was built in the 1980’s. The facility has recurring repairs and problems due to its age and will continue to degrade without constant focused maintenance. **Plan:** Build a new state of the art movie theatre that can be used as a multi-purpose theatre. **Benefits / Effect:** Increase the morale of the Soldiers, Family Members, Retirees, and Civilians who use the facilities; provides a state of the art multipurpose facility.

![Image of Movie Theatre](image2.jpg)
i. **Build a Family Recreation Center (Near)** – **Issue:** There is no designated family oriented recreation facilities on the installation. **Plan:** Convert the Showboat Theater into a family recreation center facility for children up to 6th grade. This facility will provide a much needed climate controlled facility to protect children from the summer sun and the winter rains. **Benefits / Effects:** The project will increase the morale of the Soldiers, family members, retirees and civilians who use the facility. It could serve as a place for family team building activities that could decrease the number of domestic violence incidents. The facility will be a revenue generator for DFMWR.

![Family Recreation Center Image](image1)

j. **New Hotel (Far)** – **Issue:** Hotel occupancy has been high over a sustained period, but the current facilities are in desperate need of retrofit. DV Suites were created from existing hotel rooms, but do not meet the intent for VIP accommodations. In addition, the rooms are not configured for medium to large size family extended stays. **Plan:** Engage the privatized lodging partner in reconfiguration and updates to existing lodging facilities. In the long term, to work with the privatized partner on planning for a new lodging facility on post. **Benefits / Effect:** Increase in the number of rooms for lodging; reorganize the way Fort Polk manages its hotel; save money on maintaining numerous sites; generate cash flow for other facilities. The existing hotel and DV suites can temporarily be used for overflow capacity during renovation.

![New Hotel Image](image2)
k. Multipurpose Synthetic Surface Athletics Fields (Near) – Issue: Currently, there are not enough synthetic surface athletic fields on Fort Polk to accommodate Soldiers on Fort Polk – especially for the new Army Combat Fitness Test. **Plan:** Build two multipurpose athletic fields with synthetic surfaces; one field will be located at 1400 Block Field at 9th Street and Alabama Ave. The other will be a 400 meter synthetic surfaced track (T-Circle) with a synthetic surface infield, to include bleachers, lighting, parking, and a latrine located west of Mississippi Ave. **Benefits / Effect:** Artificial turf field will last eight to 10 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 team and organizations to generate more funding for MWR.

l. Construct a Consolidated Child Day Care (Mid) – 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.

m. Housing Improvements (Mid) - Issue: Much of Fort Polk housing is outdated and dilapidated. The current state of much of the housing on Fort Polk is a considerable Quality of Life concern for Fort Polk Leaders. **Plan:** Corvias plans to inject $155 million into renovations and building new housing 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.
5.2 Transportation Network:

Create staging area with ramps at Railhead (Far) – Issue: After JTRC rotations, the rotational unit convoys west on Texas Ave to conduct redeployment operations at the railhead. The RTU stages alongside Texas, having to wait for prior to driving to their designated staging area. Due to heavy traffic on Texas Road, staging on Texas Road 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 Ave. 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.
5.3 Communications:

Improve the Telecommunications Network West of the Training Area (Near)

- **Issue:** Some areas on the installation have weak to no cell phone signal coverage, leaving several dead spots in and around Fort Polk.

- **Plan:** To erect additional cell phone antennas and repeaters throughout the training area and community borders to improve military and civilian cell phone coverage.

- **Benefits / Effect:** Upgrades the JRTC / Fort Polk installation infrastructure, and the surrounding community; signals radiating from the post upgrade would interconnect with existing community coverage, strengthening weaker cell phone coverage for miles.

5.4 Emergency Services:

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.
5.5 Utilities:

a. Maximize Recycling opportunities (Near) – Issue: Maximize recycling opportunities at Fort Polk for all waste streams, 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 and all other applicable regulations. DPW will serve as the installation proponent for solid waste collection and disposal. 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.

b. Greensand Filtration System Project (Near) – Issue: South Fort Polk currently experiences “brown water” within facilities serviced by the domestic water infrastructure. Plan: Two Greensand Filtration Systems have been funded. One additional Greensand Filtration System is awaiting funds. 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.
c. Produce Installation Energy and Water Plan (Mid) – Issue: The Army Policy Guidance for Army Installation Energy and Water Plans (IEWP) requires Fort Polk to produce an IEWP by end of fiscal year FY 20. Plan: To provide a support team to participate in the IEWP charrette development process during FY 20 and identify energy and water needs captured in an overall, short-range and long-range energy and water plan. Benefits / Effect: An IEWP provides a roadmap for supporting Army installations in achieving increased security, resilience, readiness, and mission assurance. The goal is for the IEWP to serve as a advantageous “living” planning tool reducing the number of energy and water security and management planning requirements from four to one.

d. Redundant new Natural Gas Supply (Mid) – 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 2017-07, “Installation Energy and Water Security Policy.” The SRA report identifies numerous courses of action (COAs) addressing the energy security gaps required by Army Directive 2017-07, to include the establishment of a redundant natural gas supply. Fort Polk is supplied by one natural gas pipeline which is a single-point of failure, of which the natural gas supply could be compromised through external threats. Plan: Partnered with local municipalities, three COAs were identified to address energy security gaps of which one COA provides significant life-cycle cost savings. Benefits / Effect: Subject to approval, each COA provides redundant natural gas supply to enhance mission assurance while another COA provides both redundancy and significant life-cycle cost savings.
e. 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 2017-07, “Installation Energy and Water Security Policy.” Plan: Provide an assessment as aligned to ISR-MC metrics, recommending 23 COAs, to include on-post energy through a controlled Microgrid that would assist the installation with improving its energy security posture. A Microgrid is a smaller version of a large scale power grid that consists of components such as generators, batteries, or renewable resources, that connect to the main grid. Benefits / Effect: The project initiative would provide assured access to electrical power satisfying critical energy demand through on-site sources reducing dependency on the external power grid, providing the means to control maximum peak electrical demand to control energy costs and automatically redistribute power loads to support critical missions giving it the ability to run autonomously from the rest of the system.
JRTC and Fort Polk Parish Partners

- 3/10 MTN – Vernon and Sabine Parishes
- BJACH – Natchitoches Parish
- 46 EN – Rapides Parish
- 519 MP – Beauregard Parish
- 32 Hospital Center – Calcasieu Parish
Vernon Parish Battalion Areas of Responsibility
Sabine Parish Battalion Areas of Responsibility
CAMPAIGN PLAN 2028
Forging the Warrior Spirit