



# III Corps Phantom Warriors

Version 2  
1 April 2009



## 2009 - 2011 Campaign Plan



SAFETY



DEPLOYMENT READINESS  
TRAINING READINESS  
LEADER DEVELOPMENT  
FORCE WELL BEING



III Corps & Fort Hood Vision 2011

"Making the Great Place Greater"



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, III CORPS AND FORT HOOD  
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FORT HOOD, TEXAS 76544-5000

REPLY TO  
ATTENTION OF

AFZF-CG

31 March 2009

MEMORANDUM FOR: Commanders, Directorates, Staff, and Community Leaders

SUBJECT: Update of "Vision 2011" – The III Corps and Fort Hood Campaign Plan

1. The III Corps and Fort Hood Campaign Plan, "Vision 2011" articulated how III Corps and Fort Hood prepare Soldiers and units for combat operations and take care of families through October 2011. Refinements of prioritization and articulated successes provide greater clarity Vision for III Corps and Fort Hood.
2. The primary tenets of my intent (Deployment Readiness, Training Readiness, Leader Development, and Force Well Being, and Safety) continue to provide the document structure; are clearly defined, aligned with objectives, and continue to assist us in "Making the Great Place Greater!".
3. I challenge each of you to build upon the great work that has already been accomplished. This Campaign Plan continues to allow me to focus valuable resources, conduct leader engagements at all levels and keep Soldiers, Families, and Civilians informed.
4. You have my most sincere gratitude for your selfless service and all that you do to make our military community the best there is and to make Fort Hood the assignment of first choice for Soldiers and their Families. I am so very proud of the challenges we have overcome, and what we have accomplished amidst the turbulence of our current operational environment – you deserve the very best because of what you do everyday.

PHANTOM WARRIORS!

A handwritten signature in blue ink, appearing to read "Rick Lynch", written over the typed name and title.

RICK LYNCH  
Lieutenant General, USA  
Commanding

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# Vision 2011

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Fort Hood and  
III US Armored  
Corps

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# ***Vision 2011: Making the Great Place Greater***

**Objective:** III Corps and Fort Hood, as the premier Power Projection Platform at the forefront of Department of Defense (DoD) modernization and integration, prepares and leads forces in full spectrum operations while providing unparalleled facilities, infrastructure, and a community environment that cares for and supports Military, Civilians, and Families.

Over the past eight years, our Soldiers, Families, and Civilians have made tremendous sacrifices. They do not need to be told we are in an era of persistent conflict; they experience it daily through multiple deployments to Iraq and Afghanistan. Their dedication, commitment, and belief in our great nation have made an extraordinary difference in the everyday lives of Iraqis and Afghans. However, this success has not been without cost, and we must never allow ourselves to forget the heroic sacrifices of these brave men and women.

In response to this current operational environment, the Army has made a deliberate effort to implement a program of institutional adaptation: improving force generation process; adapting an enterprise approach of synchronizing its structure, governance systems, and culture into a cohesive organization that supports a common purpose; and reforming requirements and resource processes.



Fort Hood, as the nation's premier power projection platform and assignment of choice for Soldiers, Families and Civilians, and home to 10% of the Army's active duty forces has a critical role in this transition. More than supporting operational requirements, this institutional adaption of the Army is essential for restoring balance to our force.

I published my Campaign Plan in October 2008, laying out in detail what III Corps and Fort Hood will look like in October 2011 and how we planned to get there. My vision for III Corps and Fort Hood has not changed. However, we have since made great strides along the way to achieving that objective. Additionally, since a vision without resources is only a hallucination, we have provided greater fidelity on additional resources required. Most importantly, many Soldiers, Family Members, and Civilians have approached me with their ideas. I have heard you, and I am excited to make you part of the process to make the Great Place even Greater.

As I have stated before, there is no document that will completely capture every contingency or new situation. What do you do when you are faced with a new situation or are suddenly placed in a new organization with which you may be unfamiliar? When analyzing any new situation I still ask myself these three questions:

**Are we doing the right things?**

This first fundamental question has everything to do with being a leader of strong character. As a values-based organization we take care of ourselves and each other. When you ask this question be sure to refer to my Commander's Intent, if your actions fit within this framework then you will likely answer yes.

**Are we doing things right?**

This second fundamental question has to do with both efficiency and safety. As you all know III Corps is now the Family First Corps and as such we don't work on the weekends and we generally go home by 5 p.m. In order to maintain and increase productivity under these conditions, we must increase efficiencies. By analyzing your activities in order to cut out wasted time and energy while maintaining safe practices, you will likely be doing things right.

**What are we missing?**

Frequent feedback is essential to both leader development and organizational improvement. Part of this concept is my requirement that all Soldiers receive monthly, detailed, written counseling. On a larger scale the increase in ICE customer feedback systems around post demonstrates how we are utilizing your feedback to improve Fort Hood. It is important to periodically take a step back and think about what else you should be doing that is not being done already.



One of our greatest strengths as an Army is our dedication to accomplishing the mission. It's important that everyone asks my three fundamental questions in both new situations as well as periodically to improve the efficiency of existing processes.

Then once you are done, you must take appropriate action. Army leadership is about values and making things happen. If your answers to my three fundamental questions are yes, then you have nothing to worry about.

Effective and responsible leaders at all levels must ask these three questions so that we can better focus our resources and reinforce the things that are being done well. With increased decision making opportunities at all levels you can make a difference. Let's all take responsibility for improving ourselves and "The Great Place." Thanks for all of your support.

**PHANTOM WARRIORS!**

## **Purpose and Scope**

This document describes the Vision for III Corps and Fort Hood; building on the foundation we have at the Great Place. We have looked out three years and beyond to develop a strategy and action plan to make the Great Place-Greater. This is intended to be a guide for subordinate Commands and directorates to focus our efforts on the guiding principle that is our Vision 2011. In short, we are connecting the dots of all the great efforts and activities of our great Soldiers, Civilians, and Families to the greater common purpose.

## **Mission**

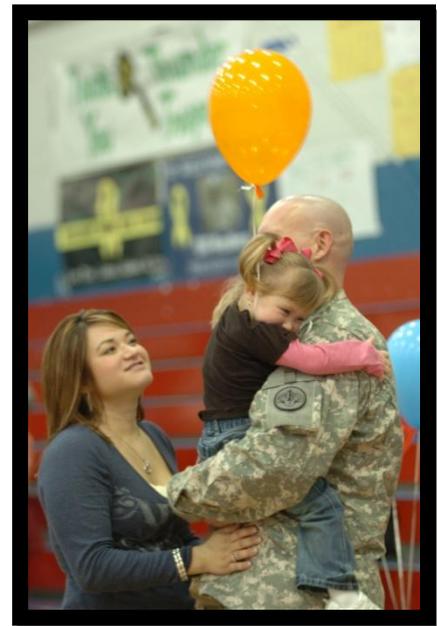
# Prepare Soldiers and Units for Combat and Take Care of Soldiers, Families, and Civilians at the “Great Place”

## **Vision**

We are America’s Armored Corps—an expeditionary Corps for joint and combined operations, based at the world’s premier military installation that is focused on preparing Soldiers and units for full spectrum operations and on taking great care of Soldiers, Families, and Civilians.

We are:

- ⤴ An Expeditionary Corps Headquarters: prepared to lead protracted, full-spectrum operations as a joint, combined, or interagency headquarters.
- ⤴ The Army’s proponent for Heavy Forces: advocate and synchronize ARFORGEN for Heavy Forces across the Army to enable unity of effort; leverage experience and expertise of Corps HQ to develop leaders and staffs at all echelons
- ⤴ The Army’s Premier Military Installation and Community: a community partnership unlike any other: care for Soldiers and Families; integrate in to regional community; and enable Soldiers to focus on the enduring mission.



## Methods and Our Values

- Attracting and keeping the best Soldiers, Airmen, and Civilians
- Always making the “Great Place”—GREATER
- Staying connected with our great neighbors and our partner Commands
- Maintaining the Warrior Ethos
- Communicating Internally and Externally
- Living the Army Values

## Commander's Intent

Regardless of where we are training, caring, or leading, the central focus areas of my intent form the foundation for this campaign plan. Those focus areas are Safety, Training Readiness, Leader Development, Force Well-Being, and Deployment Readiness. The following figure shows how focus areas are integrated and synchronized to have ready leaders, Soldiers, and Families by maintaining the Warrior Ethos through living the Army Values. All encompassing in everything we do is our risk mitigation through our leaders engaged in promoting and demanding safety.



Execution of these key aspects to standard will allow us to accomplish our seemingly simple vision statement in an extremely complex environment.

## **Commander's Priorities**

During my time as the III Corps and Fort Hood Commander, I have witnessed the tremendous sacrifices made by our Soldiers and their Families. I know that no matter what we do, it will never fully repay the debt we owe our servicemen and women. Nonetheless, I stand resolved to do whatever necessary to help restore the balance to our force.

Within "Vision 2011," my priorities are:

**a. Resiliency, Spiritual Fitness, and Well Being**

We must nurture the Minds, Bodies, and Spirits of our Soldiers and Families.

**b. Housing improvements**

Housing for military Families must communicate to them our gratitude for what they do.

**c. Healthcare**

It is unconscionable that Soldiers who have suffered injuries, both physical and emotional in service to their country do not receive the care that they both need and deserve.

**d. Education opportunities for Soldiers**

As the Army transforms, Soldiers will need ever greater skills and higher education. We owe to the future Army to give these future leaders the best educational opportunities today.

**e. Transportation improvements on Fort Hood and surrounding area**

It is unacceptable that Soldiers return from combat unscathed only to die on our local roads and highways.

## **What tells us we made the Fort Hood community better?**

To determine if we are accomplishing our objectives, we have implemented a comprehensive assessment. Each Key to Success and Method within the campaign plan has its own specific measures of performance and measures of effectiveness linked back to a specific line of effort's objective. In turn, each line of effort's objectives is nested within "Vision 2011." Over-arching metrics we will examine are:

- Winning the Army Community of Excellence award 3 years in a row, Organizational Self Assessment (OSA)
- People who have been in this community for a long time believe it is better
- Increase in Soldiers reenlisting to stay at Fort Hood
- Increase in Soldiers requesting to be stationed at Fort Hood
- Increase in retiring Soldiers choosing to make Central Texas their home
- Outside reports. E.G. *Money* magazine annual "Best Places to Live" rating index

# ***We will "make the Great Place Greater"***

# Deployment Readiness

**Objective: III Corps Units, Soldiers, Families and Civilians possess a deployable mindset with Soldiers demonstrating a Warrior Ethos where they are determined to win and prepared to deploy anytime and anywhere and the installation is fully prepared to support those deployments.**

*“The strength of our Soldiers comes from the strength of our Families.”*

The Honorable Peter Geren  
Secretary of the Army  
Fort Knox, Kentucky  
October 17<sup>th</sup>, 2007

As the nation’s pre-eminent and most populous military installation, Fort Hood plays a vital role in the nation’s Overseas Contingency Operations (OCO). The combined capabilities that allow Fort Hood to house, train, equip, and repeatedly deploy over 20 percent of the United States Army sets “The Great Place” apart from any other military installation in the world. During the first 5 years of the Global War on Terror, III Corps and Fort Hood responded in dramatic fashion to the nation’s call to arms by equipping, training and deploying over 350,000 Soldiers, Sailors, Airmen and Marines. Included in this total was the mobilization of nearly 35,000 National Guard and Reserve Service Members who deployed in support of Operations Iraqi Freedom and Enduring Freedom. These rapid and continuous deployments have stressed Soldiers and their Families, and strained the infrastructure at Fort Hood. However, neither has broken and this section will address how the III Corps and Fort Hood team will ease these burdens.



The importance of Fort Hood will continue to grow. The nation will continue to rely on the United

States Army to prosecute Overseas Contingency Operations (OCO). Likewise, the Army will continue to rapidly transform its force structure to fight in the 21<sup>st</sup> Century and continue to reallocate that force structure in accordance with the Congressional Base Realignment and Closure legislation (BRAC) and the Army Campaign Plan (ACP). Sound decisions, superb leadership, and sound management practices will be required to make sure we are prepared to meet these challenges.

To that end, there are key tasks which must be met over in the upcoming months. First and foremost, our most important combat system—the American Soldier must be ready to deploy at any time for any mission ranging from Defense Support to Civil Authority (DSCA) for natural or man-made disasters to major combat operations overseas. Training our Soldiers for battle means instilling a Warrior Ethos in them so that they understand what lies ahead and have a *deployable mindset*. This deployable mindset must be instilled within the Soldier’s Family and

supported by the best available resources and a network of Command and installation support which leaves no Family behind. Additionally, our Soldiers and their Families deserve the level of medical care their courage and sacrifice warrant.

Our Soldiers at Fort Hood and other geographic locations will have the finest training support and equipment the nation can offer before they go into harm's way and it will be available at their home-station to *maximize their time at home*. This includes the ability of our Brigade Combat Teams to conduct full-blown Mission Rehearsal Exercises at Fort Hood rather than having to travel to either Fort Irwin or Fort Polk to certify themselves for combat deployments. This will become more important as additional active and reserve Soldiers arrive at Fort Hood. They deserve nothing less.

On post, the areas our Soldiers live and work in will be modernized and serve as the model for the rest of the Army to emulate. Our maintenance facilities will be top notch and our deployment facilities will be expanded to allow for more efficient and rapid troop movements.

The area around Fort Hood is indeed our hometown and we are proud of it! The community has always helped make "The Great Place" great and our campaign plan would be incomplete if we don't find ways to improve upon the investment our communities have put into our Soldiers.

### **Keys to Success:**

DR1—Ensure Soldiers maintain a deployable mindset

DR2—Increase individual Deployability

DR3—Ensure Rear Detachment and Family Readiness Groups (FRGs) are trained and ready for deployment

DR4—Improve support to Family Members

DR5—Focus on Material Readiness

DR6—Strengthen community relationships

DR7—Enhance Fort Hood as a mobility platform

DR8—Synchronize personnel, equipment and training to reduce friction in the Army Force Generation (ARFORGEN) cycle

DR9—Improve infrastructure to support future footprint of unit facilities (motor pools, barracks, and headquarters)

DR10—Improve Medical care

**Metrics:** These define how we will measure our success in achieving the objective above:

- Percent Soldiers/Leaders/Family Members who believe they understand what is required and are ready to deploy.
- Percent Fort Hood units having "green" medical readiness status.
- Percent of Fort Hood Rear Detachment and Family Readiness Groups (FRGs) are trained and ready for deployment.
- Percent Soldiers/Leaders/Family Members who believe Fort Hood Family Members are receiving satisfactory support.
- Percent Soldiers/Leaders who believe they have the equipment that they need, in working condition and have accountability for it.
- Percent Community/Fort Hood leaders who believe we have strong community relationships.
- Subject Matter Experts ratings on Fort Hood as a mobility platform as compared to previous years.
- Percent Leaders who believe the Army Force Generation (ARFORGEN) cycle is synchronized to reduce friction in personnel, equipment, and training.
- Subject Matter Experts ratings on Fort Hood unit facilities (motor pools, barracks, and headquarters) as compared to previous years.

- Percent Soldiers/Family Members who believe they have access to quality medical care.

## DR1—Ensure Soldiers maintain a deployable mindset

### **Goal:**

Our Soldiers are adaptive, confident, and imbued with the Army's Values and a Warrior Ethos. They will understand the key tasks in their unit's deployment preparations and be prepared for their role in today's adaptive and ever-evolving combat environment.

### **Methods ("the How"):**

#### **Phantom Fitness Program**

The program is designed to instill confidence, competence, teamwork, and warrior ethos in our Soldiers through a series of physically demanding team events. The program also improves the fitness of Families, Civilians, and the local community as well as bringing the military and civilian communities together.



Warrior Ethos: This portion of the program builds on existing programs and is designed to instill confidence, competence, teamwork, and Warrior Ethos in our Soldiers through a series of physically demanding events that they can execute as a team. Long distance running, biking, and marching, along with tough events like triathlon and combatives will be conducted quarterly. To support this effort we will also build a combatives training area, confidence course, and improve the personal hygiene facilities in each BDE footprint. Garrison will explore the use of modular hygiene facilities to decrease cost and speed completion.

Physical Fitness for Fort Hood and the local community: The program will enhance the current MWR programs for Soldiers, Families, and Civilians with their participation in Warrior Ethos events and in Family friendly events like *volks* marching, aerobics, water aerobics, T-ball, etc. This can serve as an initiative to get the entire community into a healthier mindset and habits.

Community Involvement: The program will enhance our ability to get Soldiers and their civilian counterparts in the local community to get to know each other better through these Fort Hood sponsored events.

Phantom Physical Fitness Working Group: Consists of DPTMS TNG, G3 TNG, MWR, DPW, and Health Promotion Coordinator. WG will meet monthly to feed information, project status, and proposals to the Health Promotion and Wellbeing Council. Funding is being aggressively sought through Senior Army Leadership engagements for Fiscal Year 2009-2011.

- Time of Execution: Ongoing
- Additional Resources Required: \$190,000 unfunded; see details below:

<b>Initiative</b>	<b>Funded</b>	<b>Unfunded</b>	<b>Remarks</b>
BDE Combatives Training Areas	\$190,000		FY 2009
BDE Confidence Courses	\$0	-\$3,000,000	FY 2010
BDE Personal Hygiene Facilities	\$0	-\$10,000,000	FY 2010-11
Pedestrian and Bike Paths	\$594,000	-\$806,000	FY 2011-12
<b>TOTALS</b>	<b>\$784,000</b>	<b>(\$13,806,000)</b>	

## **DR2—Increase Individual Deployability**

### **Goal:**

Soldiers achieve Deployment Readiness Level 1 within 90 days of arrival at Fort Hood. Units are capable of maintaining a minimum of 90 percent of their assigned personnel Fully Medically Ready (FMR) for deployment.

### **Methods (“the How”):**

#### **Open an Installation Soldier Readiness Process and Checks (SRP/C) Site**

Department of Human Resources (DHR) will open an installation-staffed facility located in the Soldier Readiness Processing (SRP) Center, (Building 42000) that is capable of performing SRP and Soldier Readiness Checks (SRC) on up to 600 Soldiers per day and demobilization of 300 Soldiers per day. The facility will consolidate operations currently performed at Raider gym and Building 4411 at one fixed site equipped with sixteen hearing booths and eight dental chairs, reducing the need for Soldiers to report to outlying clinics to correct medical deficiencies.

- Time of Execution: Monthly and as requested
- Additional Resources Required: None

#### **Personnel and legal services are more readily available**

##### **Relocate Legal Services**

Relocating III Corps legal assistance office to an enhanced facility will provide a newer more centralized location for client services to provide legal assistance, claim services, and trial defense services to all Soldiers, Civilians, Family Members and retirees on Fort Hood.

- Time of Execution: 2<sup>nd</sup> Quarter Fiscal Year 2010
- Additional Resources Required: TBD

#### **Educate Leaders on the use of the Medical Protection System (MEDPROS)**

Incorporate introductory training to MEDPROS into the Company Commander and First Sergeant’s course and Executive Officer and S3 course. This instruction will include an overview of MEDPROS, and specifically the USR reporting tool.

- Time of Execution: Monthly
- Additional Resources Required: None

#### **Incorporate Soldier Readiness Processing (SRP) as a Training Event and Staff Assistance Visits**

IAW AR 600-8-101, Soldier readiness is a Command responsibility. Under the modular design, each brigade has the organic capability to perform periodic personnel, medical and legal readiness checks as a part of the Commander’s Soldier Readiness Program. Incorporation of Soldier readiness processing as a collective training event prior to deployment to a Combat Training Center (CTC) ensures the time and resources are allocated to maintaining individual Soldier readiness and provides Commanders the opportunity to identify medically non-deployable Soldiers early in the ARFORGEN process rather than during the 30 days prior to deployment readiness check conducted by installation. FORSCOM and DA Staff assistance visits are available to assist unit Commanders in achieving and maintaining excellence by taking advantage of the human resource assets organic to their formations. This tool will ensure our leaders understand the Soldier readiness process and tools at their disposal for ensuring Soldiers on Fort Hood are ready to deploy any time.

- Time of Execution: 1<sup>st</sup> Quarter Fiscal Year 2009 and as requested
- Additional Resources Required: None

## **DR3—Ensure Rear Detachment and Family Readiness Groups (FRGs) are trained and ready for deployment**

### **Goal:**

Become the model for Army Family preparedness by developing effective Family Readiness Groups (FRG) regardless of unit size and composition; improve methods of communication and the collection of Family Member contact information, emphasize the importance of the FRG as a vital volunteer program; and ensure that rear detachment leadership is identified and adequately trained well in advance of unit deployments.

### **Methods (“the How”):**

#### **Improve the Effectiveness of Smaller FRGs**

In order to improve the effectiveness of smaller FRGs, we will ensure Commanders at all levels will address the importance of the Family Readiness Group as a vital organization for the maintenance of Soldier and Family preparedness. In accordance with AR 600-20, 5-10(b) (7), unit Commanders at all levels will:

- a. Appoint a Total Army Family Program (TAFP) point of contact as an additional duty.
- b. Provide pre-deployment and reunion briefings as required.
- c. Ensure Soldier and Family member awareness of the TAFP.
- d. Ensure Soldier and Family member access to entitlements, Family programs, and Family services.
- e. Ensure the proper documenting and monitoring of personal affairs readiness of Soldiers to include Family Care.
- f. Ensure inclusion of single personnel in quality of life programs and initiatives.
- g. Maintain, as appropriate to the needs of their units, a unit Family Readiness Group (FRG) to encourage self-sufficiency among its members by providing information, referral assistance, and mutual support.

The TAFP Coordinator will act as the Commander’s single point of contact for those Family assistance services and related programs that support quality of life, readiness, and retention while meeting the Army’s obligation to Soldiers, Families, and Civilian Employees by ensuring the effective interface between Family assistance and Family support. The TAFP Coordinator will perform the following duties:

- a. Advise the Commander concerning the impact of the TAFP on retention, readiness, training, and mobilization/deployment.
  - b. Coordinate the development of the TAFP.
  - c. Coordinate the development of resource requirements to support the TAFP.
  - d. Coordinate public/community/employer awareness and support of the TAFP.
  - e. Serve as Command liaison with military and civilian agencies involved in resourcing and supporting the TAFP.
- Time of Execution: Fiscal Year 2009-2011
  - Additional Resources Required: Command emphasis and clarity of responsibilities

#### **Improve the Process for Capturing Family Contact Information**

As a function of unit sponsorship, unit Commanders will provide contact information for the battalion Family Readiness Support Assistants (FRSA) and the unit FRG leader in their unit welcome letter. Additionally, unit Commanders will require Soldiers to in-process with the FRSA to complete the Family information worksheet. Once information is completed, a copy will be forwarded to the Company Commander and FRG leader, with the original maintained by the

FRSA. Company Commanders will validate and update when necessary Family contact information worksheets a minimum of once every quarter. To ensure these worksheets are maintained, units will incorporate FRG program inspections as part of the organizational inspection program.

- Time of Execution: Ongoing
- Additional Resources Required: Command emphasis and clarity of responsibilities

#### **Continue to Emphasize the Use of FRGs to Improve communication with Mid-grade NCO and Junior Enlisted Families**

Unit leadership will support, and where appropriate, encourage all Family Members to support programs, services and activities designed to maintain and/or enhance the quality of life and well being of all members of the Total Army Family, for example, Family Readiness Groups, Deployment Cycle Support training, Army Family Team Building, and so forth. Many of those programs, services, and activities are primarily dependent upon volunteers to ensure their success and continued effectiveness and to be effective, units must promote, teach, train, and empower FRG members. Units will recruit mid-grade and junior enlisted spouses as volunteers and provide them integral and meaningful duties and responsibilities. This will ensure they feel their contributions and participation are important to the unit's success. The perception of program ownership will increase participation and add value.

- Time of Execution: Ongoing
- Additional Resources Required: Command emphasis and clarity of responsibilities

#### **Practice Expectation Management from Leaders to Soldiers and Families**

Unit Commanders will provide pre-deployment briefings and information packets to Families early in the deployment planning process. Mandatory attendance by the service member and encouragement for spouse and Family Member attendance will ensure the consistency of the information provided. Childcare concerns should not hamper Family Member attendance since this can be coordinated ahead of time at no charge to the Soldier. Unit leadership must understand the Army's Personnel Planning Guidance and when appropriate have the subject matter expert in attendance to answer any questions that may arise. During deployments, continue to host briefings and town hall meetings to quash any rumors and ensure the most up to date information is continuously conveyed to Family Members.

- Time of Execution: Ongoing
- Additional Resources Required: Command emphasis and clarity of responsibilities

### ***DR4—Improve support to Family Members***

#### **Goal:**

Develop ties between Soldiers, Family Members, and the Fort Hood community that create a desire to call Fort Hood home.

#### **Methods (“the How”):**

##### **Improve In/out Processing**

Fort Hood was selected by the Vice Chief of Staff of the Army to stand up a pilot installation reception company that will incorporate a TDA of 20 military members and 22 civilian employees. Additionally, Soldiers and Family Members will be taken on a windshield tour of Fort Hood in order to familiarize them with “The Great Place” as a part of in-processing.

Currently, the Director of Human Resources (DHR) at Fort Hood is working with Installation Management Command (IMCOM) to develop a virtual out-processing component for personnel

departing Fort Hood. This will enable Soldiers to virtually out-process those installation facilities and directorates that do not require physically clearing. When complete this process will save Soldier and Family Members time during out-processing.

- Time of Execution: 3<sup>rd</sup> Quarter Fiscal Year 2009
- Additional Resources Required: Manpower

### **Accelerate Housing Improvements through Additional Army & Fort Hood Family Housing Financing**

The previous plan for Fort Hood's Residential Communities Initiative (RCI) was to renovate 674 "Caphart" housing over an eight-year period. The post is now seeking additional funding to support the complete demolition and replacement of these homes and accelerates other minor improvements. The proposal will meet 2012 deficits in rentable housing and to provide housing for E4-E6 Soldiers and Families compliant with RCI requirements and standards.

Aside from basic improvements, Fort Hood has sought ecologically friendly improvements in its housing, adding 200 new energy-efficient housing units in Patton Park as part its focus to improve the quality of life for Soldiers and their Families. Additionally, Wainwright Heights is also being converted into a green-standard community. By reducing energy costs, the post saves operating costs that are reinvested in other projects. The initial emphasis on improvement has focused on enlisted and NCO housing, with further work set to include 232 officers' quarters.

Fort Hood has accomplished this partnership with Actus Lend Lease, a private management company. This partnership has built 1,000 homes for junior NCOs and 300 large conversions were made available to senior NCOs.

- Time of Execution:
  - Receive DA Approval, Fiscal Year 2010
  - Funding and Financial Closing, Fiscal Year 2011
  - Award Construction Contract, Fiscal Year 2011
- Additional Resources Required: \$32,900,000 (RCI) and \$174,100,000 (Army contribution)

### **Upgrade from Local University to "Texas A & M – Central Texas" Status**

Fort Hood supports Soldiers and Family Members in the attainment of college degrees to enhance their professional development and personal growth. We will support Tarleton State University-Central Texas (TSU-CT) in establishing a stand-alone university named Texas A&M University-Central Texas by providing them with classroom space in the Fort Hood Education Center, marketing their degrees, and scheduling five 8-week and five 2-week terms per year. By TSU-CT changing its school name, Soldiers and Family Members will be able to earn their academic degrees from a nationally recognized university offering programs tailored to the local population needs. In-state tuition rates would apply to Soldiers and Family Members, even when the sponsor leaves the state. A name change will occur when TSU-CT reaches 1,000 full-time students equivalent (FTSE) enrollments. The next State reporting date for determining FTSE enrollment is 9 Feb 09. Once TSU-CT exceeds the 1,000 FTSE requirement, they will begin the process of changing their name to Texas A&M-Central Texas.

When the new Texas A&M-CT reaches 1,500 FTSE (by 1 Jan 10), the State of Texas will authorize the university to issue Tuition Revenue Bonds (TRB) for up to \$25M to begin construction of a Central Texas campus. The Texas A&M System will ask the Army to transfer 663 acres of land to them for a campus (land already identified).

- Time of Execution: 2<sup>nd</sup> Quarter Fiscal Year 2010
- Additional Resources Required: Education Center classroom and office space

## **DR5—Focus on Material Readiness**

### **Goal:**

All units and individual Soldiers are adequately equipped to prepare for and deploy in support of Full Spectrum Operations. Units and Soldiers have Mission Specific Equipment Training Sets (MSETS) available to increase proficiency on combat platforms and support systems beyond what is available by Modified Table of Organization and Equipment (MTOE) that mirrors equipment in theater. Left Behind Equipment (LBE) and Reset will be accomplished. Improvements made to Central Issue Facility (CIF) will provide enhanced customer service for Soldiers conducting issues and turn-in. Command Supply Discipline will be improved throughout III Corps reducing excess and increasing accountability of equipment on hand.

### **Methods (“the How”):**

#### **Mission Specific Equipment Training Sets (MSETS)**

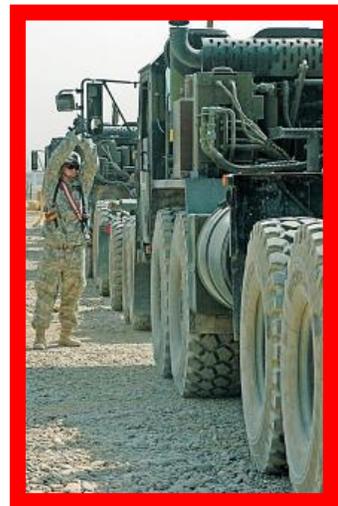
In order to enhance unit training and facilitate a deploying unit’s ability to train on theater specific equipment, III Corps engaged the Department of the Army (DA) and United States Forces Command (FORSCOM) in 4<sup>th</sup> Quarter, Fiscal Year 2008 with a recommended requirement and implementation plan. This plan encompasses the requirement of three Heavy Brigade Combat Team (HBCT) sets and two Combat Support/Combat Service Support sets to be fielded at Fort Hood over the next three Fiscal Years (Fiscal Year 2009-2011). The intent is to acquire one HBCT set by 4<sup>th</sup> Quarter, Fiscal Year 2009 in order to conduct a Proof of Concept at the HBCT level and refine requirements/implementation and then move forward with further fielding of required sets achieving 60 percent by end of year, Fiscal Year 2010 and 90 percent+ by end of year, Fiscal Year 2011. The MSETS program will be a FORSCOM initiative with AMC providing storage, accountability and maintenance oversight with 4/407<sup>th</sup> executing that responsibility at Fort Hood. Lessons learned will be captured following each unit’s training on the MSETS and again following 60 days deployed in theater.

- Time of Execution: Ongoing
- Additional Resources Required: III Corps working with DA and FORSCOM to determine cost and total requirements.

#### **Command Maintenance Evaluation Team (COMET) and Staff Assistance Visits**

The Fort Hood COMETs conduct annual inspections and staff assistance visits as requested by III Corps subordinate units. The III Corps COMET and Staff Assistance Visits routinely inspect MSC G4s and Corps Separates, while the 1CD and 13<sup>th</sup> ESC COMETs inspect and provide staff assistance to their subordinate units. COMETs validate the enforcement and effectiveness of the III Corps Command Supply Discipline Program (CSDP) in accordance with (IAW) AR 11-2. While ensuring that the CSDP is effective, COMET Teams also award outstanding performance by nominating exceptional units for the Supply Excellence Award. An improvement in Command supply discipline of 100 percent property accountability and a Financial Liability Investigation of Property Loss (FLIPL) of 30 percent over the next three fiscal years is possible. This will be achieved through routine COMET inspections and staff assistance visits, planned and monitored excess identification and turn-in procedures and leaders at all levels are thoroughly trained on the Command Supply Discipline Program.

- Time of Execution: Ongoing
- Frequency: Annual Inspections and as requested Staff Assistance Visits
- Additional Resources Required: None



### **Fort Hood Senior Logistician Forum**

The Fort Hood Senior Logistician Forum is executed to help senior logisticians (III Corps DCG, 13<sup>th</sup> ESC Commander, III Corps G4, etc.) maintain situational awareness of logistics operations pertaining to III Corps and Fort Hood. This forum reviews current logistics readiness in the Corps and identifies areas that need improvement/assistance and provides corrective guidance. This forum significantly enhances III Corps' ability to maintain and improve material readiness specifically in LBE, Reset, and Command Supply Discipline.

- Time of Execution: Ongoing
- Frequency: Monthly
- Additional Resources Required: None

### **Unit Reset/LBE Engagements**

There are a number of engagements between AMC/ASC/AFSB assets and III Corps units that will continue to be leveraged and improved in order to ensure III Corps units receive the best possible support with respect to their equipment readiness and equipment visibility in the Reset and Leave Behind Equipment (LBE) programs. These include:

- Initial Reset brief between the III Corps unit and the Operational AFSB in theater 150 days prior to the unit redeployment.
- Unit Reset Synchronization Conference between III Corps unit and 4/407<sup>th</sup> AFSB at Fort Hood 60 days prior to the unit redeployment.
- BCT Commander Reset Brief 30 days after redeployment. The 4/407<sup>th</sup> AFSB provides the BCT Commander and staff a brief on the Reset plan and coordinates directly to maximize benefit to the supported unit.
- LBE Brief between the III Corps unit and 4/407<sup>th</sup> AFSB at Fort Hood 60 days prior to LBE induction.

There are also recurring meetings at the AFSB to monitor the Reset and LBE programs. These venues ensure the Reset and LBE programs are optimally supporting the unit and provide opportunities for supported units to gauge program effectiveness:

- Weekly 407<sup>th</sup> AFSB Production Meeting
- Weekly 4/407<sup>th</sup> AFSB Production Meeting
- Weekly 4/407<sup>th</sup> AFSB Maintenance Meeting with DOL and Field Logistics Readiness Center (FLRC)

AMC Reset Conferences held every 1<sup>st</sup> and 3<sup>rd</sup> quarter provide leader visibility from AMC down. To improve equipment visibility for units in III Corps, the 4/407<sup>th</sup> AFSB has developed the ARFORGEN Common Operating Picture. ASC goal is to implement an on-line ARFORGEN COP Tool in Fiscal Year 2010.

In order to continually improve the Reset and LBE programs, there is a plan to establish an AMC Regional Support Facility (RST) at Fort Hood in Fiscal Year 2015. The DD Forms 1391 (Fiscal Year Military Construction Project Data) for Fiscal Year 2015 Major Army Construction (MAC) funds associated with this project were submitted 1<sup>st</sup> and 2<sup>nd</sup> quarters Fiscal Year 2009 to set conditions for successful facility construction. Additional facilities construction efforts in conjunction with the RST include three BLST buildings and two Logistics Support Element (LSE) buildings at Fort Hood in Fiscal Year 2009 using OMA funds. There is also a PM HBCT facility and a 407<sup>th</sup> AFSB facility programmed in Fiscal Year 2012 using MAC funds.

- Time of Execution: Ongoing
- Additional Resources Required: None

### **Logistics Input to III Corps Command Training and Leader Development Guidance (CTLDG)**

The Corps Command Training and Leader Development Guidance (CTLDG) describe the III Corps Commander's vision as well as training and leader development guidance for supporting the Army, FORSCOM, and III Corps mission. It provides guidance to all subordinate organizations, Commanders, and leaders by outlining the fundamental basis for planning, resourcing, and executing combat-focused training. It provides a common operating picture of the Commanders Mission, Vision and intent for III Corps and Fort Hood on an annual basis, allowing units to focus on the priorities outlined in the document. This focuses training, resourcing, and leader development for all units assigned to III Corps and Fort Hood.

- Time of Execution: Ongoing
- Frequency: Annually in 4<sup>th</sup> Quarter of each fiscal year
- Additional Resources Required: None

### **Logistics Instruction included in the XO/S3 and First Sergeant/ Company /Commander Courses**

The III Corps Commander's Maintenance Evaluation Team (COMET) provides a one hour class in property accountability to both the Battalion XO/S3 and First Sergeant/Company Commander Courses. Instruction given during the First Sergeant/Company Commander Course is focused on property accountability starting with the change of Command inventory and continuing throughout the time of Command (responsibilities, change of Command inventory, change of property book officer, cyclic 10 percent inventory, sensitive items inventory to include weapons and ammunition, Organizational Clothing and Individual Equipment (OCIE) inventory, personal military clothing inventory and absentee inventory). Instruction also consists of hand receipt procedures, shortage annexes, component hand receipt listings, container certification, III Corps and Fort Hood Tool Warehouse and the Deployment Asset Visibility System (DVAS). The topics covered in the Battalion XO/S3 Course are similar to the First Sergeant/Company Commander Course with the addition of the Supply Excellence Award (SEA) Program. The instruction given in these two courses have a direct impact on unit material readiness as it teaches the First Sergeant, Company Commander, S3 and XO how to properly account for property and ensure subordinates are properly accounting for property. The DVAS portion of instruction is a great tool to teach leaders at these levels how to identify what equipment is available in the theater of operations and what they need to deploy from home station.

- Time of Execution: Ongoing
- Frequency: Monthly
- Additional Resources Required: None

### **Sustain/Improve Individual Equipment and Clothing**

Current programs such as Rapid Fielding Initiative (RFI) and Advanced Combat Uniform (ACU) programs are not integrated into Central Issue Facility (CIF) operations and not programmed by DA to be assumed by CIF in the foreseeable future. This coupled with current and future changes in the Army's CIF program necessitate a review of the entire process of equipping Soldiers for training and deployment on Fort Hood. Our process and facilities must allow us to meet the Commanders needs and poise the Fort Hood CIF to meet the Army's future vision of CIF operations. The Directorate of Logistics (DOL) are conducting a thorough review in conjunction with Army Materiel Command (AMC) and the Installation Management Command (IMCOM), determine and obtain requisite resources to execute a process that will create a customer focused environment and enhance customer processing times.

- Time of Execution: 4<sup>th</sup> Fiscal Year 2011
- Additional Resources Required: \$500,000

## **DR6—Strengthen community relationships**

### **Goal:**

Strengthen community relationships through continuous information awareness, communication, engagements, and activities that encourage local, state, and national figures, groups, and organizations to support and participate with the greater Fort Hood community through proactive communication, coordination, synchronization, and expectation management in order to enhance the overall quality of life for “The Great Place” while balancing expectations.

We will do this within and across our formations, the greater military community (Families and Retirees), our local communities, and the greater community at large. Community relationships are based on personal, professional, and social networks and our daily interactions across these spheres is the foundation from which we will continue to build greater awareness and appreciation for III Corps and Fort Hood within Central Texas.



### **Methods (“the How”):**

#### **Increase Military End Strength to 50,000 Soldiers**

The community has expressed concern over the reduction of military forces at Fort Hood. The local communities have taken great steps of faith by increasing several infrastructure components that are designed to support a 50K military population. A reduction in the population at Fort Hood would put at risk the survival of many local businesses. In order to provide better support to local communities, an effort to achieve and maintain a military population of 50K will be undertaken. In order to achieve this goal, several courses of action will be reviewed. These may include activation of new units, bringing existing units from off post to Fort Hood. Achieving this goal will continue to build the relationship between the local communities and Fort Hood. During this process, the senior leadership of III Corps and Fort Hood will continue to keep the local communities informed of the situation.

- Time of Execution: Ongoing
- Additional Resources Required: None

#### **Implement an Effective Campaign Communication Plan**

The III Corps Campaign Communication Plan will be developed and distributed once the III Corps Commander has approved the Campaign Plan. The Campaign Communication Plan will enable the Commander and subordinates to identify essential objectives and decision points critical to ensuring success. The Campaign Communication Plan will articulate key engagements for leaders across the formation to ensure decisions are made at the critical time and place to successfully implement actions necessary for achieving the desired objective. The Corps Campaign Communication Plan will articulate the Public Affairs Guidance (PAG) with additional information for Commanders and subordinates to carry along for interaction with the community. The Campaign Communication Plan will be reviewed and updated quarterly to ensure synchronization with the Commander’s Campaign Plan.

- Time of Execution: Ongoing
- Frequency: Quarterly

- Additional Resources Required: Time and Command focus

### **Improve Phantom Distribution**

Phantom Distribution serves as a primary means for mass information distribution. III Corps and Fort Hood will utilize Phantom Distribution as a method for communicating key events and serve as a means for distributing information to empower military, Families and Civilians within the local community. Commanders, staff, and subordinate units will employ Phantom Distribution as an enabler by providing timely and relevant information to the greater community. Typical information shared via Phantom Distribution includes upcoming training, community events, and volunteer opportunities.

- Time of Execution: Ongoing
- Frequency: As required
- Additional Resources Required: None



### **Ride-Along Program**

The Ride-Along Program is the III Corps and Fort Hood Commander's program to increase community awareness about Soldier activities and their responsibilities to interact professionally and appropriately at all times. The Ride-Along Program is for key leaders and supervisors to observe Soldier behavior and to better understand and appreciate the environment in which Soldiers live outside of the Fort Hood cantonment. Key leaders and supervisors will participate with local law enforcement agencies as they conduct their patrols during weekends, holidays and other assigned times IOT gain a better understanding and appreciation for Soldiers, Soldier behavior and Soldier/Family living conditions.

- Time of Execution: Ongoing
- Frequency: Weekly
- Additional Resources Required: None

### **Association of the United States Army (AUSA) Adopt a Fort Hood Unit**

AUSA conducts the Adopt a Fort Hood Unit in order to better channel organizations that wish to support a military organization. The AUSA Adopt a Fort Hood Unit is sponsor driven and provides unique opportunities and resources for units to establish, sustain and increase / improve relations with the greater community through sponsors who are seeking a unit. The Adopt a Fort Hood Unit program unites the sponsor with a unit of their choice and the ensuing relationship enables the unit to coordinate with the sponsor while stationed CONUS and during forward deployments.

- Time of Execution: Ongoing
- Frequency: Weekly / Monthly
- Additional Resources Required: Command emphasis



### **Community Partnership Program**

The Community Partnership Program formalizes relationships between Fort Hood units and local communities. It encourages regular contact with communities thus establishing a communication flow, which enables units to tell III Corps, Fort Hood, and Army stories; fosters mutual understand and goodwill.

Designated units will provide community relations support to selected communities in which Fort Hood conducts frequent or recurring business, or has a direct economic or quality of life impact. Coordinate community participation through the community's Chamber of Commerce.

To the maximum extent practical, Fort Hood partnership units will maintain membership and participation in their partnership communities' activities. Membership in partnership communities will be limited to the Chamber of Commerce, with the exception of Killeen Independent School District boards located on Fort Hood. Funding for memberships in the Chamber of Commerce will be funded through appropriated funds. Coordinate fund requests through the Public Affairs Office.

Fort Hood partnership units will make every reasonable effort to support community annual events. Support to these events will take priority over non-military support requests from non-partnership communities. Partnership communities must coordinate Fort Hood support requests for these events through the Public Affairs Office, Community Relations section.

Submit all requests for the Chamber of Commerce annual "Leadership Training" programs through the Public Affairs Office, Community Relations section, and forward directly to the partnership units for support.

Partnership units plan and host a "community ride" at least once per year. The community ride is a combination of a unit and installation open house and recommended as a day-long visit of community leaders, business people, and local officials. The intent is to familiarize the visitors with their host unit and give them direct access to our Soldiers and an orientation to their equipment.

Community rides will consist of the following: Fort Hood Welcome and Orientation Brief; "windshield tour" of Fort Hood; lunch in a Dining Facility or field environment; a tour and orientation on their partnership unit's equipment; and as available view some type of ceremony like a Sergeant Audie Murphy Induction, Soldier of the Quarter Award, or Non-commissioned Officer Induction Ceremony.

The following is a list of communities and their partnered units

<u>Community</u>	<u>Responsibility of</u>
Belton.....	13th Sustainment Command (Expeditionary)
Brady .....	21st Cavalry Aviation Brigade
Brownwood.....	21st Cavalry Aviation Brigade
Burnet .....	3 <sup>rd</sup> Armored Cavalry Regiment
Cameron.....	13 <sup>th</sup> Sustainment Command (Expeditionary)
Copperas Cove.....	1st Cavalry Division
Crawford.....	69 <sup>th</sup> Air Defense Artillery
Florence.....	89th Military Police Brigade
Gatesville .....	41 <sup>st</sup> Fires Brigade
Goldthwaite.....	48 <sup>th</sup> Chemical Brigade
Harker Heights.....	3 <sup>rd</sup> Armored Cavalry Regiment
Kempner .....	36 <sup>th</sup> Engineer Brigade
Killeen.....	1 <sup>st</sup> Cavalry Division
Lampasas .....	89 <sup>th</sup> Military Police Brigade
Lometa.....	48 <sup>th</sup> Chemical Brigade
McGregor.....	89 <sup>th</sup> Military Police Brigade
Nolanville .....	504th Battlefield Surveillance Brigade
Salado.....	3 <sup>rd</sup> Armored Cavalry Regiment
San Saba .....	21st Cavalry Aviation Brigade
Temple.....	13th Sustainment Command (Expeditionary)

## Adopt a School

### Purpose of the Adopt a School (AAS)

**Program:** The AAS contributes military resources and services to schools in order to nurture the intellectual, emotional, social, and physical growth of children in the greater Fort Hood area, to increase public awareness of the Army's mission and to foster good relations.

**Garrison Responsibilities:** The Directorate of Family and Morale, Welfare and Recreation (DFMWR) coordinates the Adopt-A-School (AAS) program through the Child, Youth & School (CYS) Services, School Liaison Office (SLO).



- Conduct training for Unit Representatives IOT ensure that program guidelines and reporting requirements are effectively implemented.
- The SLOs work in conjunction with the Strategic Effects Cell to ensure Fort Hood units are able to positively interface with the schools in the greater Fort Hood area.
- Unit Volunteer Hours will be tracked by the SLO and included in the SLO Quarterly School Liaison Services report to Region.

### Unit Standard and Responsibilities:

- Adopt-A-School activities should focus on providing Soldier resources to teach, coach, mentor, and inspire students.
- Ensure Unit AAS POCs attend routine training conducted by the DFMWR, CYS, SLO to ensure unit representatives are familiar with the AAS program guidelines and reporting requirements.
- Ensure that the SLOs are provided up to date POCs in order to maintain the positive outreach from Fort Hood into the community, making the Great Place greater.
- Commanders will designate a representative from their unit to maintain contact with both the school and the AAS POC in the School Liaison Office. Commanders also ensure the AAS POC and school establish and maintain updated POC information.
- AAS programs will continue when units are deployed through their respective rear detachments.
- Unit representatives will report volunteer hours by the 5th of each month to the AAS POC-School Liaison Officer (SLO) via email or fax.
- Facilitate two-way support while being deployed. Deployed units can expect support from sponsored schools and must facilitate it. AAS will execute a Transition of Authority (TOA) between unit AAS POCs and rear detachment AAS POCs. The TOA must include:
  - Updated POC lists
  - Joint school visit and office call with the school's principal and AAS POC
  - Mutual agreement established during office call with school representatives outlining two-way support expectations (must include the minimum standards while deployed)

### **Implementation and Execution Strategy:**

- Know the demographics of our expanding footprint. This includes knowing which schools Fort Hood Family Members attend.
- Review of the unit level school sponsorship with the intent to ensure BDE level integrity is not scattered. Both, up-coming unit moves and a feasibility study that takes into consideration the impact of changing long-standing unit-school relationships will be considered in any recommendation to realign.
- Residual benefits are undeniable if an Adopt-A-Fort Hood unit program footprint aligns with the AAS program footprint.

### **Minimum standards while deployed (or in the field) are:**

- a. Monthly phone contact
- b. Monthly visit to school
- c. Support school requests or forward reclaims to higher rear detachment for assistance
- d. BPT support other AAS programs at discretion of higher HQ's rear detachment
- e. Facilitate school desires to provide for deployed Soldiers
- f. Report volunteer hours
- g. Ensure AAS sign remains current

### **Minimum standards while not deployed are:**

- a. At the beginning, or prior to a new school year, conduct mutual agreement of support expectations that include recurring events and special events. This meeting will include the Commander or CSM, unit AAS POC and school Principal and AAS POC
  - b. Support annual job fairs / bazaars with set-up (when requested), Soldier support, and static displays
  - c. Weekly phone contact by Chain of Command and AAS POC
  - d. Monthly visit to school by Chain of Command and AAS POC
  - e. Report volunteer hours
  - f. Ensure AAS sign remains current
- Time of Execution: Weekly / Monthly
  - Additional Resources Required: Command emphasis

### **Unit Sponsorship of Housing Communities**

Each Family Housing community is assigned a Sponsoring Unit (SU) who appoints a Regional Community Life Officer (RCLO). The duties of the Sponsoring Unit are:

- Appoints a field grade officer to serve as the SU regional community life officer (RCLO)
- Supervises and supports the Community Life Program (CLP) in assigned regions.
- May assign villages to subordinate SUs.
- Provides administrative and logistical support to mayors and volunteer to include: Office equipment, meeting areas when required, office supplies, publication of flyers and neighborhood newsletters.
- Assists in maintaining a continuity notebook.
- Schedules a monthly regional community council.
- Ensures that mayors and vice-mayors have a personal telephone so that they can conduct village business.
- Holds annual mayoral elections per paragraph 5, block 5g of III Corps & Fort Hood REG 600-20.
- Makes findings and recommendations to the Commander, III Corps, and Fort Hood, regarding removal of mayors who are hurting rather than helping the CLP.



- Appoints or arranges the election of mayoral replacement.
- Reports personnel replacements to the ICLO and FHFH.
- Works with the mayors and FHFH to develop spirit and pride in the community.
- Works with Corps and installation staff to resolve problems and needs identified by the mayor.
- Polices common areas when required.
- Supports the mayor in Spring and Fall clean-up efforts.
- Conducts periodic inspections of villages to ensure the occupants are in compliance with local regulations and provide findings to FHFH.

The current Sponsoring Unit assignments are as follows:

Housing Village	Sponsoring Unit	CLNCOs Required
Comanche 1 (1BCT)	1ST CD	7
Comanche 2 (3BCT)	1ST CD	
Comanche 3 (2BCT)	1ST CD	
McNair ( 4th BDE)	4TH ID	5
Wainwright (1ST BDE)	4TH ID	
Walker (AVN BDE)	4TH ID	
Patton Park (2nd BDE)	3RD ACR	3
Chaffee (Fires BDE)	3RD ACR	
Kouma (1ST MED)	13TH SC (E)	6
Liberty (1ST MED)	13TH SC (E)	
Pershing (64TH CSG)	13TH SC (E)	
Venable (36TH EN BDE)	36TH ENGR BDE	1
Montague (504TH MI)	504th MI BDE	2

#### **FRG Leader Training and Leader Focus Forum**

Family Readiness Group (FRG) Leader Training and Leader Focus Forum both serve as a combat multiplier to enhance Rear Detachment (Rear-D) operations. FRG training is critical to ensuring an effective and efficient structure exists to support forward deployed units. FRG is critical to providing the link between Soldiers and units to their Families, communities and other organizations. The FRG also serves as another conduit of information for Family Members, organizations and communities to increase awareness across and through the formation as well as to the greater community. The training is critical to ensuring Soldiers and their Families have the structure and communication to support those periods when there is a greater stress on Family bonds and fewer organizational members to support those needs. Leaders will ensure their organizations are fully empowered and properly trained with FRG training to support their organizational needs prior to deployments. FRG training will at a minimum will include FRG training / membership down to the company level with a minimum of two trained members per company level organization. Members will be officially trained IAW AR 608-1. FRG training and Leader Focus Forums are published in the Phantom Distribution as well as through normal training channels.



- Time of Execution: Monthly
- Additional Resources Required: None

### **Regional Leaders Information Forum**

The Regional Leaders Information Forum is the new and improved III Corps and Fort Hood Commander's Fort Hood 2020 program. The Information Forum is expanded from Educational Leaders, DPTMS, and the Garrison Commander to include various community leaders. The Regional Leaders Information Forum will be the forum for which many of the community activities will be coordinated and synchronized on a quarterly basis. Community events, school calendars, holidays, and other issues will be discussed as well as opportunities to raise issues and awareness about hot issues that need to be coordinated and synchronized. These meetings will occur on a bi-monthly basis at a minimum IOT ensure a continuous flow of information and serve as an effective system for synchronization.

- Time of Execution: Bi-Monthly
- Additional Resources Required: None

### **C12 Meetings**

III Corps and Fort Hood Commander and his designated representative will attend the C12 meetings IOT enhance community relations. The C12 Meeting serves a critical function by enabling key community leaders to discuss issues that directly affect Fort Hood and the greater community as well as discuss condition setting for future plans and objectives. The C12 Meeting is a critical function for key Civilian Leaders to address new issues and topics that may or will have current relevancy or an impact in the future.

- Time of Execution: Bi-Monthly
- Additional Resources Required: None

### **Chamber of Commerce / Board of Directors Meetings**

The III Corps and Fort Hood Commander has directed that III Corps will be engaged with community Chamber of Commerce / Board of Director Meetings and serve as a direct link to the Command group. There are nine communities that will be supported (Belton, Copperas Cove, Gatesville, Harker Heights, Killeen, Lampasas, Nolanville, Salado, and Temple) and that will serve as the conduit for passing critical information and issues between III Corps and Fort Hood with the greater Central Texas region. The Chamber of Commerce / Board of Directors Meetings will enable greater community awareness as well as providing insight to the Commanding General for potential issues and current issues as well as conflict resolution between existing issues.



- Time of Execution: Monthly
- Additional Resources Required: None

### **Town Hall Meetings**

The III Corps and Fort Hood Commander directed that III Corps be engaged with community Town Hall Meetings. The Town Hall Meetings will enable the Commander the opportunity to interface with and address issues and concerns of the military community. The Town Hall Meetings will also strengthen relationships within the military community as service members and spouses will be able to interact directly with the Command Group to discuss their issues and grievances. Access to and participation in the Town Hall Meetings by various community leaders and concerned citizens will also serve to strengthen the community bonds and increase awareness between the greater community and the III Corps and Fort Hood military community.

- Time of Execution: Quarterly
- Additional Resources Required: None

#### **Public Affairs Officer (PAO) Studio**

The PAO studio is the Commander's world class communication center for III Corps and Fort Hood. The PAO studio is constructing a broadcasting capability within the III Corps HQ building. Currently, the PAO studio and control room is moving forward. The establishment of the PAO Studio has enabled the Commander and subordinate formations to disseminate information through additional means to reach multiple communities on and off the installation.



- Time of Execution: Ongoing (Construction Complete)
- Additional Resources Required: None

### **DR7—Enhance Fort Hood as a Mobility Platform**

#### **Goal:**

Increase Fort Hood's force generation capability as the Army's premier mobility and power projection platform to sustain superior support facilities/infrastructure ISO of continuous expeditionary operations. Provide a second runway at Robert Gray Army Airfield (RGAAF) affording additional capabilities and opportunities for joint military training. This second runway will increase Fort Hood's Power Projection Platform capabilities while facilitating the potential for future joint basing operations for DOD. Most importantly a second runway allows for redundancy in airfield operations in the case of during maintenance periods or a mishap on the single existing runway. A second runway will alleviate any disruption of commercial air service and will result in an economic stimulant for the Central Texas community. Transportation infrastructure improvements provide safer vehicular and pedestrian transportation and increases strategic deployment capability to support projected growth between Fort Hood and the surrounding communities.

#### **Methods (“the How”):**

##### **Expand Killeen and Fort Hood Regional Airport (Robert Gray Army Airfield) to Include Second Runway**

As an expansion of our joint use partnership with the community in support of future growth of aviation capabilities, both The City of Killeen and Fort Hood commissioned a study to determine the future land use in the construction of a 10,000 linear foot second runway. The benefits to Fort Hood would provide added capability for joint military training, facilitate future joint basing, enhance our power projection capabilities, and provide redundancy during airfield operations in the event of an emergency or required maintenance. Both Killeen and Fort Hood chartered a Second Runway Taskforce that consists of members of The City of Killeen and Fort Hood under the Joint Management Board of the Killeen-Fort Hood Regional Airport for oversight of this project. In April 2008 a grant from the Killeen Economic Development Corporation (KEDC) provided \$1.5M which allowed for completion of the preliminary design and the required Environmental Impact Statement to construct the second runway. Fort Hood will take the design plan for the second runway and in coordination with Engineer Troop unit availability construct a 4,000 linear foot Assault Landing Strip (ALS) within the design for the second Runway. This realistic training provides a tangible wartime focused mission for specific Engineer Troop Units deploying in support of Overseas Contingency Operations (OCO). Once funding has been obtained for the second runway, it will be laid over the already prepared ALS site. This project will take two years to complete.

- Time of Execution:
  - 4<sup>th</sup> Quarter, Fiscal Year 2008: Completed Pre-Design
  - 2<sup>nd</sup> Quarter, Fiscal Year 2009: Began Engineer Work on ALS
  - 3<sup>rd</sup> Quarter, Fiscal Year 2010: Complete Design/Funding for second runway
  - 4<sup>th</sup> Quarter, Fiscal Year 2010: Complete ALS
  - 1<sup>st</sup> Quarter, Fiscal Year 2011: Initiate Bid & Award Construction for second runway
- Additional Resources Required: Engineer Troop Units and a funding strategy of \$210M rough order of magnitude (ROM)

**Accelerate/Increase Texas Department of Transportation (TxDOT) and Federal Projects for Main Highway Artery Improvements**

There are seven ongoing and planned TxDOT projects to improve road infrastructure and traffic flow that are critical in support of Fort Hood and surrounding communities. Four projects located on Fort Hood are committed, two projects supporting strategic deployment routes improvements (Hwy 190 & Hwy 195) are partially funded, and one project supporting growth to the western community area (Copperas Cove) is unfunded. TxDOT has also commenced initial improvements to the two strategic deployment routes. Fort Hood has submitted five additional safety improvement projects to TxDOT for funding consideration and execution at the following locations: T.J. Mills Blvd, Hwy 190, 79th Street, Maxdale Road, and West Range Road.

- Time of Execution:
  - Semi-Annual IPR, 3<sup>rd</sup> Quarter, Fiscal Year 2009 (Continue each year)
  - Extend SH 195, Completion 1<sup>st</sup> Quarter, Fiscal Year 2011
  - Intersection Improvements at SH 201 and Mohawk Road (WFH), 3<sup>rd</sup> Quarter, Fiscal Year 2011
  - Upgrade Tank Destroyer, Completion 4<sup>th</sup> Quarter, Fiscal Year 2012
  - Ammunition Supply Route Railhead Road Hwy 190 Overpass, 1<sup>st</sup> Quarter, Fiscal Year 2012
  - Copperas Cove South Loop, 4<sup>th</sup> Quarter, Fiscal Year 2017
  - Highway 190, 4<sup>th</sup> Quarter, Fiscal Year 2017
  - Highway 195, 4<sup>th</sup> Quarter, Fiscal Year 2017
  - Five unfunded safety improvement projects, 4<sup>th</sup> Quarter, Fiscal Year 2017
- Additional Resources Required: State funding



**Gain Approval to Station First Army Division West, Two Additional Training Support Brigades (TSBs) and Elements of the 1<sup>st</sup> Battle Command Training Brigade of the 75<sup>th</sup> Battle Command Training Division at Fort Hood**

This is a First Army initiative supported by the III Corps and Fort Hood Commanding General. First Army will develop the re-stationing plan and brief the leadership in Forces Command, Installation Management Command (IMCOM), IMCOM West, and Department of the Army (DA) to obtain approval. Upon approval, this re-stationing initiative will be added to the Army Campaign Plan (ACP). III Corps and Fort Hood staffs will work with First Army to provide information and assistance in developing staff products to support this initiative, i.e. rough order of magnitude (ROM) cost estimates of infrastructure and facilities required to support this re-stationing initiative. First Army has indicated it desires to re-station Division West at Fort Hood as early as June 2009.

- Time of Execution:
  - 1<sup>st</sup> Quarter, Fiscal Year 2009: Completed First Army briefings to FORSCOM

- 2d Quarter, Fiscal Year 2009: Received approval from DA to update ACP
- 3d Quarter, Fiscal Year 2009: Construction funds programmed into FYDP
- 3d Quarter, Fiscal Year 2009: FORSCOM directs completion of AR 5-10 Stationing Packet
- 3d Quarter, Fiscal Year 2010: Begin re-stationing
- 4<sup>th</sup> Quarter, Fiscal Year 2011: Re-stationing complete
- Additional Resources Required: Updated Real Property Master Plan

### **Improve/expand Rail Facilities**

It is essential to preserve Fort Hood's critical rail deployment infrastructure to ensure our capability as a major power projection platform. Continuous deployment/redeployment cycles in support of OCO exact a heavy toll in terms of accelerated wear and tear on deployment facilities and infrastructure and often outpace installation resources to provide needed maintenance and upgrades. Key to sustaining the deployment infrastructure is the aggressive pursuit of annual Sustainment, Restoration, and Modernization (SRM) dollars. This project consists of two phases: Phase 1 (funded in Fiscal Year 2008 by AP3 SRM) will build rail access roads, construct container yard, re-stripe the staging area, reseal expansion joints, repair/replace exterior lighting, construct personally owned vehicle (POV) parking, install fencing & gates, extend rail yard paving, and pave the spanner yard. Phase 2 (currently unfunded) will test and repair lightning protection, re-tamp tracks, build additional access roads, and construct a new Blocking, Bracing, Packing, Crating and Tie-Down (BBPCT) warehouse.

Timeline for Rail facilities, AP3 SRM funded project:

- Time of Execution: 1<sup>st</sup> and 2<sup>nd</sup> Quarter Fiscal Year 2010
- Additional Resources Required: Funds for Phase II TBD.

### **Improve Line Haul and Container Outload by Rail Capability**

The new commercial line haul site will increase operational capability and will thereby substantially reduce truck traffic on the main post to minimize congestion, reduce roadway deterioration, and enhance force protection. Additionally, the use of shipping containers for deployment by rail has increased significantly in recent years. This project will provide a staging area, loading ramps, lighting, scales, an operations building to load/unload military equipment and shipping containers via commercial tractor/trailer and will also provide 1300' by 100' concrete container rail loading apron with fencing and lighting, which will double Fort Hood's container rail loading capability. The new loading apron will be located adjacent to existing track, reducing necessary construction. The project site is located in the vicinity of the new Central Receiving/Shipping Point within 1.5 miles of Fort Hood's designated cargo gate (ACP 9).

Timeline for the project:

- Time of Execution: Based upon FYDP programming
- Additional Resources Required: AP3 MCA estimate \$9,200,000

## ***DR8—Synchronize personnel, equipment and training to reduce friction in the Army Force Generation (ARFORGEN) cycle***

### **Goal:**

Implement a process which identifies and synchronizes the best manning, equipping, and training solutions to allow units to properly train, certify, and deploy for Deployment Expeditionary Force (DEF) or Contingency Expeditionary Force (CEF) missions. Units will be structured into modular formations optimized for joint, expeditionary, and sustained full spectrum operations. Training and Readiness Authority (TRA)/non-TRA roles are well thought out, understood and executed properly. Manning,



equipping, and training issues will be identified, synchronized, and resolved to meet deployment timelines to go to combat, while avoiding numerous retraining periods.

## **Methods (“the How”):**

### **Implement the III Corps ARFORGEN Process**

ARFORGEN isn't something that a unit does; it is something that happens to a unit. At III Corps and Fort Hood we need to guarantee this happens correctly. ARFORGEN is an integration process that ensures that the Army's modular forces are sequenced through a flexible and repeatable cycle that allows units to return from deployment, successfully man, equip, train and redeploy to meet the full spectrum of national tasking to include major combat operations (MCO), counter-insurgency operations (COIN) and defense support to civil authority (DSCA). The ARFORGEN process consists of three force pools which units sequence through: Reset, Train/Ready, and Available.

The details regarding this complex process is cumulatively detailed in multiple source documents published by the Department of the Army (HQDA) and Forces Command (FORSCOM). The process is further supplemented in amplifying guidance and programs from other HQDA subordinate Commands that support the process. The ARFORGEN process is constantly evolving and the Chief Staff of the Army (CSA) direction is to fully integrate the ARFORGEN process in Fiscal Year11 to rebalance and rebuild the strategic depth within the Army. New guidance, documentation, and programs are frequently being published or created, so it is critical for Commanders and Staffs to stay well versed in the changes as they occur.

The process is synchronized by many different conferences, meetings, VTCs, and common tracking products which integrate III Corps and our subordinates into the process both internally and externally to III Corps and Fort Hood. It is also important that the issues related to a unit's progression through the process is adequately followed by its higher headquarters and that issues are identified as early as possible and resolved at the lowest possible level by the correct Chain of Command in the least amount of time.



### **Reset Pool**

Units are generally in the Reset Pool for 180 days following a unit's return. For deployed units, the planning to enter the Reset Pool actually begins 180 days prior to its return to home-station. The focus is on coordinating with the unit's rear detachment and other headquarters to ensure that the conditions of success for entering the Reset Pool are met. Key issues in this period are to make sure the units home-station facilities are prepared, property accountability is maintained; equipment reset is planned; all Army Reset Initiative (ARI) material is turned in; the Human Resources Command (HRC) manning plan is executable; and the Institutional Training Support Plan (ITSP) is prepared to support Family reintegration, Soldier readiness and will adequately prepare the unit for the collective training to be conducted when the unit enters the Train/Ready Pool.

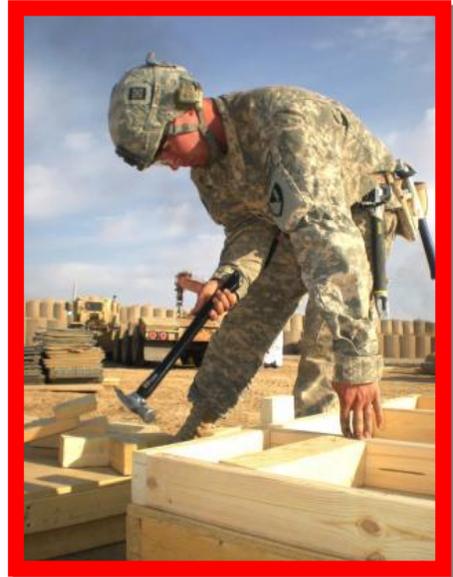
The intent of the first 180 days following a unit's return is to recover the unit's personnel and equipment to a readiness level at the end of the six month period so they can effectively begin preparations and training for their next mission. The emphasis in this period is, to the maximum extent possible, centered squarely on the Family, individual readiness and building the bonds of trust that will grow the unit into a combat effective team. There will be no HQDA directed training, and normally no taskings which would cause the unit or individuals to leave their installations or local areas during the six month reset period; we must provide the leadership and care to ensure

we rest a combat-seasoned force. Every Commander (at all levels) will begin to implement the training, tasking, and reduced tempo aspects now. While brigade Commanders may direct training during the six month reset period as required, such training should focus on:

- Physical training – this should be the highlight of a Soldier's day during Reset.
- OES and NCOES – afford leaders the opportunity to attend appropriate schools
- Critical functional training
- New equipment fielding and training, as deemed necessary
- Individual training and qualifications such as EIB/EFMB
- Crew and team training/certification, as deemed necessary
- Post-deployment health screening
- Property accountability

### **Train/Ready Pool**

Our units will be in the Train/Ready Pool anywhere from 180 days to 18 months if slated to the Deployment Expeditionary Force (DEF) for Overseas Contingency Operations (OCO). During this period units will progress through the personnel, training, supply and readiness levels to allow them to be at a percentage effective level (PCTEF) of 1 during their deployment. The Secretary of Defense (SECDEF) and CSA define what the appropriate minimum level of readiness and minimum dwell time units must meet to deploy to combat. This has been repeatedly refined to ensure the Army can safely meet the demand signal of the United States Central Command (CENTCOM).



Based on unit dwell time and mission tasking from the Combatant Commanders (CCDR), the CSA also defines when units are required to conduct Core Mission Essential Task List (CMETL) requirements and/or Directed Mission Essential Task List (DMETL) requirements. The bottom line is that our units will meet the CMETL and/or DMETL training requirements as soon as possible after leaving the Reset Pool and within the windows prescribed by the CSA and FORSCOM.

The improvements of our training facilities, listed in the Training and Readiness section, means our overall training at Fort Hood will improve and be more efficient. It is expected over the next three years that our units will collectively be deployed less and dwell time will increase. This will increase our CMETL training time and re-establish our combined arms skills at level that are required for major combat operations against the most capable of adversaries.

The capstone training event conducted prior to entering the Available Pool is a DMETL driven Culminating Training Event (CTE). These are conducted approximately 90 days before the unit enters the Available Pool. Corps and Division Headquarters will conduct a Mission Rehearsal Exercise (MRX). Brigade Combat Teams (BCTs) will conduct a Mission Rehearsal Exercise (MRE) preceded by either a COIN Seminar or a Brigade War-fighter depending on the mission. Combat Aviation Brigades will conduct an Aviation Training Exercise (ATX). Other types of units will conduct an appropriate METL focused FTX or CPX that will be certified by its higher headquarters or a qualified surrogate organization agreed to by the unit's higher headquarters. MRXs are conducted by JFCOM and the Battle Command Training Program (BCTP). MREs are conducted by one of the Combat Training Centers (CTCs). Both the National Training Center (NTC) and Joint Readiness Training Center (JRTC) are scheduled to create Exportable Training Capabilities (ETCs) which will likely create better home-station training opportunities, including the possibility of home-station MREs for our BCTs as dwell time increases. This effort ties

directly into our key task in this section regarding the creation of a CTC-like capability at Fort Hood.

Generally, units should achieve T-1 no later than the completion of the CTE. However, this is not always possible given shortages in personnel and equipment, which may force additional individual and collective training to be conducted between the CTE and the Available period.

As dwell time increases and manning and equipping issues ebb, units that are not assigned to a Deployment Expeditionary Force (DEF) or Contingency Expeditionary Force (CEF) will remain in the Train/Ready Pool as part of the Ready Expeditionary Force (REF). It is important to note that CSA will continue to publish guidance that articulates how, when and under what conditions units will conduct observed CMETL certifications as dwell time increases. This will include observed CMETL driven BCT CTC evaluations, possibly at home-station; and Corps and Division War-fighter Exercises.

Before exiting the Train/Ready Pool, units also have key tasks to accomplish on their road-to-war which includes, but is not limited to: detailed direct liaison (DIRLAUTH) with the unit they will relieve and its higher headquarters, initial and detailed Joint Operation Planning and Execution System (JOPES) planning, completing the deployable equipment list (including exceptions to policy), conduct the Pre-Deployment Site Survey (PDSS), submit Operational Needs Statements (ONS), prepare Families and the Family Readiness Group for the deployment and set up the rear detachment.

During the 30-90 day period prior to deployment, Soldiers are afforded maximum leave opportunities, deployment equipment is shipped, and non-deployable equipment is accounted for by rear detachments and/or turned over to Army Material Command as part of the LBE program.

#### **Available Pool**

The Available Pool consists of units that are either part of a DEF or a CEF deployed to a theater of operations. Currently, demand dictates all our force structure is continually resourced to the DEF. A few FORSCOM units are double resourced while in the DEF Train/Ready Pool to other existing requirements such as the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Contingency Response Force (CCMRF) or the Global Response Force (GRF). A more robust implementation of CEF and the REF force packages will begin after CENTCOM demand recedes.

A DEF or CEF deployment's maximum duration and unit minimum dwell is set by the CSA for the Active Component (AC) and the SECDEF for the Reserve Component (RC). Combined with the CCDR demand signal for specific types of units, these policies are what drives unit operational tempo (OPTEMPO), and consequently how long units will have to prepare for the next mission. For the duration of this Campaign Plan maximum AC unit deployment duration is projected to be 12 months and the minimum dwell for AC units is also projected to be 12 months.

#### **Cornerstones of the III Corps ARFORGEN Process**

Commensurate with making sure our units are synchronized there are a few key actions and products which III Corps maintains to ensure units at III Corps and Fort Hood units are properly moving through the ARFORGEN process. These are:

- a. The External ARFORGEN VTC (As required)



- b. III Corps Quarterly Training, Support and Resourcing Alignment Meeting.
- c. The ARFORGEN Staff Action Tracker (ASAT)
- d. The FORSCOM brigade and above timeline charts
- e. The III Corps and Fort Hood battalion and below timeline charts
- f. Creation/ integration of ARFORGEN Planning Team with Corps Planning Team

- Time of Execution: Ongoing
- Additional Resources Required: None

**Creation of Home Station Combat Training Center (CTC) Comparable Capability**

This project allows for the creation of training facilities, equipment procurement, and subject matter expertise to allow brigade combat teams to conduct home-station training and smaller units to complete the best pre-deployment Culminating Training Event (CTE) possible. This allows greater flexibility for continuous deploying units on tight manning and equipping timelines. It maximizes home-station time for Soldiers and their Families and saves millions of dollars and weeks of man hours associated with the movement of people and equipment to and from the CTC. The facility and equipping piece of this task is wholly covered under the Training Readiness Line of Effort (TR LOE). Deployment Readiness is responsible for laying the framework which changes the current Department of the Army (HQDA), Forces Command (FORSCOM), Training and Doctrine Command (TRADOC) and their subordinate Battle Command Training Program (BCTP) guidance regarding how they can either directly support home-station CTEs by altering their Operations Group (Ops Group) model and focus, or indirectly by helping Fort Hood grow or maintain the proper expertise to conduct a home station CTE.

- Time of Execution: End of Fiscal Year 2011.
- Additional Resources Required: Refer to TR LOE for facilities and equipping. The associated cost of manpower restructuring within TRADOC or at Fort Hood requires additional studying and must include support from HQDA, FORSCOM, TRADOC and BCTP—however, the cost savings (money and manpower) associated increased home station training to shortened CTCs and exportable support packages for CTEs weighs heavily in favor of completing this task.

**DR9—Improve infrastructure and maximize resources to support unit operations and installation activities**

**Goal:**

Posture Fort Hood to support the stationing of 50,000 Soldiers and to increase the ability to perform mobilization and demobilization activities. This includes both interim and permanent construction to expand capabilities, improve logistic support, improve ammunition supply operations, increase availability of Secure Internet Protocol Router (SIPR) Network connections, reduce facility deficits, support stewardship, improve Army and Air Force Exchange Service (AAFES) operations, and to improve living standards.



## **Methods (“the How”):**

### **Improve Ammunition Supply Points (ASP)**

The new ASP which will consolidate currently dispersed ammunition facilities into a single footprint. Current ammunition facilities are old (50+ years), and positioned incorrectly to efficiently support training requirements and minimize ASP operation costs. Potential encroachment of explosive safety arcs on West Fort Hood will continue to hamper development at West Fort Hood and minimize training opportunities. Fort Hood ammunition facilities including the storage magazines/warehouses, ammo surveillance workshop, ammo holding area (AHA) and the residue yard are dispersed over the installation. The AHA, residue yard, and storage magazines are six miles apart and are 20+ miles from the training ranges. This results in transporting ammunition laden vehicles along routes which are in close proximity to residential housing and schools. The location of existing ammunition facilities restricts development at Robert Gray Army Airfield (WFH) and along Turkey Run Road due to required explosive safety arcs.

- Time of Execution: Based upon FYDP programming
- Additional Resources Required: \$105,000,000.

### **Expand North Fort Hood Capabilities to Improve Support to Mobilization**

This expansion supports Fort Hood as a high quality mobilization training base for 1<sup>st</sup> Army, Reserve Component, and National Guard units. This would support large scale mobilizations through the addition of barracks, office space, and enclosed training facilities. Fort Hood Directorate of Public Works (DPW) and III Corps Directorate of Plans, Training, Mobilization and Security (DPTMS) have developed interim and long-term plans and cost estimates for the increase of the mobilization capacity at North Fort Hood (NFH). The interim plan includes use of existing facilities augmented by the construction of re-locatable facilities for the Operational Readiness Training Complex (ORTC) -- barracks, a brigade HQ, three battalion HQ, three company operations, motor pools. The long-term plan includes requirements for MCA funds. The MCA projects are not in the Future Years Defense Program (FYDP), but are critical for Fort Hood to meet its goals of providing first class facilities for training, mobilization, and quality of life

- Time of Execution:
  - DA approval of re-locatable package, NLT 2<sup>nd</sup> Quarter, Fiscal Year 2009
  - Interim solution funds, NLT 1<sup>st</sup> Quarter, Fiscal Year 2010
  - Interim construction complete, NLT 1<sup>st</sup> Quarter, Fiscal Year 2012
  - Long term solution construction complete, NLT 1Q Fiscal Year 2018
- Additional Resources Required: \$90.6M

### **Reduce Fort Hood Facility Deficits through MCA Funding**

Military Construction Army (MCA) is the primary funding program to reduce large square foot deficits while improving facility standards. Fort Hood has three MCA projects for a total of \$106.5M under construction, and 14 projects for a total of \$347.7M under design that will reduce our deficits in the critical facilities by 979,601 square feet, or approximately 20 percent. These projects are scheduled for completion between Fiscal Year 2009 and Fiscal Year 2013. One critical project is not currently in the Fiscal Year 2011-16 draft fort Future Years Defense Program (FYDP).

- Time of Execution:
  - PN 58555 (Barracks) construction complete, 4thQ TR Fiscal Year 2009
  - PN 68670 (Unit Ops, Motor-pools) construction complete, 1<sup>st</sup> QTR Fiscal Year 2010
  - PN 68412 (Unit Ops, Motor-pools) construction complete, 4<sup>th</sup> Quarter, Fiscal Year 2010
  - PN 23673 (Hangar) construction start, 1<sup>st</sup> Quarter, Fiscal Year 2009

- PN 59675 (CDC) construction start, 2<sup>nd</sup> Quarter, Fiscal Year 2009
  - PN 23650 (Barracks) construction start, 1<sup>st</sup> Quarter, Fiscal Year 2009
  - PN 68793 (Barracks) construction start, 1<sup>st</sup> Quarter, Fiscal Year 2009
  - PN 69774 (WTU Unit Ops) construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 69127 (Unit Ops, Motor-pools) construction start, 4<sup>th</sup> Quarter, Fiscal Year 2009
  - PN 93010 (Joint Air Ground) construction start, 2<sup>nd</sup> Quarter, Fiscal Year 2009
  - PN 69778 (WTU Barracks, SFAC) construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 71089 (CDC) construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 22772 (Motor-pool) construction start, 2<sup>nd</sup> Quarter, Fiscal Year 2010
  - PN 19480 (CDC) construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 71682 (THAAD) Estimated Award, 2<sup>nd</sup> Quarter, Fiscal Year 2010 (not in current FYDP)
  - PN 71682 (THAAD) CG FORSCOM Memo, 1<sup>st</sup> Quarter, Fiscal Year 2009
  - PN 71465 (Unit Ops) construction start, 2<sup>nd</sup> Quarter, Fiscal Year 2011
  - PN 71462 (Unit Ops, Motor-pools) construction start, 2<sup>nd</sup> Quarter, Fiscal Year 2011
- Additional Resources Required: \$347,700,000 MCA



## FORT HOOD GROW THE ARMY



Growth			Facility Support					
FY	Unit	PAX	Bde Hqs	Bn Hqs	CoOps	Motorpools	Hangars	Barracks
9	16th Tactical & Network Company	152	0	0	1	0	0	53
9	Head & Neck Hospital Aug Team	6	0	0	0	0	0	2
10	62nd Expeditionary Signal Battalion	515	0	1	5	1	0	180
11	Sustainment Brigade HQs	363	1	1	3	1	0	127
11	1/62nd AD Battalion (Patriot)	608	0	1	6	1	0	213
11	Construction Management Team	9	0	0	0	0	0	3
11	ER/MP (Warrior UAS)	126	0	0	1	1	1	44
12	Clearance Company	191	0	0	1	1	0	67
13	THAAD Battery (ADA)	121	0	0	1	1	0	42
13	JLENS Battery (ADA)	140	0	0	1	1	0	49
Totals:		2231	1	3	19	7	1	781
Increase to Existing Units			Facility Support					
FY	Unit	PAX	Bde Hqs	Bn Hqs	CoOps	Motorpools	Hangars	Barracks
7	47th, 704th, 752nd EOD Companies	109	0	0	3	0	0	38
8	502nd Human Resources Company	42	0	0	1	0	0	15
8	504th BfSB	547	0	1	4	1	0	191
8	797th EOD Company	44	0	0	1	0	0	15
8	79th EOD Battalion	36	0	1	0	1	0	13
9	All HBCT's	72	0	0	0	0	0	25
9	75th EOD Company	44	0	0	1	0	0	15
10	13th and 31st BIDS Companies	10	0	0	0	0	0	4
11	44th Chemical Company	6	0	0	0	0	0	2
12	46th Chemical Company	6	0	0	0	0	0	2
Totals:		916	0	2	10	2	0	321
Retain/Cancel Activation			Facility Support					
FY	Unit	PAX	Bde Hqs	Bn Hqs	CoOps	Motorpools	Hangars	Barracks
8	69th ADA Brigade Hqs	126	1	0	1	1	0	44
11	21st CSH	0	0	0	0	0	0	0
Totals:		126	1	0	1	1	0	44
Legend			Facility Totals					
	FY07 GTA MCA		0	0	4	0	0	0
	FY08 GTA MCA		1	1	7	2	0	464
	FY09 GTA MCA		0	0	3	2	1	0
	FY12 GTA MCA		0	0	1	1	0	0
	Not Programmed		1	4	15	3	0	644
Totals:		3273	2	5	26	8	1	1910

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### Reorganization of DOIM under NETCOM

NETCOM is in the process of taking over the day to day operations of CONUS DOIMs. This effort will standardize all the DOIMs, making unit and Soldier intra CONUS transfers a seamless continuation of service. Additionally, standardization allows for uniform Information Assurance requirements across installations for the addition and or transfer of SIPR systems anywhere in the network.

NETCOM is also activating the 7thSignal Command (Theater), headquartered at Fort Gordon, GA, and its two subordinate Theater Strategic Signal Brigades, the 93rd at Fort Eustis, VA, and

the 106th (with responsibility of Fort Hood) at Fort Sam Houston, TX. In conjunction with this DOIM transition, the Brigade will also deploy Battle Command Assistance Team (BCAT) and Infrastructure Assistance Teams (IAT) which are highly specialized and technically trained teams available to provide communications training and assistance to both deploying and generating forces throughout CONUS.

- Time of Execution:
- Additional Resources Required: Funding requirements remain at \$7,400,000

#### **Expand Information Systems Engineering Command (ISEC) Statement of Work Requirements to Cover Identified Unit Level Requirements**

Continue the on-going coordination with the MSE G6 and ISEC to identify the remaining requirements to complete the SIPR to Company initiative. In the process of identifying areas of consolidation where company units are co-located and equipment requirements (Safe, router, Taclane) can be reduced. Continue efforts with DOIM to reduce excess equipment stockpile of Protected Distribution System (PDS) raceway which will be provided to ISEC for the installation. The MSE G6 is continuing to identify and sourcing the funding requirements which presently remain at approximately \$5.4M. The drop in the funding required is due to a hybrid PDS/SECNET 54 in-line encryption solution which reduces the infrastructure costs of safes, Taclanes, and switches.

- Timeline of execution:
  - 2nd Quarter, Fiscal Year 2009 – Current capabilities – 1803 drops installed.
  - 3rd Quarter, Fiscal Year 2009 – Phase V Completed – 1970 drops installed
  - 3rd Quarter, Fiscal Year 2009 – Phase VI ISEC funded 125 drops \$500k funded, \$400k unfunded
  - 3rd Quarter, Fiscal Year 2009 – Phase VII III Corps funded 640 drops \$5.0 mil unfunded
  - 2nd Quarter, Fiscal Year 2010 – Phase VII Completion
- Additional Resources Required: as stated

#### **Eliminate Barracks Deficit and Improve Living Standards to (1+1) Equivalent**

Barracks renovation projects will bring 35 Volunteer Army (VOLAR) barracks up to a “1+1” standard configuration (two Soldiers with one bathroom). Scope includes renovation to encompass replacing Heating Ventilation and Air Conditioning (HVAC) equipment, painting, bathroom renovation, flooring, lighting, installation of a cook-top, new cabinetry and enclosing the stairways/landings. This program will allow Fort Hood to meet an end state Installation Status Report (ISR) green rating for barracks, ensure operable systems within the facilities that will help to prevent mold growth, and promote a healthy environment for our Soldiers.

- Time of Execution:
  - 2 barracks renovation completed, 1<sup>st</sup> Quarter, Fiscal Year 2009
  - 4 barracks renovation began, 1<sup>st</sup> Quarter, Fiscal Year 2009
  - PN 58555 (21000 Block) construction complete, 4<sup>th</sup> Quarter, Fiscal Year 2009
  - PN 23650 (34000 Block) construction began, 1<sup>st</sup> QTR, Fiscal Year 2009
  - PN 68793 (10000 Block) Construction began, 1<sup>st</sup> QTR, Fiscal Year 2009
  - PN 69778 (WTU Barracks) Construction began, 3<sup>rd</sup> QTR, Fiscal Year 2009
- Additional Resources Required: \$68M in Fiscal Year 2009 and Fiscal Year 2010 (OMA)

### **Provide Facility Support for Warriors in Transition Unit (WTU) Program**

Create a consolidated WTU complex consisting of 1 BN HQ, 5 CO HQ, 320 barracks spaces, a dining facility, and a Soldier and Family Assistance Center (SFAC). Fort Hood is supporting the current WTU mission by utilizing facilities vacated by deployed units, temporary (re-locatable), and interim semi-permanent facilities which are spread out across the installation.

- Time of Execution:
  - PN 69774 (Unit Ops), construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 69774 (Unit Ops), construction complete, 3<sup>rd</sup> Quarter, Fiscal Year 2011
  - PN 69778 (Barracks, SFAC), construction start, 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - PN 69778 (Barracks, SFAC), construction complete, 3<sup>rd</sup> Quarter, Fiscal Year 2011
  - MCA Submission (PN 69777), 1st Quarter, Fiscal Year 2009
  - Validate Fiscal Year 2011-2016 FYDP, 4<sup>th</sup> Quarter, Fiscal Year 2009
  - PN 69777 (Dining Facility), construction timeline TBD
- Additional Resources required: \$18.0M MCA, which is not in FYDP

### **Implement Recovery Credit Systems (RCS) Pilot Program to Provide Greater Flexibility in Endangered Species Habitat Management**

RCS is a 3-year proof of concept project that includes six counties surrounding Fort Hood and requires performance contracts with private landowners that are negotiated through a third-party agent to develop a wildlife management plan that meets Texas Parks and Wildlife Department criteria.

- Time of Execution:
  - Aug 2008: 1430 acres under contract
  - Jan 2009: Obtain RCS Biological Opinion (BO) from USF&W
  - Feb 2009: Utilize RCS credits towards ongoing dismantled thinning projects.
- Additional Resources Required: None

### **Participate in Regional "ZEROS" Waste-to-Energy Initiative**

ZEROS is a closed-cycle thermal oxidation process with no air emissions such as a smoke stack operation. It is not an incinerator. It uses municipal solid waste (MSW) to produce energy, liquid fuels, and distilled water. Approximately 83 percent of all MSW currently going to landfills contains the required energy-producing material for ZEROS.

- Time of Execution:
  - May 2008: Letters of Intent signed
  - Nov 2008: Economic analysis complete
  - Apr 2009: ZEROS plant design complete
  - Aug 2009: Begin construction
  - June 2011: ZEROS plant operational
- Additional Resources Required: None

### **Achieve Reductions in Energy Consumption**

To achieve the mandated 3 percent per year reduction, several energy management strategies have been implemented: Frequency Load (FM) Load Management System (LMS), Energy Savings and Performance Contracting (ESPC), and local Sustainable Restoration Management funded projects. The LMS is used to provide “peak shedding” and “on-off” controls for various electrical loads, which results in saved energy and utilities dollars. Currently, the system is generating over \$900K in annual savings. Energy reduction achieved through ESPC is funded by the generated savings resulting from the installed project and therefore requires no up-front funding.

- Time of Execution:
  - Mar 2009: Execution of Delivery Order #3 of ESPC
  - June 2009: Forty additional buildings added to LMS
  - Sep 2009: Award Delivery Order #3
  - Sep 2011: Accept complete construction of Delivery Order #3
- Additional Resources Required: Approx \$1m year

### **Establish Greater Unit Participation in Recycling Program**

Fort Hood is enhancing the current program to promote greater unit participation, providing active involvement with its Sustainability Program. Fort Hood is expanding recycle sales and marketing to include compost. Fort Hood continues to monitor the Awards/Unit Incentive program to ensure all are recognized for their recycling efforts and collect, process, and ship cardboard, pallets, and scrap metal from North Fort Hood

- Time of Execution:
  - Jan 2009, initiate new quarterly award program
  - July 2009, relocate cardboard baler to NFH
  - July 2011, functioning compost sales & marketing program
- Additional Resources Required: None, Self Sustaining Funds



### **Support a New Clear Creek Main PX Complex**

Support new, state-of-the-art, Army & Air Force Exchange Service Post Exchange facility constructed in the Clear Creek area with a proposed configuration of 270,262 square feet with nine food concepts and 20 concessions. The expectation is to have a PX complete and operational by fiscal year (FY) 2013.

- Time of Execution:
  - IPR 1<sup>st</sup> Quarter, Fiscal Year 2009
  - Present to the board 2<sup>nd</sup> Quarter, Fiscal Year 2009
  - IPR 3<sup>rd</sup> Quarter, Fiscal Year 2009
  - Obtain funding 4<sup>th</sup> Quarter, Fiscal Year 2009
  - Start design Fiscal Year 2010
  - Start construction Fiscal Year 2011
  - Complete construction Fiscal Year 2013
- Additional Resources Required: Direct AAFES funding, OMA “Tail” \$11,200,000 for Utilities Infrastructure Support Unfunded.

## **DR10—Improve Medical Care**

### **Goal:**

Increase Soldier readiness through increased access to medical care. Help III Corps Units, Soldiers, Families, and Civilians develop a deployable mindset with Soldiers demonstrating a Warrior Ethos in which they are determined to win and prepared to deploy anytime and anywhere and the installation is fully prepared to support those deployments. Carl R. Darnall Army Medical Center (CRDAMC) is the face of Army medicine. Quality health care for our Army starts here. Care provided here shapes the attitudes and impressions of Soldiers, their Families, retirees, and those who transition back to the civilian community. Facilities housing that care must be world-class, state-of-the-art, and capable of meeting the future medical needs of III Corps. Our facilities must be capable of supporting nationally recognized medical training programs and evolving medical technologies as well as continuing to address current and past conditions. In order to optimize CRDAMC capabilities, we will ensure efficient use of all resources. An intrinsic aspect of that approach is an analysis of the types of services that can be offered in a cost-effective manner on the Medical Center campus and those that should be offered in the network community. This includes staffing models ensure that proper that Command and Control exist within that organizational structure.



### **Methods (“the How”):**

#### **Established Projects**

##### **West Fort Hood (WFH) Clinic (30,091 square feet)**

The WFH Medical Clinic will provide the necessary medical support to Soldiers with timely treatment for their immediate healthcare concerns and to return them to duty as soon as feasibly possible in order to perform their duty. This additional clinic will improve access to care by accommodating the increased demand for services and allow increased support to the West Fort Hood population. This project is a joint coordination effort between the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and the Mobile Center of Excellence. Funding is through medical channels. All prescheduled project meetings and pre-site surveys with the contractor were conducted and the project construction is completed.

- Time of Execution: Completed November 2008
- Additional Resources Required: None

##### **North Fort Hood (NFH) Clinic (3,500 square feet)**

The NFH Troop Medical Clinic (TMC) will provide the necessary medical support to units mobilizing and demobilizing through the Fort Hood Power Projection Platform. It will enhance mobilizing training benefits by having a larger on site centralized medical treatment facility for daily sick call processing and prevent mobilizing Soldiers from having to report to the Garrison medical center for routine medical treatment. The current TMC #14 (Building 56503) is not large enough to handle the brigade combat teams (BCTs) mobilizing at North Fort Hood. The current facility lacks the adequate number of exam rooms, an x-ray area, laboratory, and enhanced pharmacy. A new facility will allow for the expansion of medical services at North Fort Hood. Additional growth at North Fort Hood may require a military construction project (MILCON) to build a consolidated medical and dental facility. This would require joint coordination effort between the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and Mobile Center of Excellence (COE). Funding is through medical channels. All

prescheduled project meetings and pre-site surveys with the contractor were conducted and the project construction is currently in progress.

- Time of Execution: Completed February 2009
- Additional Resources Required: None

#### **Traumatic Brain Injury Center**

Traumatic Brain Initiative funding became available through MEDCOM in late Fiscal Year 2007. CRDAMC and Fort Hood DPW were able to pilot the program to construct an examination facility (Building 42005). Additional funding became available in mid Fiscal Year 2008 for the construction of a rehabilitation facility and an Automated Neuropsychological Assessment Matrix (ANAM) facility. The CRDAMC footprint lacked available space for the construction of these facilities in the 36000 Block. This is a joint coordination effort between the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and Mobile COE. Funding is through medical channels. All prescheduled project meetings and pre-site surveys with the contractor were conducted and the project construction is currently in progress.

- Time of Execution: Completed Mar 2009
- Additional Resources Required: None.

#### **Women's Health Clinic Addition (\$19.7M, 46,000 square feet)**

The Women's Health Clinic is conveniently located on the east side of the hospital and is a multi-level addition to the building. The project will increase/modernize women's health services to include labor and delivery rooms, birthing rooms, and Mother/Baby care. This project will increase the efficiency and effectiveness of the Women's Health Center by providing modern state-of-the-art facilities, enhancing the professional aesthetics of the center, and gaining staffing economies of scale. This is a joint coordination effort among the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, Office of the Surgeon General, Army, and Major Military Construction (MILCON). Funding is through medical channels. All prescheduled project meetings and pre-site surveys with the contractor were conducted and the project construction is currently in progress.

- Time of Execution: May 2008 – June 2010
- Additional Resources Required: Funded \$17,647,000

#### **Renovation of Nutrition Care and Dining Facility (NCDF) (16,000 square feet)**

This is a Multi-phased renovation project for a 16,000 square foot dining facility. The project includes a dining facility and kitchen area, administrative offices, food storage areas, and various utility support areas. The renovated NCDF will offer a quicker service and expanded seating area.

- Time of Execution: Mar 2008 – June 2010
- Additional Resources Required: Funded \$11,000,000

#### **Renovation of CRDAMC Annex (Building 36001) (41,000 square feet)**

This project involves the complete renovation of Building 36001, approximately 41,000 square feet. Once completed, it will provide much needed clinical and administrative space for numerous CRDAMC operations. Much of the building currently has multiple life safety violations and no fire alarm / suppression system, making it unusable for clinical space. Mechanical, electrical, and plumbing systems are failing throughout the facility. Interior finishes are outdated, it does not comply with



ADA requirements, and there is no elevator in the three-story facility. This is a joint coordination effort among the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and the Fort Worth COE. Funding is through medical channels.

- Time of Execution: Aug 2008 – June 2010
- Additional Resources Required: Funded \$6,700,000

### **Recapitalization of Carl R. Darnall Army Medical Center**

As the military health system for Fort Hood, CRDAMC has a medical center and seven primary care clinics across Fort Hood, West Fort Hood, and Copperas Cove. Within a 40-mile radius, Darnall has approximately 172,000 healthcare beneficiaries. Although designated as a medical center, CRDAMC lacks specialists to provide comprehensive care and refers patients to local civilian hospitals for advanced diagnostics and healthcare. The U.S. Army Medical Command has programmed the first of two phases for a hospital replacement in the 2012 Defense Health Program POM. Phase II is currently unfunded and includes the construction of new inpatient tower and administrative complex. The Project is wholly contingent upon the availability of DHP financial resources.

- Time of Execution:
  - Phase I during POM Fiscal Year 2012-2016 (\$358,000,000 funded), Phase II during Fiscal Year 2016-2019
  - Funding the recapitalization project earlier than Fiscal Year 2012 will enhance the quality of life of Soldiers deploying and redeploying to combat areas.
- Additional Resources Required:
  - Phase I: \$512M projected in the DHP Objective Memorandum
  - Phase II: estimated \$300M, not projected by DHP

### **Renovate Three Dental Clinics**

These projects will provide renovated Dental Facilities at the Billy Johnson Clinic, Dental Clinic #3, and Perkins Dental Clinic. All three facilities are aging, have sub-optimal equipment, and are in desperate need for modernization. Current facilities are all 30 years old and lack the space and layout required to service a large population of staff and outpatients. Equipment is aging and the aesthetics of the dental facilities are not conducive to providing a high standard of patient care. This is a joint coordination effort between the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and Mobile COE. Funding is through medical channels. All prescheduled project meetings and pre-site surveys with the contractor were conducted and the project construction is currently in progress.

- Time of Execution:
  - Billy Johnson Dental Clinic \$2.8M, Nov 2007 – Mar 2009
  - Dental Clinic #2, \$4.0M, programmed for Fiscal Year 2009
  - Perkins Dental Clinic, \$4.5M, programmed for Fiscal Year 2010
- Additional Resources Required: Funded

### **Proposed Projects:**

#### **Establish Behavioral Health Center**

While Fort Hood has short and long-term behavioral health care available for all Soldiers to help their transition home and provide them a healthy outcome, the demand for services at CRDAMC exceeds current capacity. CRDAMC's behavioral health referrals to the civilian network increased from 1,637 in Fiscal Year 2006 to 4,592 in Fiscal Year 2007, a 281percent increase. In Fiscal Year 2008, CRDAMC again sent out approximately 4,500 referrals, despite increasing

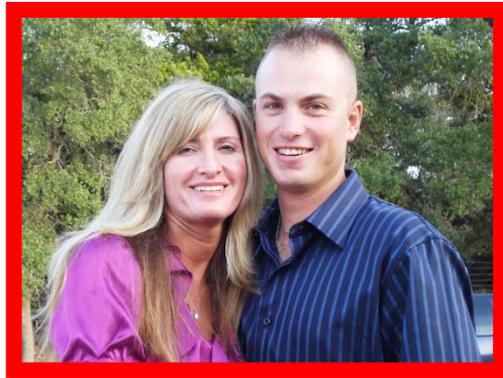


internal workload capacity from 2,500 encounters per month in Fiscal Year 2007 to over 4,000 per month in Fiscal Year 2008. An Outpatient Behavioral Health Clinic encompassing integrated psychiatric and psychological care is included in Phase I of CRDAMC's recapitalization initiative. U. S. Army Medical Command (MEDCOM) submitted the project to the Assistant Secretary of Defense for Health Affairs (ASD (HA)) in May 2008 as part of the Department of Defense (DoD) Medical MILCON POM, and is currently in the Fiscal Year 2012 POM submitted by Health Affairs. In order to co-locate all behavioral health services, CRDAMC requires an 82,000 square foot structure for approximately 250 staff, exam rooms, and support space with an estimated cost of \$46M. Estimated cost includes the relocation of a sports facility, extensive site modifications, rerouting utilities and the addition of parking areas. The proposed project will not interfere with CRDAMC's recapitalization initiative.

- Time of Execution: Scheduled 1<sup>st</sup> Quarter, Fiscal Year 2012
- Additional Resources Required: \$71M (Funded in Fiscal Year 2012 POM). Requires a Fiscal Year 2009 supplemental spending action to move construction timelines to the left.

**Marriage and Family Therapy/Care Manager (MFORT/CM) Clinic (4,000 square feet)**

A stand alone Marriage and Family Therapy/Care Manager (MFT/CM) Clinic will provide the resources needed to address the unmet demand for individual therapy services of the military community. A new facility located behind the Kennedy Social Work Building will house six licensed Marriage and Family Therapists (MFTs), six care managers, applicable military supervisors, and provide individual and group therapy rooms. The Walter Reed Army Institute of Research (WAIR) Combat Land Study revealed an 8-15 percent increase in spouse and child abuse within 12 months of deployment and that 20-25 percent of marriages and Families are under significant stresses during the post-deployment phase. MEDCOM approved a proposal to place six MFTs at CRDAMC. CRDAMC currently has no available work space on post for these therapists and is exploring options to lease space in the local community. The new MFT/CM Clinic will provide for the consolidation of clinical resources and increase the availability of individualized therapy sessions. The preferred location for the clinic is behind the current social work center to minimize any stigma associated with seeking care.



- Time of Execution: Ground-breaking to occur in accordance with build plan with ECD 12 months later.
- Additional Resources Required: Funding being sought through Grow The Army (\$850,000)

**Family Advocacy Program (FAP) Clinic (4,000 square feet)**

A stand-alone FAP Clinic will provide the resources needed to address the unmet demand for individual therapy services in the Fort Hood military community. A new facility located behind the Kennedy Social Work Building will house 15 social workers and provide individual and group therapy rooms. Due to limitations in space availability, CRDAMC provides Family Advocacy Services at decentralized locations with centralized management. The current space constraints limit the amount of therapy that can be provided to both victims and offenders. Victims and offenders are often referred to



civilian providers off-post when FAP is unable to meet demand. The FAP Clinic will provide for the consolidation of FAP resources and increase the availability of individualized therapy sessions. The preferred location for the clinic is behind the current social work center to minimize any stigma associated with seeking care.

- Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.
- Additional Resources Required: Funding being sought through Grow The Army (\$1.0M)

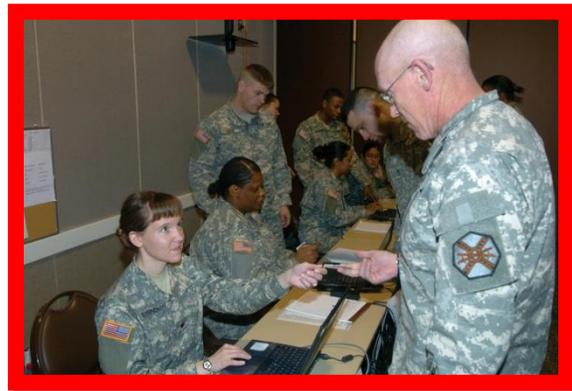
#### **Intensive Outpatient Addiction Treatment Facility**

A stand alone Intensive Outpatient Addiction Treatment Facility will provide the resources needed to address the increasing demand for chronic drug and alcohol interdiction. A new facility will house all CRDAMC substance abuse clinical staff, treatment/therapy rooms, and residential living quarters for Soldiers undergoing therapy. Incidents of chronic drug and alcohol abuse among the Army population are on the increase as evidenced by the number of referrals to civilian therapy programs. CRDAMC staff has limited abilities to monitor the progress of care for Soldiers in current programs that are located over 200 miles from Fort Hood. The new facility will provide for the consolidation of current clinical resources, the ability to hire new specialists, and increase the availability of local treatment options.

- Time of Execution: Dependent on success of current renovation efforts.
- Additional Resources Required: Funded (\$400,000)

#### **Medical Soldier Readiness Processing (SRP) Clinic**

The current SRP functions inside post gymnasiums provide adequate space to conduct the medical portion of the SRP process. The anticipated move to the former Sports USA facility will decrease the available space allotted to the medical SRP. An additional stand-alone Medical SRP clinic will provide for the space needed to process 1000 Soldiers per day. It would be located adjacent to the former Sports USA and provide for a greater degree of privacy for medical personnel involved in counseling Soldiers during the SRP. Ground-breaking for the facility to occur in accordance with a build plan (TBD) and with the estimated date of completion occurring 12 months later. No additional hiring actions required.



- Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.
- Additional Resources Required: Funded (\$850,000 OCO)

#### **Drive Through Pharmacy**

Providing for drive through pharmacy prescription pick-up will allow for improved patient satisfaction. Additional pharmacists and technicians were required. The current Military Treatment Facilities (MTF) pharmacy waiting areas were often congested with beneficiaries who are sick themselves and perhaps in a contagious state. While MTF Prime enrollees have their initial prescriptions sent to the pharmacies electronically via AHLTA/CHCS will resulting in a shorter waiting time overall, many patients still hand-carry new prescriptions from providers outside the MTF to the pharmacy for processing. Those waiting the longest for prescriptions have predominantly been the elderly and Families with small children. Civilian pharmacy chains have met with success in customer satisfaction by offering drive-through prescription services to eliminate the need to wait in lines. Ground breaking has begun with this new drive through pharmacy and will proceed in accordance with the building completion schedule. As the project nears completion, a significant public affairs push will coincide with the grand opening to publicize the new service availability.

- Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.
- Additional Resources Required: Funded (\$950,000)

### **Pain Management Clinic**

Soldiers in need of Pain Management receive a variety of modalities to address the symptoms but not necessarily the root causes of pain. CRDAMC does provide access to pain management, limited by the experiences of medical providers on staff at the present time. We refer Soldiers who are unable to receive appointments within TRICARE Access to Care standards to the civilian community for treatment. A CRDAMC Pain Management Clinic will provide a centralized facility for the diagnosis and treatment of pain maladies not responding to therapy from Primary Care Managers. Current Physical Medicine providers, Certified Registered Nurse Anesthetists, and clinical pharmacists will occupy a new building designed to address chronic pain conditions. Current Physical Medicine providers, an anesthesiologist, and a clinical pharmacist will occupy a new building designed to address chronic pain conditions. Some functions will begin with the return of the physicians from deployment. Full integration of multidisciplinary services will occur with the grand opening of the center.

Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.

- Additional Resources Required: Funding being sought through Grow The Army (\$900,000)

### **Warrior Transition Clinic**

As a result of the Army Medical Action Plan (AMAP), CRDAMC carved out 25percent of the primary care enrollment and treatment capacity of the Thomas Moore Health Clinic for support of the Warrior in Transition (WT) Clinics, resulting in the loss of on-post access to primary care for over 10,000 active duty Family Members. They were required to choose a Primary Care Manager in the civilian network. The local civilian primary care capacity is near saturation. A stand-alone Warrior in Transition (WT) Clinic will allow for the return of 10,000 AD Family Members to on-post primary care while providing the WTs their own medical clinic closer to the unit area. A new facility located near unit area will house a mixture of PCMs and MEB providers in accordance with the AMAP staffing ratios. Additionally, physical and occupational therapy will be offered. As the new clinic opens and PCMs transition into the new space, the areas currently used inside the Moore Clinic will return to Family member services with new enrollment targets to optimize the space. Once sufficient time has elapsed to give Army Families the opportunity to change PCMs, we will offer retirees and their Families access as space and capacity permits.



- Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.
- Additional Resources Required: Funding being sought through OCO (\$230,000)

### **Traumatic Brain Injury Research (TBI) Facility**

TBI is recognized as a signature injury of the current conflict. Effective treatment therapies for TBI are only now emerging as research into this condition becomes available. Fort Hood has a sizable population of Soldiers affected by TBI. Research initiated at Fort Hood will contribute to the body of knowledge in this field. The VA has authority to create a research Center of Excellence in Waco, but its focus is on the care of veterans and is not limited to active duty. Medical Centers conduct research as a core competency. A new research clinic will provide facilities for pre-deployment and post-deployment testing of active duty Soldiers. CRDAMC has three buildings already approved for TBI (clinic, rehabilitation, and ANAM). A fourth building will provide for additional testing and research facilities, as well as follow-on studies as subjects are tracked longitudinally over the course of their remaining military careers. Hiring actions with

financial incentives will attract providers interested in providing research capabilities. The clinic will provide education opportunities for local Commands and collaborate with the Behavioral Health Center of Excellence in Washington DC.

- Time of Execution: Ground-breaking to occur IAW build plan with ECD 12 months later.
- Additional Resources Required: TBI funding required (\$3.0M)

### **Renovate / Expand Monroe Health Clinic (funded) (\$7.1M)**

The current facility is approaching 20 years of age and lacks the clinical space to service a fourth 1CAV BCT. Equipment is aging and the aesthetics of the health facilities are not conducive to providing a high standard of patient care. There are current mechanical issues to address, including complete renovation of the HVAC and plumbing systems. This project will completely renovate the existing 30,000 SF clinic and provide an expansion of approximately 10,000 SF at the Monroe Health Clinic. Work will involve relocation of services into temporary facilities during the construction, cost included in the estimated amount for construction. Monroe Renovation, Fiscal Year 2010 funding, \$3.0M renovation, \$3.0M expansion, \$1.1 M temporary space. Additional consideration is being given to expand the scope of the project to include the availability of Family care in this clinic as is the norm for other clinics in the health system. This is a joint coordination effort between the CRDAMC Facility Management Branch, Medical Command Health Facility Planning Agency, and Mobile COE. Funding is through medical channels.



- Time of Execution: Ground-breaking to occur IAW build plan with ECD 24 months later.
- Additional Resources Required: Unfunded (\$7.1M) Fiscal Year 2010
- Human Resource Requirements in the Proposed Facility Projects:
  - Drive-through Pharmacy Building: 3 Pharmacists, 6 Pharmacy techs
  - Pain Management Clinic: 1 Clinical Pharmacists; 1 Anesthesiologist; 1 Physical Medicine and Rehabilitation Physician; 1 RN; 2 LVNs and 4 CNAs
  - Retiree/Geriatric Clinic: 6 Internist; 1 Geriatric Specialist; 2 RNs; 3 LVNs; 6 CNAs
  - Chiropractic Clinic: 3 Chiropractors; 7 Chiropractic Technicians
  - Traumatic Brain Injury Research Facility: 3 Licensed Medical Social Workers; 2 Neuropsychology Technicians; 1 Nurse Educator; 2 Electroencephalogram Technicians; Research Statistician and Data Assistant

### **Decrease Referrals to Network Specialty Providers**

CRDAMC refers patients to providers outside of the MTF whenever internal providers cannot meet established access to care standards. Deployments and inconsistent Human Capital Distribution Plan results often leave CRDAMC with one or no providers in many specialties. Referrals to outside providers are increasing and accordingly, the purchased care cost to pay for that care is increasing. Dermatology, Podiatry, Gastroenterology, and Child Psychiatry are recognized specialties for which CRDAMC referrals significant numbers of MTF enrolled patients to the network. By recapturing the care directed to the network, the Military Health System (MHS) will realize a cost savings. CRDAMC will enhance the quality of care provided as the number of referrals outside of the facility decreases due to improved sub-specialty staffing. Providing for permanent NSPS/contract providers in will allow for improved patient continuity of care. With release of funds, hiring actions will proceed (to include financial incentives to attract providers to the area). The MTF will adjust space allocation to accommodate these new hires (may require relocation of admin services outside the MTF in some cases).

- Time of Execution: Awaiting release of funds

- Additional Resources Required: \$2,500,000 being sought through Grow The Army

**Right-Sizing of the Warrior in Transition Unit (WTU)**

The Vice Chief Staff of the Army (VCSA) directed that the Fort Hood WTU consist of a brigade, two battalions, and 10 companies. This organizational structure was based on projections that the WT population would grow to over 2,000 by Jan 09. FRAGO 3 to EXORD 118-07 (Healing Warriors) modified entrance and exit criteria and dramatically reduced the projected WT population. The WTU restructured its organization to include a personnel processing company, Transitioning Soldiers not meeting criteria as Warriors in Transition (IAW published standards) were moved to the second battalion until processed out of the WTU, and CRDAMC stopped actions to recruit unfilled civil service positions and reassigned excess personnel. Additionally, the WTU created a consolidated MEB Clinic (Bldg 36010); hired additional MEB Providers/Physical Evaluation Board Liaisons (PEBLOs); focused efforts to reduce WT no-show rates; and met enhanced access to specialty care standards

- Time of Execution: Project complete as of Jan 09
- Additional Resources Required: None

**Enhance Departments of Defense and Veterans Affairs (DoD/VA) Partnering -- Increase Number of Sharing Agreements between Central Texas Veteran's Health Care System (CTVHCS) and CRDAMC**

CRDAMC was directed to partner with the VA. CRDAMC and Temple VA share common requirements for medical services, often sharing common beneficiary groups as well. Olin E. Teague Medical Center is located in Temple, Texas. The Veterans Administration scheduled the Waco VA Medical Center to become a Behavioral Health Center of Excellence. CRDAMC and CTVHCS have six active agreements in place with five pending agreements. Joint planning groups will assist us in identifying opportunities for sharing the resources needed to provide care to both active duty and veteran service members. The Killeen/Temple market area is included in the Phase II Site Visit by the DoD/VA Joint Market Opportunities work group. Monthly meetings between CRDAMC and CTVHCS identify potential opportunities to share common resources and establish a framework for funding and personnel allocation.



- Time of Execution: Ongoing monthly meetings.
- Additional Resources Required: None

# Training Readiness

Our current demand in the contemporary operating environment (COE) forces a strict management of training readiness within the ARFORGEN process. Therefore we will define training readiness as prepared to deploy to combat to conduct operations in support of the CCDR and conform to the COE. Our training will always be based on doctrine, focused on the fundamentals in order to develop trust among our Soldiers and leaders. We will train to the Army Standard and take advantage of our recent operational experiences to grow our leaders and Soldiers by leveraging our lessons learned. (ref CTLDG para 7.b.1)

**Objective:** All personnel are trained to execute critical leader, individual, and collective tasks using our world class training facilities and Training Aids Devices Simulators and Simulations (TADSS) in a live, virtual, and/or constructive integrated environment in preparation for full spectrum operations. We will ensure **units and Soldiers are prepared for combat operations.**

## **Keys to Success:**

- TR1—Effective Training to Standard at all Times
- TR2—Training Meetings Conducted to Standard
- TR3—Enforce Highest Individual Readiness Posture Possible
- TR4—Develop Lethal Platoons and Company Teams
- TR5—Train Competent Battle Staffs Prepared for Full Spectrum Operations
- TR6—Improve Efficiency of Training
- TR7—Improve, Grow, and Market the Heavy War-fighter Forum (HWfF)
- TR8—Establish Both Reach Back and Reach Forward with RIP Units

**Metrics:** These define how we will measure our success in achieving the above objective.

- Percent Soldiers/Leaders who believe they conduct effective training to standard?
- Percent units conducting training meetings standard?
- Percent Soldiers/Leaders who believe they have superior individual skills training?
- Percent senior leaders who believe their platoons and company teams more lethal?
- Percent battle staffs who believe they are trained for full spectrum operations?
- Percent leaders who believe training conducted efficiently?
- Percent participants who believe the Heavy War-fighter Center Forum an effective venue to advance common issues and lessons learned among HBCTs?
- Percent companies and above units that establish effective reach back and reach forward with RIP units?



## TR1—Effective training to standard at all times

### **Goal:**

All training is properly planned, resourced, and conducted to standard and based on Task/Condition/Standards methodology (TR1.A) Because of the limited time currently available in the ARFORGEN process, units will adhere to doctrine and focus on the fundamentals (TR1.B) and employ the eight step training model when planning, resourcing, and executing training. (TR1.C)



### **Methods (“the How”):**

#### **Individual Replacement Training (IRT) transitions to Mission Support Element (MSE) led execution**

In order to improve the quality and professionalism of IRT instructions, Fort Hood will transition IRT training from unit based tasking for implementation to MSE led through DA Civilian instructors to manage and instruct IRT. By increasing the stability of instructors while simultaneously reducing tasking requirements on resident units the MSE led IRT will pursue ways to increase throughput of replacement Soldiers for units deployed from Fort Hood. Lessons learned will be captured and incorporated by the MSE IRT staff from the units deployed in order to ensure all Soldiers are ready to deploy upon completion of the training.

- Time of Execution: Completed 1<sup>st</sup> Quarter Fiscal Year 2009
- Additional Resources Required:
  - \$1,600,000 (Funded)

#### **Publish Fort Hood Regulation 350-1 (Training)**

Fort Hood Regulation 350-1 provides units with the necessary guidance to successfully plan and execute training. It will be a useful and relevant document that describes the how and what of training here on Fort Hood and how we will train in the ARFORGEN process. Bi-annually, it will be reviewed and updated to ensure our policies, procedures, and strategies for training in III Corps and Fort Hood are current with the COE and our mission.

- Time of Execution: Last Completed 1<sup>st</sup> Quarter Fiscal Year 2009
- Frequency: Reviewed bi-annually
- Additional Resources Required: None

#### **Training and Resource Integration Conference (TRIC)**

The TRIC is a monthly meeting hosted by DPTMS to assist units in scheduling and resourcing training. Training de-confliction and efficient use of resources are the key topics of the conference. New training resources and opportunities are also discussed during these meetings. This reoccurring meeting will ensure all training and resourcing is synchronized and prioritized for units on post (both AC and RC units). This synchronization is paramount during the ARFORGEN process for units due to the competing requirement for the same resources on Fort Hood.

- Time of Execution: Ongoing
- Frequency: Monthly, 1 hour
- Additional Resources Required: None

### **III Corps Master Gunners Conference**

This conference will assist the HBCT Master Gunners (MG) in preparing for the period of collective training in the ARFORGEN process. Topics will include any changes to standards, range upgrades, and available resources. This will serve as an opportunity for the Corps and Garrison to receive feedback on what can be done to improve training. This reoccurring conference will ensure all collective training cycles and resourcing are synchronized and prioritized for units during the training phase of the ARFORGEN. Conferences will be conducted utilizing Adobe Connect.

- Time of Execution: Ongoing
- Frequency: Quarterly, Coincides with HWfF
- Additional Resources Required: None



### **Peace Operations Training Center (POTC)**

The training is Arab cultural training for division and below leadership, conducted in Zarka, Jordan. The 5 day class focuses on culture, check points, convoys, searches, and media. It consists of a Senior Leader Seminar (BN CDRs, CSM, and Staffs), and two Company Level Classes (Company Commander, First Sergeant, Platoon Sergeant, Platoon Leader, and Squad Leader). This course will provide an opportunity to give our leaders deploying to the current theaters of operations a greater understanding of cultural idioms thus ensuring our junior leaders are better prepared for operations. This in turn increases the readiness of our units preparing them for combat operations.

- Time of Execution: Ongoing
- Frequency: Annually, 2<sup>nd</sup>-3<sup>rd</sup> QTR
- Additional Resources Required: OIF OCO funded. If Fort Hood is the APOD, all the attending CONUS students arrive at FHTX to take chartered flight to Jordan, then return to FHTX to take connecting flights to home station. G3 TNG coordinates all actions.

### **Publish III Corps Command Training and Leader Development Guidance (CTLDG)**

CTLDG describes the III Corps Commander's vision as well as training and leader development guidance for supporting the Army, FORSCOM, and III Corps mission. It provides guidance to all subordinate organizations, Commanders, and leaders by outlining the fundamental basis for planning, resourcing, and executing combat-focused training. It provides a common operating picture of the Commander's Mission, Vision, and Intent for III Corps and Fort Hood on an annual basis, allowing units to focus on the priorities outlined in the document. It will focus training, resourcing, and leader development for all units assigned to III Corps and Fort Hood.

- Time of Execution: Ongoing
- Frequency: Semi-Annually in 1<sup>st</sup> and 3<sup>rd</sup> Quarter of the Fiscal Year (1<sup>st</sup> Quarter, Fiscal Year 2009 complete, 3<sup>rd</sup> Quarter, under revision)
- Additional Resources Required: None

### **Track 68W training for professional development (Sustainment)**

Provides oversight and reporting of medic training status to the AMEDD community and Chain of Command regarding the 68Ws compliance with the National Registry baseline standard of Emergency Medical Technician -Basic (EMT-B). This also provides Commanders a standard to measure their low density Soldier's (medics) readiness.

- **Quarterly Process Action Team meetings to ensure that 68Ws remain MOS qualified:**  
The III Corps Surgeon, Army EMS, along with the with other FORSCOM units participate in a Process Action Team (PAT) quarterly on the third Thursday to review current status of 68Ws and their compliance to the EMT-B Standard. EMT-B is the minimum medic qualification every 24 months. The PAT reviews installation level, then DA across COMPO 1, 2, & 3.
- **Ensure dissemination TC 8-800 (Annual Combat Medic Skills Validation Test – ACMS-VT)**  
TC 8-800 provides units with the necessary guidance to successfully plan and execute 68W training. It will be a useful and relevant document that describes the how to train and what to test here on Fort Hood. Depending on availability and applicability, Commanders will use the Combined Arms Training Strategy (CATS) to determine required training events outlined in AR 350-1. As indicated in AR 350-41, CATS current strategies describe training events, frequency of events, and the resources required to train to standard. All CATS that contain 68Ws prescribe that the ACMS-VT will be administered annually. Annually, it will be reviewed and updated to ensure our policies, procedures, and strategies for training at III Corps and Fort Hood are current with the COE and our mission.
- Time of Execution: Ongoing
- Frequency: Quarterly
- Additional Resources Required: None

## **TR2—Training Meetings Conducted to Standard**

### **Goal:**

Training meetings are properly conducted by leaders to review past training, plan and prepare future training, and exchange timely training information between participants. Our leaders must understand and use Training Circular 25-30.

### **Methods (“the How”):**

#### **Staff Assistance Visits & Organizational Assistance Program**

IAW III Corps and Fort Hood Regulation 1-201, SAVs and OAPs are available to assist unit Commanders in achieving and maintaining excellence by taking advantage of the resident knowledge from within the Corps and Garrison staffs. These will be a tool to ensure our junior leaders understand fully the training management systems on Fort Hood in order to make training at Fort Hood world class.

- Time of Execution: as requested. Fort Hood Regulation 1-201, Phantom Warrior Inspection Policy, published 6 Feb 2009.
- Additional Resources Required: None



### Acquire and Distribute Training Meeting Videos

BN and CO TNG MTG videos will be distributed to all units. This will help ensure that TNG MTGs are being conducted to standard. TSC will order the training videos 1st Quarter, Fiscal Year 2009. G3 TNG will oversee distribution to units. Units will be canvassed twice a year to see if they require additional copies of the videos. CAC-T and ATSC continue to collaborate on the production of new battalion and company-level videos to meet a III Corps training requirement. Current interim solution is using a high quality Company Training Meeting video produced by ALMC which is posted on SharePoint <https://webportal.hood.army.mil/sites/iiicorps/g3/plex-tr/training/default.aspx> and taught in the Company Commander/First Sergeant Course. 500 copies are in current production and the video will begin to be broadcast on Channel FHTV in Feb 2009.

- Time of Execution: Ongoing
- Frequency: Semi-annual distribution
- Additional Resources Required: Videos

### Standardize Training Meeting Times at MSC level

This will help ensure that TNG MTGs are being conducted regularly and to standard. Helps maintain unit cohesion when planning and executing missions. G3 TNG will canvas MSCs to determine if they are already conducting a standard meeting time. G3 will publish a FRAGO to ensure all units execute a standard meeting time, and they will maintain a roster of those times for III Corps.

- Time of Execution: Completed 1<sup>st</sup> Quarter Fiscal Year 2009
- Frequency: Weekly;
- Additional Resources Required: None

### Revise Fort Hood Troop Schools Leader Course Curriculums

IAW CG guidance, the curriculums for the Company Commander & First Sergeant Course, BN XO/S3, and Rear Detachment Operations courses will be modified to be more relevant, comprehensive, and improve attendance.

Company Commander/First Sergeant Course: Curriculum changes completed and class schedules distributed during inprocessing 1<sup>st</sup> Quarter, Fiscal Year 2009. Will begin enrollment during inprocessing by Apr 2009.



BN XO/S3 Course: Curriculum currently undergoing a second revision to reflect 2 days of garrison focused training and 3 days deployment focused training. Class schedules distributed during inprocessing 1<sup>st</sup> Quarter, Fiscal Year 2009. Will begin enrollment during inprocessing by Apr 2009.

RDO Course:

- 1 Feb 2009 – Update the Fort Hood 350-1 to include RDO Course.
- 4 Feb 2009 – IPR#1- Mission Analysis and Initial Guidance.
- 25 Feb 2009- IPR#2-Form RDO Tiger team to determine POI.
- 12 Mar 2009-IPR#3- BUILD RDO SOP & Task Order.
- 1 Apr 2009 – Implement Changes to the Course May-June.

- Time of Execution: Ongoing
- Frequency: Monthly Classes
- Additional Resources Required: None

**Publish Fort Hood Regulation 350-1 and CTLDG**

See above for description of each (TR1)

**TR3—Enforce Highest Individual Readiness Posture Possible**

**Goal:**

Individual Soldier readiness is the foundation for well executed collective training. Our Soldiers must be proficient in individual and crew level tasks as they relate to their specific Military Occupation Skill.

Individual readiness starts with implementing a physical training program that builds Soldiers' combat stamina and allows them to dominate the complex urban environment (TR 3.D). In addition our world class training facilities prepare our Soldiers to: maintain their personal and crew served weapons qualifications

(TR3.A); maintain proficiency on Chemical, Biological, Radiological, and Nuclear Defense (CBRN) (TR3.B); increase individual combat readiness through MOS-Qualification (TR3.C); safely conduct combative training (TR3.E); and prepare new Soldiers or replacements for combat operations by fully transitioning IRT to the MSE (TR3.F).



**Methods (“the How”):**

**Fort Hood Texas (FHTX): Increase the number and quality of ranges and training areas**

The master range plan provides Fort Hood with the necessary state of the art training ranges and land needed to train units. An increase in training enablers will increase the throughput and quality of training. Projects above \$750K are accomplished through the Army Military Construction (MILCON) process. Projects under \$750K (OMA) are a collaborative effort between Fort Hood Garrison, III Corps G3, TRADOC, U.S. Army COE, FORSCOM, and JIEDDO. We provide our requirements for all projects up through IMCOM. IMCOM provides information to TRADOC for validation and sends to FORSCOM to prioritize within the Army Range Program and DAMO-TR to fund. FORSCOM sends the funds through IMCOM to the installation to execute the project. Integrate Training Area Management (ITAM) projects are validated by FORSCOM and funded by FORSCOM ITAM. ITAM projects include the thinning of brush in eastern training areas to increase training opportunities.

As part of the ITAM projects, FHTX is conducting cedar thinning operations in the eastern training areas (LG2 and LG3) to recover maneuver land. This will enhance the dismounted training opportunities and increase a Commander's flexibility by providing multiple maneuver lanes and objectives.

Essential to range improvements, targetry is undergoing substantial improvements at all ranges. TCM-Live has fielded RW-G 3D steel targets to support aviation diving fire engagements on Crittenberger Multi Purpose Range. This is an interim fix for installations which do not have a Digital Air Ground Integration Range available. Target Location has been reviewed and approved by the III Corps G3 Aviation Officer and targets are currently installed; 1 technical truck, 1 BMP, 2 T72. In conjunction with the 3D targets Crittenberger is receiving an urban cluster in the vicinity of the 3D targets for units to occupy and call indirect air support onto the 3D targets. The installation of the urban cluster will take place the month of June 2009.

Infantry Combat Identification Targets have recently been received by Range Control consisting of 900 enemy frontal, 198 neutral frontal, 190 neutral rear, 198 allied/coalition frontal, 198 allied/coalition rear, thermal, infantry targets. These targets are available upon unit request from the Range Control Central Issue Point. Individual targets cost approximately \$102.00 per target, approximately 3 times the cost of the traditional target in use today.

Human Urban Targets (HUT) are the 3D human targets that sense lethal/non-lethal hits currently in use in the House Creek Shoot House facility. Neither Vehicle Combat ID targets nor the training combat ID panels are currently fielded.

- Time of Execution: Ongoing
- Additional Resources Required: Additional funding being sought through the Director of Training (DOT); see details below.

Range Projects	Funded	Unfunded	Remarks
Multi-Purpose Machine Gun Range (Elm Knob)	\$6,700,000		FY10
Digital Multi Purpose Range (Crittenberger)	\$31,000,000		FY14
Digital Multi Purpose Training Range (Brown's Creek)	\$39,200,000		COMP FY09
Urban Assault Course (Elam & Ruth)	\$4,850,000		FY10 & 11
Infantry Platoon Battle Course (Hubbard)	\$6,100,000		FY16
Modified Record Fire (replaces PKAT4)(PKRA)	\$2,100,000		FY13
Infantry Squad Battle Course (House Creek & Owl Creek)	\$12,600,000		FY14 & 16
Combined Arms Collective Training Facility(Boaz)	\$25,000,000		COMP FY09
Digital Air/Ground Integration Range (Dalton Mountain)	\$34,000,000		FY14
Convoy Live Fire Range (Pilot Knob)	\$3,200,000		FY12
Shoot House (Elam)	\$2,100,000		FY13
MOUT Training Range Small (Hargrove PLT MOUT OPA only)	\$2,000,000		FY12
MOUT Training Range Large (ELIJA Company MOUT OPA only)	\$4,000,000		FY12
Sniper Field Fire (Trapnell) (OPA Only)	700,000		FY12
Multi Purpose Machine Gun (Trapnell)(OPA Only)	2,000,000		FY12
IED-D Lanes (Phantom Run, LG3, & TA51)	\$1,582,000		COMP FY09
<b>ITAM Projects</b>			
Woody Vegetation Management (juniper & mesquite)		\$2,964,000	
Maneuver access across gullied land		\$2,200,000	
Tank Trail Repairs		\$7,160,000	
Hilltop Access Trails		\$1,600,000	
Vegetation Seeding of training lands		\$300,000	
Harden high use staging/assembly area		\$200,000	
<b>TOTALS</b>	<b>\$177,132,000</b>	<b>(\$14,424,000)</b>	

**Fort Bliss Texas (FBTX) Create and improve close-in ranges, facilities, and opportunities on Fort Bliss**

Provides the necessary ranges required to train tenant units and 1<sup>st</sup> Armored Division. Currently the capability either does not exist or requires the unit to travel 40 miles to train. Improvements include: Small Arms, Shoot House, Driving Course, IED-D lanes, small and medium interim MOUT, Gunnery upgrades, and interim Infantry Squad/Platoon Battle courses. This is a joint effort between FBTX Garrison, III Corps, FORSCOM, and TRADOC to meet the requirements of 4/1 and 1/1 AD. Efforts to prioritize construction and



securing funding are ongoing. Funding is being met through a variety of means to include 4/1 AD funds, ONS, CARB, and JIEDDO funding.

- Time of Execution: Completed 1<sup>st</sup> QTR, Fiscal Year 2009
- Additional Resources Required: See details on opposite page

Initiative	Funded	Unfunded	Remarks
4/1 AD funding (only) - additional 1 AD funds unidentified	\$962,000		
Search House (FORSCOM validated ONS)			Have interim solution
USACAS	\$100,000		
JIEDDO	\$1,686,000		
TACOM/TRADOC	\$4,200,000		Deployable Range Package
PEO-STRI			
III Corps	\$746,184		MED MOUT
<b>TOTALS</b>	<b>\$7,694,184</b>	<b>\$0</b>	

**Fort Bliss, Texas: Army Master Range Program projects Fiscal Year 2009-2010**

Provides the necessary ranges required to train tenant units and 1 AD on FBTX as identified in the SRP MER. Scheduled upgrades include: Digital Multi Purpose Range Complex (Fiscal Year 2009): The contract for the DMPTR was awarded Feb 2009; construction should start within 60 days. The DMPRC is at 90% design. Construction of CACTF is underway. Multi Purpose Machine Gun (Fiscal Year 2010), LT Demo (Fiscal Year 2010), Urban Assault Course (Fiscal Year 2010), Digital Air Ground Integration Range (DAGIR) (Fiscal Year 2010), Infantry Platoon Battle Course (Fiscal Year 2010), Sniper Field Fire Range (Fiscal Year 2010), Known Distance Range (Fiscal Year 2010) and Scout RECCE Range (Fiscal Year 2010). Ranges will provide opportunities to train on individual, collective and leader tasks. Will reduce need to train at other installations.

- Time of Execution: Ongoing
- Additional Resources Required: All projects are funded in the MCA Budget

**FHTX: Improve the scope of training at the Intelligence Contingency and Readiness Center**

Transform the Intelligence Contingency and Readiness Center into the III Corps and Fort Hood Intelligence Training Center of Excellence; become the premier Foundry Multi-Discipline Platform and advanced intelligence training site in the CONUS Army in the year 2011. We will enhance the already robust SIGINT training capability with expanded HUMINT, IMINT, IEW maintenance, and traditional security (Information/Personnel/Industrial security, as well as Foreign Disclosure) training opportunities. The ICRC will transform into an MI Community College capable of providing advanced one-stop intelligence training designed to further the MI skills of our Soldiers. The facility will accommodate approximately 1,000 Soldiers annually in a variety of classes. It will prepare Soldiers and leaders for CTC rotations and operational deployments as well as host Mobile Training Teams, limiting time away from home. The ICRC will facilitate the hosting and training of joint level intelligence skills and tasks. The facility provides BCTs with access to SCIF space dedicated to conducting critical SCI-level training prior to deployments.

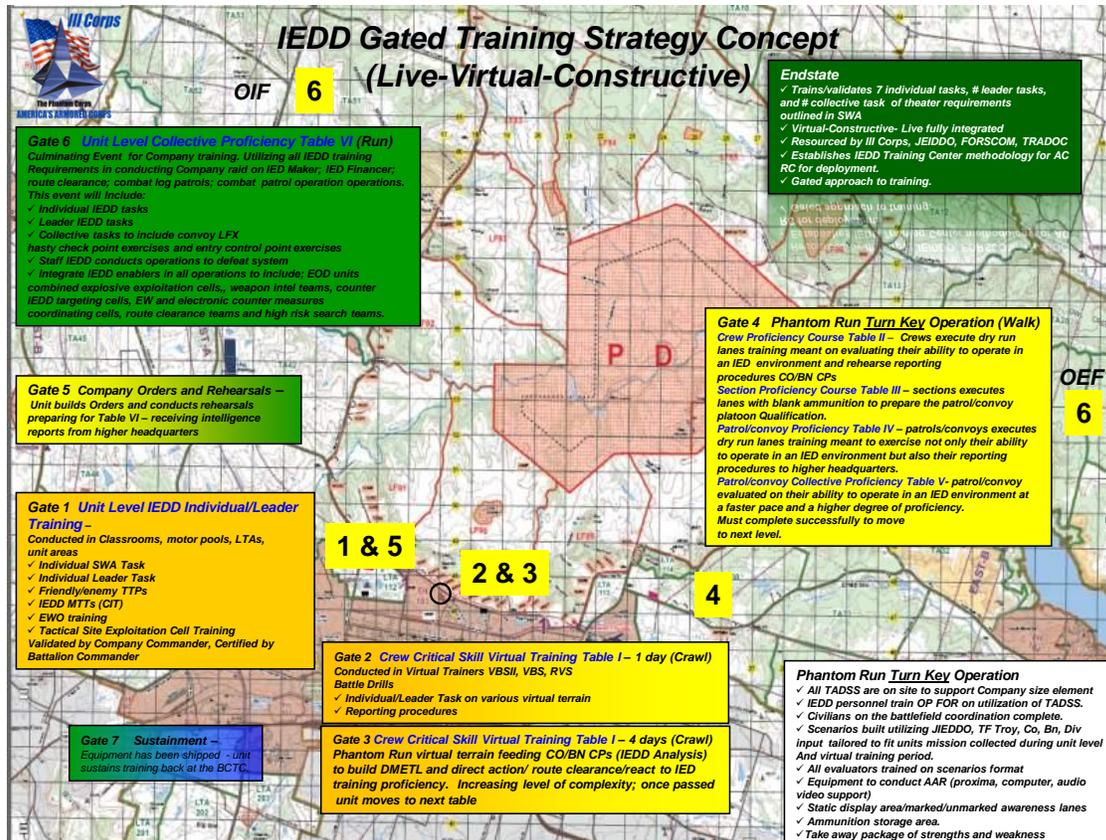
- Time of Execution: On going
- Additional Resources Required: Joint effort between FBTX Garrison, III Corps, and FORSCOM, to enhance the training at the ICRC. Some funding being met through existing foundry means. However, Computers, NIPR/ SIPR drops and power/HVAC upgrades require an additional \$118,000 that remains unfunded

## IED-D Gated Training Strategy

Company through Brigade level units require a systematic and gated approach to CIED and IED-D training. Without reinventing our training methodology, we can apply a Bradley and Tank Gunnery Table concept (see slide layout on Fort Hood terrain) for individual through BDE/BCT level collective Counter IED and IED-D training. GTS is in the 2009 Fort Hood Regulation 350-1.

- Company Commanders validate crew proficiency (battle drills, reporting, casualty response, etc.) and battalion Commanders certify the training prior to allowing crews to pass through the first “gate” – this is the equivalent of BGST/TCGST
- Execute Virtual training (similar to BATS/AGTS) in “general” scenario (2<sup>nd</sup> gate), then move on to a Virtual-Constructive scenario that uses same terrain crew will encounter during “gunnery” tables (II-V) at a live range complex; intelligence gathered and reported higher is collated & analyzed to apply the training effect for network IED-D (3<sup>rd</sup> gate).
- Live training consists of crawl-walk-run in full scale environment ranging from example IED TTP lane to full scale force on force engagements using TADDS; the intelligence build continually provides actionable intelligence for follow-on raids/route-clearance/combats patrols etc. (4<sup>th</sup> gate)
- Elements move to a “FOB” to receive orders, plan mission(s), conduct rehearsals, organize a QRF, etc. (5<sup>th</sup> gate).
- Elements conduct direct action against a confirmed IED network/cell in an urban environment. (6<sup>th</sup> gate).
- Elements conduct sustainment training following shipment of equipment (7<sup>th</sup> gate).

IEDD GTS was presented to both JIEDDO and FORSCOM in Feb 2009. It was forwarded to ICDT for inclusion in the IEDD training circular, at their recommendation with the intent that it should be utilized across FORSCOM as an “endorsed” training model. Note that specific resource requirements are Fort Hood specific, not applicable across FORSCOM.



- Time of Execution: Fiscal Year 2009.
- Additional Resources Required: See Maneuver Training Area Initiative.

#### **FHTX: IED-D Training Aids, Devices, Simulators, and Simulations**

As part of the Home Station Training Lanes concept in the Army IEDD Training Strategy, PM-IED-Defeat will field two SPARK roller kits to Fort Hood one on hand/one ETA 3<sup>rd</sup> Quarter, Fiscal Year 2009. Units use SPARK rollers during Route Clearance (RC) operations to combat pressure-initiated and victim-operated IEDs by combining pre-detonation capabilities with stand-off capability. Rollers are successful in areas where the enemy employs “speed bump,” “Christmas tree light,” and pressure plate IEDs. FHTX also receives 18 RHINO PIR Defeat kits



for training 1<sup>st</sup> Quarter, Fiscal Year 2009 (six on hand/nine ETA 3<sup>rd</sup> Quarter, Fiscal Year 2009). In Fiscal Year 2009 installations will receive 9 man DS system for training in a virtual 360 degree environment to train infantry and dismounted Soldier tasks using un-tethered weapons. The system interacts with CCTT, AVCATT, and RVS to provide a combined arms training capability. This supports QRF and air ground coordination in support of IED-D and reaction to IED events. Additionally, in Fiscal Year 2009, Fort Hood receives two CYCLONE blowers which provide stand-off IED detection by removing roadside debris and 20 Schonstedt Cache Detection Magnetometer systems (2 magnetometers per system) which provide underground ordnance metal detection capability. It will improve our home-station IED-D training capability.

- Time of Execution: Fiscal Year 2009
- Additional Resources Required: Funded under existing programs and equipment fielding. Vehicle mounted equipment will be maintained in PDTE.

#### **FHTX: Route Clearance Training Service (RCTS)**

Route Clearance Training Services (RCTS) provides both classroom instruction and a virtual simulator environment (referred to as the Virtual Route Clearance Trainer (VRCT)) owned, operated, and maintained by a contractor. RCTS is intended to instruct route clearance operations, improve Soldier route clearance skills, teach the latest tactics, techniques, and procedures (TTPs) for route clearance, and how to employ the route clearance vehicles.

- Time of Execution: Completed, Fielded 2<sup>nd</sup> Quarter, Fiscal Year 2009
- Additional Resources Required: None

#### **Publish Phantom Standards and Leader Books**

These products will establish standards and policies to guide III Corps and Fort Hood Soldiers and Leaders through daily business both on and off installation. It will increase the professionalism displayed within III Corps, and improve the public perception of all III Corps Soldiers. It will be published in pocket format to facilitate quick reference.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2009 (Completed Oct 2009)
- Frequency: Reviewed semi-annually (2<sup>nd</sup> update Mar 2009)
- Additional Resources Required: None

### **Publish Fort Hood Regulation 350-7 (Troop Schools)**

Fort Hood Regulation 350-7 will be updated to reflect current policies and procedures that govern Troop Schools on Fort Hood. This will provide Soldiers and Leaders the information necessary to schedule and attend MOS Qualification schools on FHTX.

- Time of Execution: 3<sup>rd</sup> QTR, Fiscal Year 2009
- Frequency: Bi-annually
- Additional Resources Required: None

### **Phase III of the Soldier Development Center**

To increase the number of classrooms and accommodate the training load at Fort Hood, Phase III provides a 200 seat amphitheater and 59 classrooms, enabling the following: (1) Language Training Center to have the facility needed (current structure to be demolished Fiscal Year 2011); (2) NCO Academy to double in size from 20 to 40 classrooms for WLC, BNCOC, MTTs; (3) Troop School to have required classroom space to expand and replace 16 temporary classrooms currently in, due to be demolished in the near future; (4) Required training by Corps and Garrison activities.

- Time of Execution: TBD
- Additional Resources Required: Unfunded MCA
  - Garrison will conduct an assessment of current classroom utilization at the SDC.
  - MCA construction project on the Garrison Master Plan
  - Design and cost for Phase III is needed.

### **Medics trained to meet the ARFORGEN Cycle requirements of Reset/Ready/Deployed**

The US ARMY Emergency Medical Services (EMS) in compliance with National Registry of Emergency Medical Technicians (NREMT) under the III Corps and Division Surgeons Management Oversight of medical training as delivered or conducted by Installation troop schools through Central Texas College (CTC), The Medical Simulation Training Center (MSTC) and unit-organic medics training medics. The training conducted is



Heartsaver Cardiopulmonary Resuscitation (CPR), Combat Life Saver (CLS), EMT-B, EMT-B Recertification, Basic Life Support, and Combat Medic Advanced Skills Training (CMAS). Troop Schools through CTC or MSTC can provide adaptable training in order to meet Commanders post or pre-deployment medical training needs. III Corps goal is every Soldier is combat lifesaver trained and certified.

In order to continue improving our ability to “train as we fight,” we will continue to improve the quality, realism, and throughput of our Medical Simulation Training Center. We will conduct these improvements in two distinct phases. Phase I (Improvements to the exterior) will consist of enhancing the outdoor lane by increasing land space, fencing, and vehicle mock-ups. Phase II will consist of, upgrading the classrooms, increasing the number of students trained from 2500 to 5000 per year, increasing the number of instructors, and upgrading the ability to control the environment in the building. This training area will become the basic building block of our care under fire training.

In Phase III (Additional Capability) we will pursue additional MSTC capability that will be incorporated into the current MOUT environment. This second capability will have two functions. It will serve as additional capability to support a surge in training requirements and as the next

level of difficulty by adding a realistic casualty scenario and MASCAL capability to our MOUT training areas. This training area will become the advanced level of our care under fire training.

The DPTMS is assigned overall non-medical support of the MSTC. They provide general oversight, integration, and coordination of MSTC operations as a training capability/enabler of the installation; available to all tenant units and those within the area of responsibility.

- Phase I Time of Execution: 1<sup>st</sup> QTR, Fiscal Year 2009
- Additional Resources Required:
  - \$100,000 (Unfunded)
  - Additional land for the lane
  
- Phase II Time of Execution: 4<sup>th</sup> Quarter, Fiscal Year 2009
- Additional Resources Required:
  - \$500,000 (Unfunded)

### **Improve the Medical First Responder (First Aid) Skills of All Soldiers**

Train and sustain Soldiers using rigorous and realistic medical training in order to be effective in all operational environments. The US ARMY Emergency Medical Services (EMS) in compliance with National Registry of Emergency Medical Technicians (NREMT) under the III Corps and Division Surgeons manage oversight of medical training as delivered or conducted by Installation troop schools through Central Texas College (CTC), The Medical Simulation Training Center (MSTC) and unit-organic medics training medics. The training allows 68W Soldiers to maintain MOS-Q and enhances the medical skills of all other



Soldiers. The training conducted is Heartsaver Cardiopulmonary Resuscitation (CPR), Combat Life Saver (CLS), EMT-B, EMT-B Recertification, Basic Life Support, and Combat Medic Advanced Skills Training (CMAST). Troop Schools through CTC or MSTC can provide adaptable training in order to meet Commanders post or pre-deployment medical training needs. III Corps goal is every Soldier is combat lifesaver trained and certified. The MSTC provides rigorous scenario-based lane training teaching care under fire, extraction, and basic life saving which is adapted to the population.

In order to continue improving our ability to “train as we fight,” we will continue to improve the quality, realism, and throughput of our Medical Simulation Training Center. We will conduct these improvements in two distinct phases. Phase I (Improvements to the exterior) will consist of enhancing the outdoor lane by increasing land space, fencing, and vehicle mock-ups. Phase II will consist of, upgrading the classrooms, increasing the number of students trained from 2500 to 5000 per year, increasing the number of instructors, and upgrading the ability to control the environment in the building. This training area will become the basic building block of our care under fire training.

In Phase III (Additional Capability) we will pursue additional MSTC capability that will be incorporated into the current MOUT environment. This second capability will have two functions. It will serve as additional capability to support a surge in training requirements and as the next level of difficulty by adding a realistic casualty scenario and MASCAL capability to our MOUT training areas. This training area will become the advanced level of our care under fire training.

The DPTMS is assigned overall non-medical support of the MSTC. They provide general oversight, integration, and coordination of MSTC operations as a training capability/enabler of the installation; available to all tenant units and those within the area of responsibility.

- Phase I Time of Execution: 1<sup>st</sup> QTR, Fiscal Year 2009
- Additional Resources Required:
  - \$100,000 (Unfunded)
  - Additional land for the lane
- Phase II Time of Execution: 4<sup>th</sup> Quarter, Fiscal Year 2009
- Additional Resources Required: \$500,000 (Unfunded)

Description	Funded	Unfunded	Remarks
<b>Exterior Lane (Inside the Fence)</b>			
Exterior Lane Fence	30,000.00		III Corps Funded
Lane Tower Install	5,000.00		III Corps Funding in Progress
<b>Exterior Lane Totals</b>	<b>35,000.00</b>		
<b>Interior Lane (Building)</b>			
Audio/Visual Upgrades	15,000.00		Corps Surgeon Funded
Cameras	6,000.00		III Corps Funding in Progress
Building Supplies	16,000.00		III Corps Funding in Progress
<b>Interior Lane Totals</b>	<b>37,000.00</b>		
<b>Class Room Upgrade</b>			
Building Materials	7,000.00		III Corps Funded
Audio/Visual Upgrades	15,000.00		Corps Surgeon Funded
<b>Class Room Totals</b>	<b>22,000.00</b>		
<b>Additional Instructors</b>			
6 Additional Instructors (12 months)		463,000.00	Unknown
<b>Mobile MSTC &amp; Additional Mannequins</b>			
Mobile MSTC (includes 6 mannequins)	451,527.00		III Corps Funding in Progress
6 Months Technical support	30,727.00		III Corps Funding in Progress
8 Medical Mannequins (2 different types)**	27,496.00		III Corps Funding in Progress
<b>Mobile MSTC Totals</b>	<b>509,750.00</b>		
<b>Totals for MSTC</b>			
<b>Total MSTC Funded/Unfunded</b>	<b>603,750.00</b>	<b>463,000.00</b>	<b>1,066,750.00</b>

\* Estimated Cost

\*\* (4 x \$4,859 for lanes, 4 x \$2,015 Torso only)

### Mobile Sustainment Training & Assistance Team (MSAT)

A resident Fort Hood Team that provides initial and refresher training on a vast array of commercial and military communication systems. Classes designed for both operators and staff. See Course listings below:

Course Title	Target Audience	Training Type	Length
JNN Operator Maintainer	JNN Switch Operators	C + HO	4 Weeks
Battalion Command Post Node	CPN Operators	C + HO	2 Weeks
HCLOS	LOS OPR	C + HO	3 DAYS
WIN-T Staff Overview	Staff Officers & NCOs	C + HO	1 Week
Router Fundamentals and Operations	Switch Operators and Staff	C + HO	1 Week
Router Management	Switch Operators and Staff	C + HO	1 Week
JNN Architecture and Theory	Staff Officers & NCOs	C + HO	2 Weeks
Information Assurance	Staff Officers & NCOs	C + HO	1 Week
TACLANE	System Administrators	C + HO	4 DAYS
Cisco Call Manager	Switch Operators and Staff	C + HO	1 WKS
REDCOM IGX	Switch Operators and Staff	C + HO	1 WKS
Promina	Switch Operators and Staff	C + HO	1 WKS

- Time of Execution: Annually
- Additional Resources Required: Program contract is set to expire in April 2009. MSAT was funded by the Army Signal Center and supplemented with three additional instructors by Fort Hood. The Army did not renew the MSTAT program at Fort Hood when they renegotiated the support contract for JNN & WIN-T. The MSE G6 is working with CECOM to have the current contract extended, giving time to put a new contract in place here at Fort Hood independently.

### **Publish Fort Hood Regulation 350-1 and Command Training Leader Development Guidance (CTLDG)**

See above for description of each (TR1)

### **Track 68W training for professional development (Sustainment)**

See above for description of each (TR1)

## **TR4—Develop Lethal Platoons and Company Teams**

### **Goal:**

In the current operating environment lethal platoons and company teams are the primary maneuver element on the battlefield. Platoons and companies must be able to understand and execute operations in both urban and rural environments. Our training must be realistic and challenging to allow our Soldiers and leaders to gain the confidence they will need to succeed in combat

operations. In order to accomplish this goal we will focus on three areas to improve the quality of facilities and training opportunities within III Corps and at Fort Hood. Specifically, we will increase the number and quality of ranges, training facilities, and training areas that will allow our platoons and companies more opportunity to train in a realistic, challenging environment (TR4.A). Additionally, we will develop an improvised explosive device (IED) defeat training facility commensurate with the Combat Training Centers (CTCs) (TR4.B) in order to increase our training readiness and maintain our technological and tactical advantage against IED tactics. Finally, we will improve our Military Operations in Urban Terrain (MOUT) sites and build Forward Operating Bases (FOBs) to allow our platoons and companies to improve training readiness before deploying to theaters of operations. (TR4.C)



### **Methods (“the How”):**

#### **FHTX: Dismounted Infantry Maneuver Live Fire Range Enhancements**

FHTX is conducting several projects to increase the dismounted training opportunities on the installation. In addition to the cedar thinning operations taking place in LG2 and LG3, we are also enhancing our live fire ranges. Construction is currently taking place on Crittenberger MPRC which will provide remote targetry and larger dismounted infantry objectives to increase a Commander’s flexibility in conducting training. Completion for this project was November 2008. Previously completed, were the improvements to the Owl Creek Assault Course. These improvements included providing multiple firing points for 60mm mortar crews and hilltop objectives.

- Time of Execution: Fiscal Year 2009 completion

- Additional Resources Required: None, currently funded

#### **FHTX: Construct a TADSS Warehouse and Customer Service Area**

The TSC warehouse and customer service area are housed in a WWII wood building. The roof leaks, flooring is disintegrating, wiring is inadequate, and the building lacks the storage space needed to house all the new training devices acquired by TASC. Several of the items are being stored outside. A new building is needed to provide a safe work environment for TASC employees, provide a safe and adequate customer service area, and provide sufficient storage space for training devices. A new building is not scheduled to be built until 2015, at the earliest. Therefore, we will request funding to accelerate and improve the construction of a new warehouse and service area. The installation planning board can expedite the process by making sure the project goes "above the line" for Fort Hood funding.

- Time of Execution: Fiscal Year 14 if funded
- Additional Resources Required: Unfunded requirement of \$50,429,000

#### **FHTX: Construct a TSC IED-D TADSS warehouse and training facility**

The TSC Training IEDs are housed in two separate WWII wood buildings. The Main warehouse roof leaks, flooring is disintegrating, wiring is inadequate, and the building lacks the storage space needed to house all the new training devices acquired by TSC. Existing substandard warehouse buildings do not have additional capacity to support increased training aids and devices. Current warehouse buildings are fully engaged supporting existing missions to include outdoor storage. The additional funds and maintenance requirements for device stored outside could be better spent supporting additional Soldier training requirements. DA Form 4283 has been submitted under project #DP2000047P and has been filed for future consideration. We will ensure FORSCOM and DA are informed of this requirement in order to push it up in the priority for funding.

- Time of Execution: 8 Months once Funding decision is made
- Additional Resources Required: **Unfunded requirement of \$1,500,000-** DA Form 4283 has been submitted under project #DP2000047P and has been filed for future consideration. We will ensure FORSCOM and DA are informed of this requirement in order to push it up in the priority for funding.

#### **FHTX: Improved Explosive Device- Defeat Maneuver Training Area (IED-D) Initiative**

Phase I of this initiative will provide a CTC like IED-D training environment by replacing villages on Phantom Run with realistic Urban Training Units (UTUs) (Priority 1). We will then establish a large Iraqi village for IED-D and other collective training on Turkey Run Road, TA 40 &41, and LG3 (Priority 2). A FOB will be constructed VIC TA44 (Priority 3) and a small urban cluster in LG2 (Priority 4) to further enhance IED-D training opportunities. We will relieve scheduling of Elijah and Hargrove MOUT and increase training opportunities in the eastern training areas through these initiatives. Contract awarded to Strategic Operations (same contractor as NTC). Sites will be prepared prior to UTU arrival through Range



Control and DPW. Phantom Run villages and LG3 Lanes will be complete in Mar 2009 and the remaining urban clusters to be completed by 3rd Quarter, Fiscal Year 2009. Elijah MOUT Facility modifications to resemble an Iraqi village are funded at \$49,000 with an ECD of Mar 2009. Fort Hood will continue to expand our training capabilities as additional funds, personnel, and equipment becomes available.

- **Phase I – Infrastructure:** minimum requisite training infrastructure and equipment that allows units to train to standard individual, leader, and collective IEDD tasks.
- **Phase II – Realism:** realistic live training environments, enablers, and TADSS that significantly enhance training realism; introduction and familiarization of non-standard equipment in collective training:
  - **CPOF to Company**
  - **BATS/HIIDE (BCT set)**
  - **3 Search House Packages**
  - **HME Lab and HME training materials – Feb 09**
  - **Furnishings/Clutter (one village completed Jan 2009)**
  - **Mobile MSTC**
  - **RPG simulators**
  - **Fire marker units/Battlefield Effects Simulators**
- **Phase III – Resident training expertise:** dedicated personnel to train units on specialized IEDD equipment, tasks, enemy TTPs, and development/employment of training IEDs; OPFOR synchronization with cultural advisors and Civilians on the battlefield (COBs)
  - **Dedicated Role Players/Cultural Advisors Civilian on the Battlefield (COBs)**
  - **Dedicated training personnel for COIN/IEDD tasks**
- **Phase IV – COIN/IEDD training environments:** enhanced training facilities for non-standard missions and emerging asymmetric threats; complex urban training environments in varying terrain
  - **Training Detention Facility**
  - **“Bomb-maker’s” workshop**
  - **Two villages consisting of approximately 100 units each, located on terrain to better replicate OEF conditions**
- Time of Execution: Fiscal Year 2009-11
  - Additional Resources Required: Phase I funded for \$4.85 million.
  - Phase II unfunded \$7 million. HME lab is JCOE funded at \$30k.
  - Phase III unfunded \$2 million.
  - Phase IV unfunded \$3 million.
  - Turkey Run requires SWPPP
- Total \$12 million unfunded. Will pursue additional funding from JIEDDO and FORSCOM in Fiscal Year 2009-11

#### **IED-D Stakeholders Meeting and Newsletter**

A monthly meeting will be held to gather units, installation, and IED-D organizations to discuss improving IED-D training. It will serve to synchronize planning and scheduling of resources across the Corps and Installation as well as a forum for units to provide feedback on training resources. A quarterly newsletter will be published to keep the FHTX community informed on ongoing training and resources available.



- Time of Execution: Ongoing, Monthly meeting and quarterly newsletter
- Additional Resources Required: None

**FHTX: Underground Training Facility (UTF)**

The UTF provides a unique training venue for the conduct of tactical operation against Underground Facilities (UGF) as well as a venue to conduct testing and evaluation for the development of sensor technology used to detect, identify, and characterize underground facilities. The UTF supports III Corps and USSOCOM units conducting training against UGFs, and DoD agencies developing sensor technologies.

- Time of Execution: Ongoing, to be complete by Fiscal Year 2013
- Additional Resources Required: Current operating costs detailed below

Initiative	Funded	Unfunded	Remarks
FY 2009 Funding for 1x GS Position provided by DIA	\$84,000		
FY 2009 Funding for 1x Contractor position provided by INSCOM	\$90,000		
FY 2009 Funding for utilities costs provided by DARPA	\$54,000		
FY 2009 funding for fatalities infrastructure improvements provided by DARPA	\$300,000		
FY 2010 Funding for operating costs.		-\$240,000	
<b>TOTALS</b>	<b>\$528,000</b>	<b>(\$240,000 )</b>	

- The total cost for long term enhancement to the existing facilities is projected to be \$21,700,000, and is currently unfunded. Project would be completed in three phases
  - Phase 1 \$5,900,000
  - Phase 2 \$10,800,000
  - Phase 3 \$5,000,000

The intent is to have this project funded through the POM process and completed by Fiscal Year 2013. Unfunded operating costs will be sought through FORSCOM, DIA, DARPA, and IMCOM leadership for Fiscal Year 2010.

**West Fort Hood Airborne Training Facility**

Proposed construction of an Airborne Training Facility on West Fort Hood will support the III Corps Long Range Surveillance Troop's readiness and safe parachute operations. Facility would include a parachute landing fall pit, a mock-up for helicopter and fixed-wing aircraft, a 34 foot tower, a parachute shake-out tower, and a rappel tower. The facility would also be available to support Joint Training and other units on Fort Hood. 504th BfSB is currently coordinating with LRS units at other installations to determine specific resource requirements to conduct home station training.

- Time of Execution: Fiscal Year 2009, to be completed prior to B/38 CAV redeployment entering their Train/Ready Phase.
- Additional Resources Required: Construction costs TBD by DPW, currently unfunded.

**Field UH60M airframes and Transportable Blackhawk Operations Simulators (TBOS) to Fort Hood and Fort Bliss**

The Army is fielding new UH-60M/HH-60M (MEDEVAC variant) to extend the fleet's lift/range capabilities, reduce O&S costs, improve transportability, enhance survivability, integrate Air Warrior, digitize avionics and flight management systems that incorporate GATM requirements, and extend aircraft life. The UH-60M and HH-60M are expected to meet utility and MEDEVAC mission requirements through 2025. The accelerated development of new technologies has resulted in an upgrade program for the UH-60M that will include Fly-By-Wire, Common Avionics Architecture System and Full-Authority Digital Engine Control. Since there are differences

between the Baseline and Upgrade configurations that will have training, maintenance, and supply effects to the units, the Army will attempt to “pure-fleet” Combat Aviation Brigades with one type or the other.

- Time of Execution:
  - The detailed fielding schedule is delayed pending the final outcome of the Army Airborne Command and Control System (A2C2S) restart decision. The decision to restart and resource the A2C2S will be made during the Fiscal Year 2010-15 POM process. If this program is successfully restarted, the system’s integration to UH-60M can commence. Until the successful integration, General Service Aviation Battalions cannot field to mixed aircraft within MEDEVAC and Command Aviation Companies.
  - Requesting fielding UH60M airframes and Transportable Blackhawk Operations Simulators (TBOS) to Fort Hood and Fort Bliss in Fiscal Year 2010. We project that the 1<sup>st</sup> and 4<sup>th</sup> Combat Aviation Brigades will need these airframes and trainers in Fiscal Year 2011.
- Additional Resources Required: Scheduled fielding

#### **Phase III of the Soldier Development Center**

See above for description (TR3)

#### **FHTX: IED-D Training Aids Devices Simulators and Simulations**

See above for description (TR3)

#### **Fort Hood and Fort Bliss Range Improvements**

See above for description (TR3)

## ***TR5—Train Competent Battle Staffs Prepared for Full Spectrum Operations***

### **Goal:**

III Corps and Fort Hood units will have multi-skilled and adaptive Battle Staffs who are capable of successfully operating across the full spectrum of conflict. We will accomplish this by focusing on Core Mission Essential Task list (CMETL) then shift to Directed Mission Essential Task List (DMETL) (TR5.A). A significant enabler to achieving this objective is the expansion and improvement of the Battle Command Training Center, TADDS, and Digital/Simulated University (TR5.B). As part of competent battle staffs our leaders must increase the training with local/state/federal governments as well as training with industry opportunities as well as integrate Joint/Interagency/Multinational training opportunities while at home-station (TR5.C, TR5.E). Finally through the improvements to facilities at III Corps installations we will decrease the need to train off home-station between deployments (TR5.D)

### **Methods (“the How”):**

#### **FHTX: Construct a Battle Command Training Center**

This new facility is designed to consolidate 12 buildings into one—BSC, four WW II wooden buildings near the BSC, 50,000 sq ft of the Soldier development center, and many other smaller buildings on this post. It is especially designed with reconfigurable Tactical Operations Centers, special communications considerations (including capability for antenna on the roof and SIPR), pads outside the facility, classrooms, work cells, tech control, and office space.

To ensure funding in the next POM cycle, both Fort Hood and FORSCOM must list it as one of their top priorities in the Master Plan. Department of the Army, in coordination with Corps of Engineers Huntsville district, has developed standard designs for facilities that integrate virtual

and constructive simulations, Command and control (C2) systems sustainment training, staff collective training, and exercises. Fort Hood Battle Command Training Center (BCTC) was programmed for Fiscal Year 2012/13; however, it was not funded in recent POM.

- Time of Execution: If funded in Fiscal Year 2011-2012 then construction can begin in Fiscal Year 2013
- Additional Resources Required: **Unfunded for \$45,600,000 Million.** To ensure funding in next POM cycle, both Fort Hood and FORSCOM must list it as one of their top priorities in the Master Plan.

### Develop Fort Hood into Unmanned Aircraft System Training Center

The goal is to turn Fort Hood into a world class Joint Unmanned Aircraft System (UAS) training center capable of training tactical through operational/strategic UAS platforms and formations. Fort Hood has led the way in integrating UAS training with airfield operations for several years. In addition Fort Hood enjoys a very affable relationship with the Federal Aviation Administration making UAS operations possible. Currently the United States Air Force Air Guard (USAF ANG) is considering Fort Hood as a possible launch and recovery site for the USAF ANG Predator UAS unit (147<sup>th</sup> Reconnaissance Squadron (147 RS)). Pending Fort Hood's selection and approval by the III Corps Commander, the 147 RS will move to and occupy Fort Hood no earlier than Fiscal Year 2011 (Fiscal Year 2011). Coincidentally, the United States Army is fielding the Sky Warrior UAS to its Combat Aviation Brigades. At present the fielding schedule is undergoing revision. III Corps feels confident the Sky Warrior can be fielded at the earliest fielding date proposed for Fiscal Year 2011. These two programs in conjunction with the expansion of West Fort Hood Robert Gray Army Airfield will bring tremendous training and mobility benefits to III Corps and Fort Hood.



The way ahead is to accept the 147 RS move to Fort Hood and solicit the US Army for early fielding of Sky Warrior at Fort Hood. The benefits these two projects bring to Fort Hood would be numerous. First, Fort Hood would become a true JOINT UAS Training site capable of training Raven, Shadow, Hunter, Predator, and Sky Warrior systems. The training of these UAS skills is absolutely critical not only to the success of the UAS organization but to the ground maneuver Commander as well. In addition, by training jointly the processes, terms, definitions, and operational practices are easily shared with each other if they train together. Secondly, the Sky Warrior fielding will be an invaluable asset to Fort Hood units increasing their combat capabilities significantly. Both the Predator and Sky Warrior UAS platforms require constant air ground integration training in order to maintain their skills and procedures in a combat ready state. The numerous combat formations located on Fort Hood who will be able to integrate UAS into their training will provide ample opportunity for the UAS units to maintain their skills at the highest levels. Lastly both USAF ANG and US Army Sky Warrior are allocated construction funds to improve or build facilities for the systems daily operations. With both programs funded it facilitates the creation of a World Class maintenance facility for the UAS systems. Many opportunities exist to leverage both projects and to obtain the maximum benefit for the units and Fort Hood.

- Time of Execution:
  - 2<sup>nd</sup> Quarter, Fiscal Year 2009 Review USAF proposal for moving 147 RS to Fort Hood
  - 2<sup>nd</sup> Quarter, Fiscal Year 2009 Review Sky Warrior Fielding Plan
  - 3<sup>rd</sup> Quarter, Fiscal Year 2009 Finalize Robert Gray Army Airfield hangar facility locations

- 3<sup>rd</sup> Quarter, Fiscal Year 2009 Finalize UAS project and begin construction process
- Additional Resources Required:
  - Land usage for facility at Robert Gray Army Airfield
  - USAF funds construction of UAS facility at Robert Gray Army Airfield



**Increase the number and quality of training aids, devices, simulators, and simulations**

This will provide FHTX with the necessary state of the art training devices and simulations needed to train units. An increase in training enablers will improve the throughput and quality of training: Engagements Skills Trainer (23 on hand (OH) going to 29 OH by 2011); HMMWV Egress Training (3 OH going to 4 OH by Fiscal Year 2009); Fire Support Combined Arms Tactical Training (1 OH going to 2 OH by Fiscal Year 2009); Call for Fire Trainer (8 OH going to 17 OH by Fiscal Year 2011); Close Combat Capability Kits (CCMCK) (0 OH going to 6 BCT sets by Fiscal Year 2009); Combat Vehicle System (CVS) (0 OH going to 1 HBCT set by Fiscal Year 2009)-fielding has slipped from Feb 2009 to Nov 2009); IED effects simulator (0 OH going to 20 OH by Fiscal Year 2011); CREW II (256 OH going to 342 OH by Fiscal Year 2011). Move the fielding of least four (4) fixed Close Combat Tactical Trainer – Reconfigurable Vehicle Simulators (CCTT-RVS) to Fort Hood from Fiscal Year 2010 to Fiscal Year 2012. We’re authorized 12, but have only four (4), and those are trailer mounted. Allocate a Home Station Instrumentation System (HITS) to Fort Hood in Fiscal Year 2010. III Corps would then possess all the capabilities required to assist with the development and testing of the initial Live-Virtual-Constructive – Gaming (LVCG) Integrating Architecture. This is a collaborative effort between Fort Hood Garrison, TRADOC, FORSCOM, and IMCOM. We provide our requirements to TRADOC. TRADOC validates the requirement and sends to DAMO TR to prioritize and fund. DA pays for TADSS as part of a fielding plan. The cost to house these resources is an unfunded requirement. III Corps will also acquire V-C-G solutions to assist in developing proficiency in the non-kinetic aspects of full spectrum operations, such as governance and economic development.

- Time of Execution: Fiscal Year 2009-2011
- Additional Resources Required: \$1,605,000 between Fiscal Year 2009-2011 for shelters; see detailed information below.

Initiative	Funded	Unfunded	Remarks
Engagement Skills Trainer (23 OH, going to 29 OH by Fiscal Year 2011)	0	-\$750,000	Building to house EST
HMMWV Egress Trainer (3 OH, going to 4 by Fiscal Year 2009)	\$65,500		Shelter for HEAT
Fire Support Comb. Arms Tic. Trainer (1 OH, going to 2 Fiscal Year 2009)	0	-\$105,000	Shelter for FSCATT
Call for Fire Trainer (8 OH, going to 17 by Fiscal Year 2011)	0	-\$750,000	Building to house CFFT
Close Combat Capability Kits (CCMCK) (0 OH going to 6 BCT sets Fiscal Year 2009)	0		
Combat Veh. System (CVS) (0 OH going to 1 HBCT set Fiscal Year 2009)	0		Moved to Fiscal Year 2010
IED Effects Simulator (0 OH, going to 20 by Fiscal Year 2011)	0		
Crew II (256 OH, going to 342 by Fiscal Year 2011)	0		
Fixed Close Combat Tactical Trainer - (CCTT-RVS)	0		Will require 4 in FY 2010
Home Station Instrumentation System (HITS)	0		Required by FY 2010
<b>TOTALS</b>	<b>\$65,500</b>	<b>(\$1,605,000)</b>	

### **FBTX: Scheduled upgrades to Close Combat Tactical Trainer**

- FBTX will receive (14 of 14) fixed site Armor, (currently 12 OH), (14 of 14) MECH Close Combat Tactical Trainer units (currently 21 OH), reconfigurable Vehicle Simulator modules (6 of 6) (currently 4 OH) and 1 Aviation Combined Arms Tactical Trainer. The CCTT is a system of manned modules and workstations that allow units to train armor, cavalry, and mechanized infantry collective tasks at the platoon through battalion task force level. The AVCATT is a mobile, reconfigurable, aviation-based collective trainer. Each RVS Trainer supports up to five crewmembers – vehicle Commander, driver, two crew, and gunner. The design of CCTT-RVS allows crewmembers the opportunity to dismount the vehicle to engage threats and communicate via simulated voice and digital communications systems, increasing the realism of the simulation.
- Time of Execution: Upgrades are programmed by BCTSP MER to occur in Fiscal Year 2009-Fiscal Year 2010
- Additional Resources Required: Scheduled Fielding
- FY08 Project Number 065548 is building the new CCTT building on Fort Bliss. This building (# 20188) is designed to hold up to 36 modules. Completion is currently set for 7 July 09, but the project maybe up to sixty days behind due to problems with the delivery of the A/C units.

### **FBTX: Intelligence Electronic Warfare Tactical Proficiency Trainer (9 of 9)**

This system provides Commanders at all echelons the ability to train with Intelligence, Surveillance, and Reconnaissance (ISR) products based on realistic ISR assets, people (maneuver Commander, G-2, G-3, collection managers, analysts/operators), and processes. The IEWTPT provides modeling and simulation across the following intelligence domains: imagery, signals, measurement and signature, and human intelligence.



- Time of Execution: Upgrades that were programmed by MER to occur in Fiscal Year 2009 have slipped to Fiscal Year 2011.
- Additional Resources Required: Scheduled Fielding

### **FBTX: Construct a Battle Command Training Center**

A facility that integrates virtual and constructive simulations, Command and control (C2) systems sustainment training, cultural training, staff collective training, and exercises for Fort Bliss Units.

- Time of Execution: The project is under construction and expected to be complete in Fiscal Year 2009.
- Additional Resources Required: MILCON funded at \$23 mil

### **FHTX: Tactical Ground Reporting System (TIGR)**

TIGR system functionality bridges the gap between “Intel” and “Operations” at the lowest level with the data interoperability of CIDNE and CPOF integration. The TIGR system is scheduled to fall under the FBCB2 Program Manager (postponed). FORSCOM has funded TIGRNET \$2.8 million dollars to field TIGRNET Servers and a training lab. There is a TIGR server located at the ICRC and operating near real time on SIPR - G2 is the staff proponent lead - there is also an FSR co-located with G2 to assist with technical difficulties. The BCTC has a Server located at the WST in order to facilitate unit training and input events following convoy training at the WST. The intent is to provide this expeditionary capability to CONUS based units in order to conduct training both NIPR and SIPR side, and with collaboration on the SIPR side. The SIPR Server will

download real world data from the CENTCOM AOR and enable collaboration between units, in essence a virtual right seat ride.

- Time of Execution: Complete, Fiscal Year 2009
- Additional Resources Required: Funded at \$2,800,000

### **Joint/Interagency/Multinational Training Simulations Exercises**

II Corps units and staffs will conduct several different simulations exercises to improve our battle staff functions in the Joint/interagency/multi-national environments. These exercises will ensure the readiness of our staffs to conduct full spectrum operations. Unified Endeavor Exercise will be used to prepare units for potential deployment to Operation Iraqi Freedom and Key Resolve Exercise will be used to train units in a multinational environment in the Korea theatre of operations.

Key Resolve 09: MDMP completed with OPORD briefing to TROKA on 17 Feb 09; Exercise will be completed with formal AAR and assessment to be completed NLT Apr 09.

Unified Endeavor 09-03: Phase I (Div MRX) occurs 27 Mar – 7 Apr 08 with III Corps as overall HICON to the Training Audience (OPERATION ORDER PC 09-02-094); Phase II (Div MRX) will occur 15-26 Jun 09 with III Corps as overall HICON to the Training Audience; Phase III (III Corps Academics) will occur 31 Aug to 4 Sep 2009; Phase IV (Marine Expeditionary Force (MEF) MRX) 28 Sep to 9 Oct 2009 with elements of III Corps aiding Joint Forces Command (JFCOM) and MEF with HICON to the Training Audience; Phase V (Corps & Division MRX) will occur 19 Oct to 02 Nov 2009 with III Corps as Training Audience and HICOM to a Division; Phase IV (Division MRX) is 26 Oct to 06 Nov 2009 with potentially III Corps as overall HICON to the Training Audience.

- Time of Execution: Fiscal Year 2009-2011
- Additional Resources Required: OCO Funded

### **FHTX: Dutch Joint and Combined Training**

Dutch Training Detachment is exploring possibilities for joint and combined training from 2009 through 2015 at FHTX. Training will be designed to prepare troops for successful operations in Afghanistan. Training would be both ground and aviation. FHTX is being considered because of our high output, realistic scenarios, battle proven training and long-standing US/NLD partnership. US/NLD governments must agree to training. Small scale ground training could take place in 2009, with increased training yearly until FOC is reached in 2015.

- Time of Execution: Fiscal Year 2009-2015
- Frequency: Annually
- Additional Resources Required: MOA must be agreed to by US/NLD governments

The purpose of this capacity building training strategy is to prepare Soldiers, leaders and staffs from platoon to corps level to recognize, assess, resource, resolve, and transition to civil authorities the services, infrastructure, facilities, governance, and economic processes that are essential to a functioning and autonomous local governance. In order to fill this gap in home station training, there is a need for a training environment that produces corps level and below concurrent, dynamic, and challenging



events related to capacity building and municipal services.

**Corps Level and Below Capacity Building Trainer:** Feb 2009, III Corps has submitted an Operational Needs Statement to FORSCOM for a simulations/gaming solution to provide a semi-immersive training environment for corps level and below leaders and staffs on how to concurrently manage their common operating picture/battle space during lethal and non-lethal events. III Corps continues to explore the use of other systems, such as Peace Support Operations System 2, as interim solutions.

**Capacity Building Classes:** Education Services will pursue the development of classes through partnership with area universities. Initial coordination has been conducted with Texas A&M. This will enable officers, and senior NCOs, who have contact with civilian industries and government in performing official duties, to train with industry to gain knowledge, experience, and perspective in industrial management and operational techniques. This program will provide a training opportunity not available through existing military or advanced schooling programs. III Corps will develop a program to formalize these training opportunities and schedule them as reoccurring events for units to participate in.

**Strategic Engagements:** As required, the III Corps leadership will conduct strategic engagements with industry, local, state, and federal government agencies to develop leader training programs to prepare unit Commanders and Staffs to successfully operate across the full spectrum of conflict. The capacity Building Training Strategy has been submitted for potential publication to several military periodicals and journals.

- Timeline of Execution: Formal program to be developed in Fiscal Year 2009. Strategic engagements occur as needed
- Additional Resources Required: None

### **COIN Academy**

BCTP conducts 3-5 day COIN Seminars in support of OIF/OEF deploying Brigade Combat Teams (BCTs) to enhance key leader situational understanding of the OIF/OEF environs. Refine Commander and Battle Staff thinking from the Company to BCT level with regards to the nature of insurgencies and the doctrinal fundamentals of counterinsurgency operations. Share the most recent FORSCOM, TRADOC, and Theater guidance to assist units in refining pre-deployment training. Expose leaders to various Army and Joint MTTs available to assist throughout the pre-deployment training. Complement Theater COIN Academy's Leadership Course allowing them to adjust to a higher level of counterinsurgency training.



- Timeline of Execution: As required
- Additional Resources Required: None

### **SCIF space shortfalls for the 504th BfSB and the BCT within 1st CAV Division**

A phased solution incorporating modular construction is employed as a bridging strategy to address near-term Sensitive Compartment Intelligence Facility (SCIF) needs for units until MCA projects can be completed permanently satisfying their requirements. SCIF space within these formations is a direct result of their transformation under modularity which increased both the number of intelligence collectors as well as analytic components, along with associated high-side systems and communications. The Senior Intelligence Officer in conjunction with the US Army Garrison/DPW secures authorization and funding for the construction of two SCIFs based on modular or prefabricated construction to satisfy near term requirements. Concurrently, coordination is undertaken to initiate projects in the MCA POM cycle for the construction of 5x new standard BCT HQ buildings to meet the requirements of the BfSB and BCT S2/military intelligence company requirements. A sixth SCIF on WFH is constructed to meet the requirements of the BfSB's subordinate battalions. "Grow the Army" resources are leveraged in satisfying the BfSB requirements.

- Timeline of Execution: 60-90 days for approval of SCI construction concept by accreditation authority (DIA); 30-45 days for design of modular buildings; 180-210 days for delivery of modular buildings. Timeline on MCA projects TBD.
- Additional Resources Required:
  - Cost \$4.8 mil for permanent SCIF new construction, Conversion of an existing facility = \$3.5 mil. MCA funding; would require being placed on CG's priority list. Will also pursue INSCOM funds.
  - The Senior Intelligence Officer in conjunction with the US Army Garrison/DPW secures authorization and funding for the construction of two modular or prefabricated SCIFs to satisfy near term requirements. Awaiting cost estimate from vendors

### **Central Technical Support Facility**

**Facilitate feedback from the Warfighter to Program Managers responsible for LandWarNet capabilities to establish a method of spiral development:** To facilitate the link between the War-fighter and the PMs to enable continuous and focused feedback from the field in the spiral development of ABCS and other digital capabilities. Lessons learned from combat leaders and digital users recently returning from operations will be captured for inclusion into future capabilities through coordination with affected TCMs. Close interaction with the War-fighter and proximity of CTSF facilities will enable CTSF to capture user and leader feedback and link with PMs to apply to product development. The collaborative software engineering environment that exists at the CTSF will be available to assist resident PM's in this process. In turn this effort will allow Soldiers and leaders to have direct access and interaction with ABCS Subject Matter Experts improving their training posture, demonstrating full system functionality, and assistance with Unit TTP development based on fielded capability. Unit noted shortfalls in current capability will be identified and mitigated through additional training, development of software patches, or workarounds in near real time. CTSF support will work with unit leaders and digital users throughout to ensure their feedback is captured.



**CTSF will assist the Warfighter in the characterization, utilization, and changes associated with digital systems:** CTSF will work closely with the identified unit(s) to assist in the

characterization of capabilities emerging from recently developed and fielded digital systems. Utilization of software and hardware and the development of future capability will also be addressed to mitigate War-fighter concerns and comments. CTSF will provide an in-depth analysis of the deltas between current and newly fielded baselines of ABCS. This analysis will include a characterization of the current capabilities provided to the War-fighter and an overview of how their utilization in the field maps to their operational processes. Where capabilities do not support unit operational processes or where the unit employs processes that differ from the manner in which the capability was tested, the CTSF will facilitate conveying those differences back to the responsible TRADOC Capabilities Manager (TCM). During this process CTSF will work with the War-fighter to develop, capture, and publish TTPs that address unit interoperability concerns. CTSF will also capture any recommended doctrinal or software updates and changes.

- Time of Execution: Fiscal Year 2009
- Additional Resources Required: Funding study and strategy will be completed in Fiscal Year 2009

### **III Corps Robotic Systems Initiative**

The III Corps Strategic Initiatives and the Hood Robotic Team is rapidly developing concepts for a Fort Hood Robotics Center that will fuse current robotics technology from industry partners, numerous battle labs, and TRADOC with the first class ranges, resources, and Soldiers here at Fort Hood. The Commanding General has recently released 4 major priorities in developing robots in support of deploying forces. His four robotic system priorities are:



- a. Route Clearance. We require an autonomous robotic system carrying various payloads that detect, defeat, neutralize, or mitigate the effect of IEDs. Many Soldiers have been lost conducting Route Clearance Operations in Theater. The rapid fielding of autonomous robotic systems carrying various payloads that detect, defeat, neutralize or mitigate the effect of IEDs and mines needs to be our military's top priority.
- b. Robotic Convoys for Logistics. We need robots which can autonomously move classes of supply from point A to point B without aid from Soldiers. Given the battle space that we task forces to operate within and to include vulnerable lines of communication, having robots autonomously move supplies would greatly reduce the loss of life and free Soldiers to perform other critical tasks.
- c. Persistent Stare Capability. We require platforms that can autonomously move to an observation post, monitor a targeted area of interest with a various array of sensors, and provide information as required.
- d. Robotic Wingman. We need a platform/system that autonomously follows, maneuvers parallel, and even leads its manned wingman at prescribed distances and position while detecting and avoiding obstacles. This would double combat power within a combat organization, and reduce the number of Soldiers exposed to enemy fires. This capability was recently demonstrated with Stryker vehicles at Ft. Bliss, Texas.

These four priorities will be the driving force behind developing a future test bed for robotics at Fort Hood. We will look for opportunities to increase robotics testing and training at FHTX in an effort to speed the fielding of robotic solutions to our units. Upcoming conferences and demonstrations will continue to refine and solidify the robotic system initiative here at Fort Hood.

- Time of Execution: Fiscal Year 2009-2011.
  - National Defense Industrial Association (NDIA) Conference, 24-26 Mar 2009
  - Fort Hood Robotic System Demonstration Week – May 09 (T)
- Resources Required: Strategic Communications ongoing with all major stakeholders in order to develop a funding study and strategy for completion by 4th Quarter, Fiscal Year 2009.

### **Interagency Training**

III Corps will look for opportunities to increase interagency training. In addition to the current opportunities such as the annual Department of Energy Joint Training Exercise, Force Protection Exercises, and assisting Border Patrol operations (construction), we will pursue additional venues. These will include, but not limited to, internships, LNO exchanges, and participation in III Corps exercises.

- Time of Execution: Fiscal Year 2009-2011
- Additional Resources Required: Coordination

### **Training and Resource Integration Conference (TRIC)**

See above for description (TR1)

### **Publish Fort Hood Regulation 350-1 and CTLDG**

See above for description of each (TR1)

### **Peace Operations Training Center (POTC)**

See above for description (TR1)

### **Mobile Sustainment Training & Assistance Team (MSAT)**

See above for description (TR3)

## **TR6—Improve Efficiency of Training**

### **Goal:**

III Corps and Fort Hood will exercise effective training management to ensure that the scarce resources of time and training dollars are not wasted. We will accomplish this by decreasing the number and frequency of training cancellations across Fort Hood (TR6.A). In addition, we will enable the improvement of the training management and resourcing systems (TR6.B) and reduce the Higher HQs disruption of training events within a 6 week lock-in (TR6.C).

### **Methods (“the How”):**

#### **Unit Automated Reservation System (UARS)**

The UARS enhances Soldier capabilities across all components of the Force through the effective management of individual-level training allocations in support of Commander Priorities and ARFORGEN Reset cycle requirements- resulting in a balanced and combat ready Army. UARS manages individual training seats/allocations that support the ARFORGEN and the ALDP/Review of Education and Training of Army Leaders (RETAL) initiatives. The data will be used by units and rear-detachments to resource and synchronize training at the Weekly, Monthly, Quarterly training management events. Approximately 70% of the FHTX units have sent trainers to this course.

- Timeline of Execution: Ongoing: 2<sup>nd</sup> FHTX class Mar 2009, 1<sup>st</sup> FBTX class Mar 2009.
- Additional Resources Required: None

### **Range Control Orientation Class**

Range Control conducts monthly classes on site with leaders from across Fort Hood IOT familiarize them with Range Control operations, personnel, and facilities. Training load will determine if class should be held more frequently. This course will be included in Fort Hood Regulation 350-40.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2009, monthly
- Additional Resources Required: None

### **FHTX Battle Command Training Branch Quarterly Newsletter**

Quarterly newsletter that provides information on new and existing capabilities that are resident with the Fort Hood Battle Command Training Branch.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2009, quarterly
- Additional Resources Required: None

## ***TR7—Improve, Grow, and Market the Heavy BCT Warfighter’s Forum (HWfF)***

### **Goal:**

HWfF serves as a training, doctrine, and force design conduit for the Army’s HBCTS to perform at higher levels of mission proficiency. This is an online community of purpose (CoPu) focused on HBCTS, to discuss issues, ideas, and trends and share operational knowledge among HBCTS. The III Corps Commander is the HWfF Senior Mentor. The mission of the forum is to enhance Heavy Brigade Combat Team leader development, individual and collective training across the full spectrum of operations.



### **Methods (“the How”):**

### **Heavy BCT Warfighter’s Forum Symposium**

This is a community wide symposium hosted by the III Corps Commander, to discuss issues, ideas, and trends. The mission of the forum is to enhance Heavy Brigade Combat Team leader development, individual and collective training across the full spectrum of operations. Serve as a training, doctrine and force design conduit for the Army’s HBCTS to perform at higher levels of mission proficiency.

- Time of Execution: Ongoing
- Frequency: Every six weeks.
- Additional Resources Required: Adobe Connect. SIPR connectivity (FORSCOM or DCO); SIPR workstations for use by Corps Command group; dedicated SIPRNET connectivity for HWfF staff.

### **Heavy BCT Warfighter's Forum Newsletter**

The newsletter is designed to further facilitate the discussions, issues, ideas, and trends that have been raised through the symposium and provide HBCT Commanders, leaders, and Soldiers with informational highlights that will be beneficial to their individual, collective, and professional training efforts as well as report on activities occurring throughout the Heavy BCT community. The newsletter will continue to provide timely and relevant information between the six week interval symposiums.

- Time of Execution: Ongoing
- Frequency: Bi-Monthly
- Additional Resources Required: None

### **Heavy BCT Warfighter's Forum Website**

The website is designed to further facilitate the discussions, issues, ideas, and trends that have been raised through the symposium. The website will continue to provide timely and relevant information between the six week interval symposiums. Websites will exist on both SIPR and NIPR.

- Time of Execution: Ongoing
- Frequency: Updated as required.
- Additional Resources Required: NIPR and SIPR Websites hosted on AKO and BCKS.

### **Heavy BCT Warfighter's Forum Governance Meeting**

IAW the HWfF Charter, the HWfF receive guidance and counsel from the HWfF Executive Council(EC) consisting of the three Army Command (ACOM) Commanding Generals (FORSCOM, TRADOC and AMC), three Corps Commanders (I Corps, III Corps and XVIII Corps),and CAC Commander. The Executive Director's Steering Committee consisting of designated general officers from the ACOMs HWfF and CAC-K and BCKS. Further developmental guidance is received through the ACOM Action Officer Board of Directors and HWfF Working Groups consisting of FORSCOM, the HWfF Directors', CAC, BCKS, and TRADOC Capability Managers (TCM) supporting BCT formations. The Mission of the forum is to enhance Heavy Brigade Combat Team leader development, individual and collective training across the full spectrum of operations. Serve as a training, doctrine and force design conduit for the Army's HBCTs to perform at higher level of mission proficiency.

- Time of Execution: Ongoing
- Frequency: Annual
  - ACOM Executive Council (4-Star-level) – Once annually
  - HWfF Executive Directors' Steering Committee (1&2-Star-level) – Four annually
  - HWfF Action Officer Board of Directors – Four annually
- Additional Resources Required: Adobe Connect NIPR and SIPR; Travel funding

### **Heavy BCT Warfighter's Forum Unit Engagements**

The purpose of the Heavy BCT Warfighters' Forum (HWfF) engagement visits is to conduct strategic communication and marketing of the HWfF and improve communications with HBCTs to ensure that actions are taken to address unit knowledge requirements and obtain feedback. The HWfF engagement team attends key Army-wide events, to include the Armor and Infantry branch war-fighting conferences, the annual Association of the United States Army (AUSA), The Training, and Doctrine Command (TRADOC) and Combined Arms Center (CAC) knowledge management conferences, and the Army National Guard conference. The team conducts live, telephonic, and virtual visits with key HBCT community leadership to discuss heavy war-fighting capabilities and solicit feedback on issues and support needs.

- Time of Execution:
  - Divisions (2-3 per year) [6 AC Divisions owning HBCTs; 7 ARNG JFHQ-S/TAGs]

- HBCTs (6 per year) [19 AC HBCTs; 7 ARNG HBCTs]
  - TRADOC Centers Of Excellence (1-2 per year) [8 COEs]
  - Armor/Infantry War-fighting Conferences [May/Sep]
  - AUSA Annual Conference[Oct]
  - TRADOC/CAC [Knowledge Management Conferences, Oct]
  - ARNG Conference [Sep]
- Additional Resources Required: Schedule of Army-wide conferences; coordinated schedule with Divisions owning HBCTs; sufficient travel funding to make on site visits.

**Heavy BCT Warfighter’s Forum Relocation & Integration with Team FORGE**

IAW III Corps Commanders direction, relocate the HWfF to the Fort Hood Central Technical Support Facility (CTSF) and standup a contingent of military personnel, Team FORGE, to enhance and support the III Corps Commanders vision for assisting HBCTs in the ARFORGEN phases.

- Time of Execution: Fiscal Year 2009.
- Additional Resources Required:
  - Staffing Team FORGE Military Personnel as identified by Director HWfF
  - Office Automation Equipment for Team FORGE personnel.
  - Funding Study for Team FORGE in 3<sup>rd</sup> Quarter, Fiscal Year 2009 (not part of FORSCOM already funded HWfF effort).

**TR8—Establish Both Reach Back and Reach Forward with RIP Units**

**Goal:**

Critical information is exchanged between units in all stages of the ARFORGEN Cycle

**Methods (“the How”):**

**Goal:**

Critical information is exchanged between units in all stages of the ARFORGEN Cycle

**SIPR Connectivity to Company Level**

III Corps and Fort Hood will provide Secure Internet Protocol Router (SIPR) connectivity to Corps and Fort Hood Units down to the Company level. The III Corps Commander's requirement to have SIPR access down to battalion level is nearly complete. The follow-on phase of this operation is providing SIPR to company level in order to support the CG’s Command Post of the Future (CPOF) initiative.

- Time of Execution: Fiscal Year 2009
- Additional Resources Required: See below

Initiative	Funded	Unfunded	Remarks
FORSCOM/ISEC	\$5,500,000	\$	ISEC will only fund 125 of the 640 drops remaining
III Corps	\$2,390,000	\$5,400,000	Cost to fund the remaining drops
<b>TOTALS</b>	<b>\$7,890,000</b>	<b>\$5,400,000</b>	

### **Pre-deployment Site Surveys (PDSS)**

PDSS program allows CDRs and select staff to make direct coordination with the unit they will conduct relief in place with and do a reconnaissance of their future AOR. The program provides invaluable knowledge for deploying units.

- Time of Execution: As planned by Units
- Additional Resources Required: Funded by Theater of Operations

### **FHTX: Tactical Ground Reporting System (TIGR)**

See above for description (TR5)

### **IED-D Shareholders Meeting and Newsletter**

See above for description (TR4)

### **Heavy War-fighter Forum Symposium**

See above for description (TR7)

### **Joint/Interagency/Multinational Training Simulations Exercises**

See above for description (TR5)

### **SCIF space shortfalls for the 504th BfSB and the BCT within 1st CAV Division**

See above for description (TR5)

# Leader Development

Objective: Military and Civilian leaders with the capabilities, knowledge, experience, and opportunities to successfully conduct and lead in the environment of Full Spectrum Operations.

*“Army leaders must be – competent in their core proficiencies; broad enough to operate across the spectrum of conflict; able to operate in the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environments and leverage other capabilities in achieving their objectives; culturally astute and able to use this awareness and understanding to conduct operations innovatively; courageous enough to see and exploit opportunities to the challenges and complexities of the operational environment; and grounded in Army Values and Warrior Ethos.*

- Field Manual (FM) 3-0, Operations

It is clear that 21<sup>st</sup> Century warfare will be increasingly complex and place an increased burden on leaders at every level. To grow our officers, non-commissioned and warrant officers, and Civilian Leaders for success in Full Spectrum Operations, we must create an environment that encourages subordinates to value self-development and lifelong learning, afford leaders the opportunity to attend Professional Military Education on schedule, provide leaders with the opportunity for self-evaluation of their leadership skills, draw on the experiences that our young leaders have gained, create and encourage relevant opportunities outside the operational force, and increase opportunities for leaders to expand their cultural knowledge and language proficiency.



The III Corps campaign plan and strategy focuses on the development of multi-skilled, professional, selfless, and adaptive leaders, maintaining constant two-way communication between leaders and Soldiers, as well the greater Central Texas community, using effective leadership to build and maintain teams, providing and enforcing clear and recognizable standards, ensuring Soldiers always know where they stand through candid and regular monthly counseling, and most of all providing a safe environment for Soldiers, Families, and Civilians, through proactive risk assessment and mitigation by involved leaders.

## Keys To Success

LD1 – Develop Multi-Skilled & Adaptive Leaders

LD2 – Maintain Constant Communication

LD3 – Advocate Teamwork in All Endeavors

LD4 – Maintain Professionalism and Exhibit Selfless Service in All Things

LD5 – Ensure Adherence to Standards

LD6 – Include Risk Assessment and Mitigation in Everything We Do

LD7 – Execute Monthly, Detailed Written Counseling

**Metrics:** These define how we will measure our success in achieving the objective above.

- Percent NCOs/Officers who believe they had effective training to develop into multi-skilled and adaptive leaders?
- Percent NCOs/Officers who believe they had effective training to develop into skilled battle staffs?
- Percent Soldiers who believe their leaders keep them informed?
- Percent Soldiers who believe their leaders have/are building a successful team?
- Percent NCOs/Officers who believe they have grown professionally?
- Percent Leaders who believe their peers enforce standards?
- Percent Soldiers who believe they were effectively mentored and counseled to become better leaders
- Percent Leaders who are conducting risk assessment and migration techniques in everything they do?

## **LD 1 - Develop Multi-Skilled & Adaptive Leaders**

### **Goal:**

The goal of this Key to Success is the training and development of multi-skilled and adaptive leaders whom are fully capable in every manner of successfully leading Soldiers and executing full-spectrum operations. MDMP completed with OPORD briefing to TROKA on 17 Feb 09; Exercise will be completed with formal AAR and assessment to be completed NLT Apr 2009.

### **Methods (“the How”):**

#### **Combat Leader Program**

This program is a low cost, low overhead, turnkey program that allows Squad Leaders, Section and Platoon Sergeants, and Platoon Leaders to train their Soldiers how to think on the battlefield through a series of mentally and physically challenging scenarios. It is also designed to allow small units to train closer to the garrison area and spend less time downrange or away from the installation.



We will create an area consisting of six single-story containerized buildings that provide leaders a modern, conveniently located urban environment to train small unit tactics, techniques, and procedures. The scenarios will be designed to place Soldiers into realistic combat situations and also scenarios whose primary purpose is to get the Soldier to think. The Training Support Center will design and build urban training sets to support the scenarios used in the local training area. The local training area will house simulators where scenarios for the Reconfigurable Vehicle Simulator, Warrior Skills Trainer, Engagement Skills Trainer, and Virtual Battle Space II trainers will be used. These simulations will aid Soldiers in establishing a basic understanding of combat leadership and in mental preparation for combat prior to live training and deployment. Finally, we will ensure Soldiers understand their deployment horizon as well as the fundamental processes to attain success. We will embed scenarios in existing live, virtual, and constructive training programs to train Soldiers about deployment preparation, deployment, and what to expect, redeployment, and the ARFORGEN cycle. This will enhance Soldiers' adaptive thinking and “muscle memory” for the deployment process. Information on the execution of this program will be embedded into the program of instruction for the Company Commander/First Sergeant

course, S3/XO course, and senior leader orientation to ensure leaders are aware of the availability and benefits of these initiatives.

- Time of Execution: 3<sup>rd</sup> Quarter Fiscal Year 2009
- Additional Resources Required: \$800,000 (Unfunded)

#### **Key Resolve 09**

As part of the Republic of Korea / United States (ROK/US) alliance, the Combined Forces Command (CFC) and United States Forces Korea (USFK) exercise program, Key Resolve 09 (KR09) ensures readiness and provides a strong deterrent posture resulting in a "Fight Tonight" capability. MDMP completed with OPOD briefing to TROKA on 17 Feb 09; Exercise will be completed with formal AAR and assessment to be completed NLT Apr 2009.

- Time of Execution: 2<sup>nd</sup> Quarter, Fiscal Year 2009
- Additional Resources Required: 1 Nov 2008 SEALIFT and AIRLIFT requirements fully resourced.

#### **Unified Endeavor 09-03**

Unified Endeavor 09-03 (UE 09-03) is the exercise series that trains units as they deploy to Operation Iraqi Freedom (OIF). UE 09-03 will be executed in four phases. Phase I (Div MRX) will occur 27 Mar – 7 Apr 08 with III Corps as overall HICON to the Training Audience (OPERATION ORDER PC 09-02-094); ; Phase II (Div MRX) will occur 15-26 June 09 with III Corps as overall HICON to the Training Audience; Phase III (III Corps Academics) will occur 31 Aug to 4 Sep 2009; Phase IV (Marine Expeditionary Force (MEF) MRX) is still TBD with elements of III Corps aiding Joint Forces Command (JFCOM) and MEF with HICON to the Training Audience; Phase V (Corps & Division MRX) will occur 28 Sep - 9 Oct 2009 with III Corps as Training Audience and HICON to a Division; Phase IV (Division MRX) 26 Oct to 6 Nov 2009 with potentially III Corps as overall HICON to the Training Audience.

- Time of Execution: 2<sup>nd</sup> Quarter, Fiscal Year 2009 through 1<sup>st</sup> Quarter Fiscal Year 2010
- Additional Resources Required: TBD

#### **Develop an Enhanced IO/PAO Training Program**

The purpose of this program is to enhance the local training opportunities for Fort Hood Soldiers in the Public Affairs and Information Operations specialties. Soldiers will learn different communications and marketing techniques through 'on-the-job' and 'hands-on' experiential training that can be translated into future deployments.

- Time of Execution: On-going
- Additional Resources Required:
  - Engagement with local media sources to develop and implement recurring training and apprentice program

#### **Phase III of the Soldier Development Center**

This project will increase the number of classrooms to accommodate the training load at Fort Hood. Phase III will provide a 200 seat amphitheater and 59 classrooms enabling the following activities: (1) A new Language Training Center (the current structure is scheduled to be demolished by 2011); (2) Additional capabilities for the NCO Academy. The NCO Academy will double in size from 20 to 40 classrooms for WLC. BNCO. MTTs; (3) Troop schools will have required classroom space to expand and replace 16 temporary classrooms (to be demolished in the near future); (4) This facility will also support required training by Corps and Garrison activities. This is currently an unfunded MCA project.

- Time of Execution: TBD
- Additional Resources Required:

- Currently Unfunded
- MCA construction project on the Garrison Master Plan
- Design and cost for Phase III is needed

### Peace Operations Training Center (POTC)

The training is Arab cultural training for division and below leadership, conducted in Zarka, Jordan. The 5 day class focuses on culture, check points, convoys, searches, and media. It consists of a Senior Leader Seminar (Battalion Commanders, Command Sergeant majors, and Staffs), and two Company Level Classes (Company Commanders, First Sergeants, Platoon Leaders, Platoon Sergeants, and Squad Leaders).

This course will provide an opportunity to give our leaders deploying to the current theaters of operations a greater understanding of cultural idioms thus ensuring our junior leaders are better prepared for operations. This in turn increases the readiness of our units preparing them for combat operations. FORSCOM generates order designating aerial port of debarkation (APOD) and allocating seats.

- Time of Execution: Semi-Annually (2<sup>nd</sup> & 3<sup>rd</sup> Quarter each Fiscal Year)
- Additional Resources Required: OIF Funding
- OCO funded. If Fort Hood is the APOD, all the attending CONUS students arrive at FHTX to take chartered flight to Jordan, then return to FHTX to take connecting flights to home station. G3 TNG coordinates all actions.

### Fort Hood Battle Command Training Center (BCTC)

This new facility is designed to consolidate 12 buildings into one—BSC, four WW II wooden buildings near the BSC, 50,000 sq ft of the Soldier development center, and many other smaller buildings on this post. It is especially designed with reconfigurable Tactical Operations Centers, special communications considerations, including capability for antenna on the roof and SIPR, as well as pads outside the facility, classrooms, work cells, tech control, and office space.



To ensure funding in the next POM cycle, both Fort Hood and FORSCOM must list it as one of their top priorities in the Master Plan. Department of the Army, in coordination with Corps of Engineers Huntsville district, has developed standard designs for facilities that integrate virtual and constructive simulations, Command and control (C2) systems sustainment training, staff collective training, and exercises. Fort Hood Battle Command Training Center (BCTC) was programmed for Fiscal Year 12/13; however, it was not funded in recent POM.

- Time of Execution: If funded in Fiscal Year 2011-2012 then construction can begin in Fiscal Year 2013
- Additional Resources Required: **Unfunded for \$45,600,000 Million.** To ensure funding in next POM cycle, both Fort Hood and FORSCOM must list it as one of their top priorities in the Master Plan.

## Revision and Update to Fort Hood Troop Schools /Leaders Course Curriculum

The curriculums for the Company Commander/1SG Course, BN S3/XO, and Rear Detachment Operations courses will be modified to be more relevant, comprehensive, and improve attendance.

**Company Commander/First Sergeant Course:** Curriculum changes completed and class schedules distributed during inprocessing 1<sup>st</sup> Quarter, Fiscal Year 2009. Will begin enrollment during inprocessing by Apr 2009.

**BN XO/S3 Course:** Curriculum currently undergoing a second revision to reflect 2 days of garrison focused training and 3 days deployment focused training. Class schedules distributed during inprocessing 1<sup>st</sup> Quarter, Fiscal Year 2009. Will begin enrollment during inprocessing by Apr 2009.

### RDO Course: Date

- ✓ 1 Feb 2009
- ✓ 4 Feb 2009
- 25 Feb 2009  
POI Changes
- 12 Mar 2009
- 1 Apr 2009

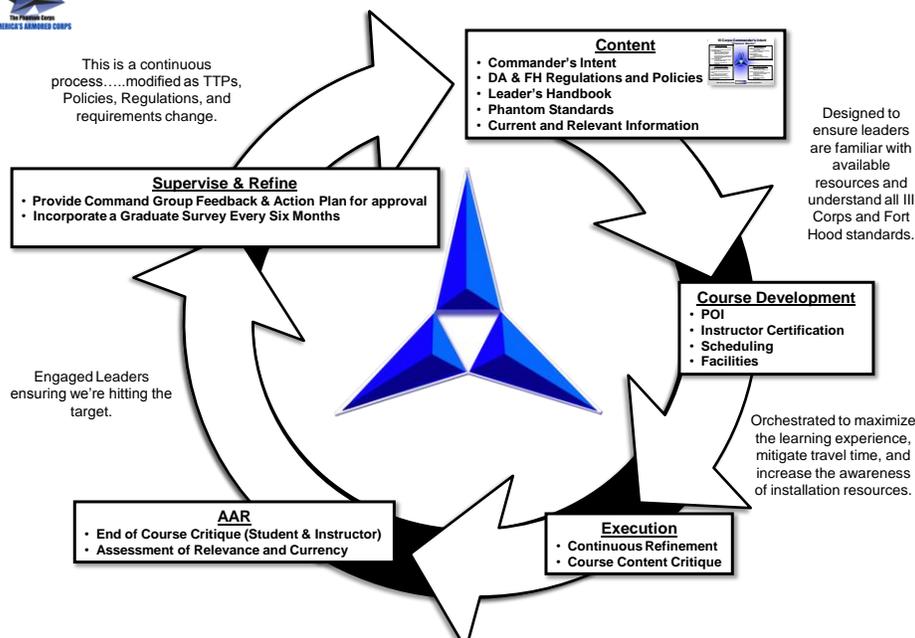
### Event

- Update the Fort Hood 350-1 to include RDO Course
- IPR #1—Mission Analysis and Initial Guidance
- IPR #2—Form RDO Tiger Team to determine
- IPR #3—Build RDO SOP & Task Order
- Implement Changes to the Course May-June

- Time of Execution: Ongoing
- Frequency: Monthly classes
- Additional Resources Required: None



## CDR/1SG & S3/XO Course Assessment & Validation



## Publish Updated Fort Hood Regulation 350-7 (III Corps & Fort Hood Troop Schools)

Fort Hood Regulation 350-7 will be updated to reflect current policies and procedures that govern Fort Hood Troop Schools. This provides Soldiers and leaders the information necessary to schedule and attend MOSQ necessary/enhancing schools on Fort Hood. Troop Schools ICW G3 TNG will make updates based upon changing requirements and new classes. Draft will be staffed by MSCs and III Corps Staff.

- Time of Execution: 3<sup>rd</sup> Quarter, Fiscal Year 2009
- Frequency: Bi-annual review and publishing
- Additional Resources Required: None

### **Unit Automated Reservation System (UARS)**

The Unit Automated Reservation System (UARS) enhances Soldier capabilities across all components of the Force through the effective management of individual-level training allocations in support of Commander's priorities and ARFORGEN reset cycle requirements - resulting in a balanced and combat-ready Army. UARS manages individual training seats/allocations that support the Army Force Generation Model (ARFORGEN), and the ALDP/Review of Education and Training of Army Leaders (RETAL) initiative. This system will allow more Soldiers to attend developmental courses required for career progression given the current constraints of training and deployments within the ARFORGEN model. Approximately 70% of the FHTX units have sent trainers to this course.

- Time of Execution: Ongoing; 2<sup>nd</sup> FHTX class March 2009, 1<sup>st</sup> FHTX class March 2009
- Additional Resources Required: None

### **Counter-IED Mobile Training Team on Fort Hood**

The establishment of a Counter-IED (C-IED) Mobile Training Team on Fort Hood will improve pre-deployment C-IED training for units that do not receive nor attend receive a Combat Training Center (The National Training Center or Joint Readiness Training Center) or equivalent event. The Counter-IED Mobile Training Team will accomplish this thru coaching, teaching, mentoring, and training unit leaders and battle staffs on their execution of U.S. Central Command's (USCENTCOM) IED-Defeat Tasks during their collective and capstone training events. The team consists of one LTC and 16 contractors. CMATT concept currently under review; III Corps is assisting FORSCOM in developing the concept for proponentcy of CMATT. FORSCOM will recommend to DA, that FORSCOM would assume proponentcy for CMATT with the conditions that FORSCOM can re-station, re-mission, and re-organize CMATT to meet FORSCOM requirements. FORSCOM will send this response to DA by mid-Feb 09.



- Time of Execution: Proposed for 2<sup>nd</sup> Quarter Fiscal Year 2009, concept currently under review.
- Additional Resources Required:
  - Coordination and approval through the Joint Improvised Explosive Device Defeat Organization (JIEDDO)
  - Instructional facility coordination with DPW

### **Route Clearance Training Service (RCTS)**

The Route Clearance Training Services (RCTS) provides both classroom instruction and a virtual simulator environment (referred to as the Virtual Route Clearance Trainer (VRCT) owned, operated, and maintained by a contractor. RCTS is intended to instruct route clearance operations, improve Soldier route clearance skills, teach the latest tactics, techniques, and procedures (TTPs) for route clearance, and how to employ the route clearance vehicles. The Route Clearance Training Service presents essential techniques that leaders must know how to employ in planning and skills that Soldier must know in the COE.

- Time of Execution: Completed, fielded 2 Quarter Fiscal Year 2009

- Additional Resources Required: Resources have been allocated (contractor and training systems)

### **College Fairs**

Fort Hood College Fairs are a semi-annual event. At these events local colleges are invited to participate in a one day event at the Education Center to provide information on their degree programs, scholarships, and application process. On-the-spot evaluations of transcripts and degree plans will be provided, so Soldiers and Family Members will know what is required to complete a degree. The Education Services staff hosts the Fair and is on-hand to assist the local colleges. The Fair is publicized throughout the installation.

- Time of Execution: Ongoing
- Frequency: Semi-Annual
- Additional Resources Required: None

#### Fiscal Year 2009:

19 Feb 09 (Thursday) Complete, 685 Soldiers attended (93% indicated the Fair was beneficial and 94% said they would encourage others to attend these events); 4 colleges and 3 other organizations present.  
13 Aug 2009 (Thursday)

#### Fiscal Year 2010:

17 Feb 2009 (Thursday)  
20 Sep 2009 (Thursday)

#### Fiscal Year 2011:

17 Feb 2009 (Thursday)  
29 Sep 2009 (Thursday)

- Additional Resources Required:
  - Education Services coordinates location
  - PAO to advertise and highlight the event

### **University Partnerships**

**University XXI:** III Corps will enhance its partnership with the University of Texas at Austin and with Texas A&M University to provide access to academia and applied research resources in support of the digitization and transformation process for the U.S. Army and sister services. III Corps will also use this partnership to look for other opportunities to provide valuable training to our leaders that is not normally available through the Military Education system.



University XXI (Texas A&M) current projects are:

- Universal Audit Tool Metric Study (Sponsor - CTSF-TD): Perform a technical study on the problem of defining the classes of unique measures (metrics) that will determine what software is present on a selected automation systems and the steps required to effectively use these effectively. These metrics will be a data component in a universal audit tool under development by the CTSF-TD Configuration Management department to conduct interrogations and audits of any system preparing to arrive to, or already at, the CTSF for certification testing.
- Collaborative Visual Analytics (Sponsor - OTC): Expand the existing data visualization framework, from previous Data Visualization tasks, into a collaborative visual analytic environment that will allow teams of analysts in different locations to collaborate in the



identification and analysis of interesting features within large datasets often produced in net-centric testing environments.

- Dynamic Entity Development (Sponsor - TRADOC Intelligence Support Activity (TRISA) - Threats & PM OneSAF): Develop a dynamic entity component runtime composition and a dynamic weapons seeking and acquisition capability for entity use in Army and Joint simulations. This is year one of a two year effort.

UXXI (Texas A&M) also has three tasks that will be starting in March (all sponsored by TRISA):

- a. Incorporate Cyberwar effects into the Civilian Information Infrastructure Model.
- b. Collect and process data from Iraq IZ5 teams to validate JNEM/Minerva mood, economic, political, and social models.
- c. Serve as System Integrator for the proof of principle Hybrid IED Defeat Network Trainer (HINT) Federation.

University of Texas current projects are (also see [www.uxxi.org](http://www.uxxi.org)):

- a. MyBase for the Air Education Training Command to develop metrics for measuring blended learning in terms of LVC.
- b. III Corps Data Fusion is a moving forward after a few changes in direction. There is a proprietary architecture in final development to use in addressing their requirements to the TRADOC community or handing off to a PM to give their contract to develop. This is a very ambitious effort.
- c. Knowledge Management Project headed by Mike Curci, which is assisting OTC to address issues of capturing experiential data and information of an aging work force. Also, tabling with them on how to recruit the next generation government worker for OTC.
- d. Electronic Digital Thread Countermeasures (classified project)

Three new projects, which we should start in May or June, are:

- a. Virtual Simulation Learning Platform. Develop system design and prototype to meet current and future mission requirements using best instructional design and technology available within resources provided.
- b. CTSF Credibility Through Test Personnel Certification. Define and develop CTSF test personnel certification program.
- c. BCTS MC4 Interoperability. Phase I: Investigate the viability of developing the capability which will include a system design document and cost analysis. Phase II: Based on a decision to move forward based on phase I recommendation to fully develop and test the MC4 simulation Server.

**University Partnered Projects:** III Corps will increase the number of joint projects that are conducted utilizing university knowledge and expertise. Such projects in the past have included the High Velocity Electromagnetic Weapon with the University of Texas, and the cedar thinning project with Texas A&M University. Current projects include a III Corps G3 generated a statement of work for and the Naval Postgraduate School to provide PSOM development, simulations and personnel support for the period Feb 09 to Jun 10. Cost is \$2.5M. Intent is to better prepare the Corps staff to plan, conduct and assess PMESII operations. This near-term effort is intended to supplement the concurrent long-term Capacity Building efforts

- Time of Execution: ongoing
- Additional Resources Required: UXXI projects are funded either through the Army G8 or by using unit funds via various contracting vehicles such as PEO-STRI.

### **Continuing Education for Senior Leaders (CESL)**

CESL is a continuing education sustainment program for employees after completion of the CES Advanced Course. CESL brings senior Civilians, GS-14/15 or comparable military pay grade, COL, LTC, CW5, CW4, CSM and SGM together to discuss current and relevant issues facing the Army. CESL is a one week resident program that consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises on subjects like national security personnel challenges, strategic thinking, knowledge management, and cultural well-being. Employees selected for CESL are required to complete pre-course work which consists of reading materials and written assignments. These requirements are provided to selectees thirty days prior to the start of the course.

- Time of Execution: CESL classes begin 17 Oct 08
- Additional Resources Required:
  - Pre-course work material
  - Civilian Employees apply through the Civilian Human Resources Training Applications System (CHRTAS) – website: <https://www.atrrs.army.mil/channels/chrtas>
  - Military personnel apply to the AMSC Registrar at <http://www.amsc.belvoir.army.mil/cesl>
  - Fiscal Year09 Distribution : FORSCOM (2); IMCOM (28); MEDCOM (11)

### **Publish Updated Fort Hood Regulation 350-1 (III Corps & Fort Hood Training Catalog)**

Fort Hood Regulation 350-1 will be updated to outline current policies, procedures, and strategies governing training within III Corps. This regulation provides units with the necessary guidance to successfully plan and execute training.

- Time of Execution: Ongoing
- Frequency: Bi-annual
- Additional Resources Required: None

### **The Leader Development & Education for Sustained Peace Program (LDESP)**

The Leader Development & Education for Sustained Peace program conducts graduate-level educational seminars and distance learning programs for military and Civilian Leaders deploying to Stability Operations. Current programs focus on Iraq, Afghanistan, Kosovo, and Bosnia. Programs are focused to meet the operational needs of the military and civilian leader through survey courses, graduate-level educational seminars, and distance learning programs.

- Time of Execution: Pre-deployment
- Additional Resources Required:
  - Seminar dates must be coordinated and briefing facility reserved. LDESP opens unit account to register students for on-line classes. FRAGO published.

### **Counterinsurgency (COIN) Academy**

The COIN Academy introduces leaders to the latest doctrine, historical vignettes, as well as critical tactics, techniques, and procedures for planning and conducting operations in the greater context of a counterinsurgency. BCTP conducts 3-5 day COIN Seminars in support of OIF/OEF deploying Brigade Combat Teams (BCTs) to enhance key leader situational understanding of the OIF/OEF environs. Refine Commander and Battle Staff thinking from the Company to BCT level with regards to the nature of insurgencies and the doctrinal fundamentals of counterinsurgency operations. Share the most recent FORSCOM, TRADOC, and Theater guidance to assist units in refining pre-deployment training. Expose leaders to various Army and Joint MTTs available to assist throughout the pre-deployment training. Complement Theater COIN Academy's Leadership Course allowing them to adjust to a higher level of counterinsurgency training.

- Time of Execution: Pre-deployment

- Additional Resources Required:
  - Seminar dates must be coordinated and briefing facility reserved.
  - FRAGO published.

### **III Corps Professional Development Program**

Series of monthly briefings designed to better prepare our leaders for full spectrum operations. Connect, where possible, Operations Themes with EO/Cultural presentations and Spiritual Fitness presentations to create a coordinated program. OPD themes will also be linked to Stable Call.



**Phase I:** During this phase on a monthly thematic basis we will learn about and consider all the elements of national power which can be applied in accomplishing our strategic objectives, using the MIDLIFE construct: military, intelligence, diplomatic, law enforcement, information, finance, and economic elements.

**Phase II:** During this phase on a monthly thematic basis we will apply the MIDLIFE construct to a strategic overview of the areas of interest and influence where we are likely to conduct operations (Iran, Pakistan, Afghanistan, and Iraq)

**Phase III:** By this time we should have received our mission and will be able to analyze in detail on a monthly thematic basis our future operational environment (Iraq or Afghanistan) using the PMESII construct (Political, Military, Economic, Social, Informational, and Infrastructure).

- Time of Execution: Ongoing
- Frequency: Monthly

#### **Phase 1 Midlife**

Nov 08: National Intelligence Community's Support for WOT  
 Dec 08: Communicating for Effect -- Shaping the Environment  
 Jan 09: Law Enforcement and Rule of Law in WOT and Stability Operations  
 Feb 09: Combating Criminals, Terrorists, Insurgents--Financially  
 Mar 09: "Smart Power"— "Whole of Government" Approach to Nation-Building

#### **Phase II Regions**

Apr 09: Iran  
 May 09: Pakistan  
 Jun 09: Afghanistan  
 Jul 09: Iraq

#### **Phase III PMESII**

Aug 09: Political System  
 Sep 09: Military and Security Forces  
 Oct 09: Economic System  
 Nov 09: Social/Religious Systems  
 Dec 09: Informational Systems  
 Jan 10: Infrastructure Systems

- Additional Resources Required: Conference Room and VTC Scheduling. Guest speaker coordination.

**Increase the Number and Quality of Training Devices and Simulators (TADSS)**

Increasing the number and improving the quality of training aids, devices, and simulators on Fort Hood enhances the training and deployment posture for units within III Corps, Reserve and national Guard units mobilizing on Fort Hood, as well as units and agencies external to Fort Hood. III Corps will also acquire V-C-G solutions to assist in developing proficiency in the non-kinetic aspects of full spectrum operations, such as governance and economic development. The various training aids, devices, and simulators are displayed below:

Time of Execution: Ongoing

Additional Resources Required: \$1,605,000 for shelters; see details below

<b>Initiative</b>	<b>Funded</b>	<b>Unfunded</b>	<b>Remarks</b>
Engagement Skills Trainer (23 OH, going to 29 OH by Fiscal Year 2011)	0	-\$750,000	Building to house EST
HMMWV Egress Trainer (3 OH, going to 4 by Fiscal Year 2009)	\$65,500		Shelter for HEAT COMPLETE
Fire Support Combined Arms Tactical Trainer (1 OH, going to 2 by Fiscal Year 2009)	0	-\$105,000	Shelter for FSCATT
Call for Fire Trainer (8 OH, going to 17 by Fiscal Year 2011)	0	-\$750,000	Building to house CFFT
Close Combat Capability Kits (CCMCK) (0 OH, going to 6 BCT sets by Fiscal Year 2009)	0		
Combat Vehicle System (CVS) (0 OH, going to 1 HBCT set by Fiscal Year 2009)	0		Slipped to Fiscal Year 2010
IED Effects Simulator (0 OH, going to 20 by Fiscal Year 2011)	0		
Crew II (144 OH, going to 342 by Fiscal Year 2011)	0		
Fixed Close Combat Tactical Trainer – CCTT-RVS	0		REQ 4 in Fiscal Year 2010
Home Station Instrumentation System (HITS)	0		Required Fiscal Year 2010
<b>TOTALS</b>	<b>\$65,500</b>	<b>(\$1,605,000)</b>	

**Publish III Corps Command Training and Leader Development Guidance (CTLDG)**

The CTLDG describes the III Corps Commander’s vision as well as training and leader development guidance for supporting the Army, FORSCOM, and III Corps mission. The essentials of Leader Development in the CTLDG are 1) Creating an environment that encourages subordinates to value self-development and lifelong learning; 2) Affords leaders, to include Civilian Leaders, the opportunity to attend Professional Military Education on schedule; 3) Provide leaders with the opportunity for self-evaluation of their leadership skills through periodic multi-source assessment and feedback; 4) Draw on the experience that the young leaders throughout the Corps have gained by harnessing the intellectual agility that has served them and us so well in combat; 5) Creating and encouraging relevant opportunities outside the operational force for broadening experiences which enhance Full Spectrum thinking without penalizing careers; 6) Taking time during reset to review, analyze, write down and share lessons from personal experiences with peers and subordinates; 7) Increase the opportunities for leaders to expand their cultural and language proficiency.

- Time of Execution: Semi-Annually in 1<sup>st</sup>/3<sup>rd</sup> Quarter of Fiscal Year (1<sup>st</sup> Quarter Fiscal Year 2009 complete, 3<sup>rd</sup> Quarter under revision)
- Additional Resources Required: None

### **Mobile Sustainment Training & Assistance Team (MSAT)**

A resident Fort Hood Team that provides initial and refresher training on a vast array of commercial and military communication systems. Classes designed for both operators and staff. See Course listings below:

<b>Course Title</b>	<b>Target Audience</b>	<b>Training Type</b>	<b>Length</b>
JNN Operator Maintainer	JNN Switch Operators	C + HO	4 Weeks
Battalion Command Post Node	CPN Operators	C + HO	2 Weeks
HCLOS	LOS OPR	C + HO	3 DAYS
WIN-T Staff Overview	Staff Officers & NCOs	C + HO	1 Week
Router Fundamentals and Operations	Switch Operators and Staff	C + HO	1 Week
Router Management	Switch Operators and Staff	C + HO	1 Week
JNN Architecture and Theory	Staff Officers & NCOs	C + HO	2 Weeks
Information Assurance	Staff Officers & NCOs	C + HO	1 Week
TACLANE	System Administrators	C + HO	4 DAYS
Cisco Call Manager	Switch Operators and Staff	C + HO	1 WKS
REDCOM IGX	Switch Operators and Staff	C + HO	1 WKS
Promina	Switch Operators and Staff	C + HO	1 WKS

- Time of Execution: Monthly
- Additional Resources Required: Program contract is set to expire in April 2009. MSTAT was funded by the Army Signal Center and supplemented with three additional instructors by Fort Hood. The Army did not renew the MSTAT program at Fort Hood when they renegotiated the support contract for JNN & WIN-T. The MSE G6 is working with CECOM to have the current contract extended, providing time to put a new contract in place here at Fort Hood independently.

### **III Corps Terms of Reference**

The Corps Terms of Reference communicates the roles and functions of the III Corps Command Group in relation to the Mission Support Element, Garrison, and TRA units.

- Time of Execution: Completed Oct 2008: Annual
- Additional Resources Required: None

### **Provide Mission Focused Medical Training**

This training provides the necessary AMEDD directed and National Registry certification and recertification requirements. It also allows for mission specific training by adapting off-the-shelf POIs to enhance perishable skills based on Commander's needs. The training conducted is Heartsaver Cardiopulmonary Resuscitation (CPR) Combat Life Saver (CLS), EMT-B, EMT-B Recertification, Basic Life Support, and Combat Medic Advanced Skills Training (CMAST). Troop Schools through Central Texas College (CTC) or the Medical Simulations Training Center (MSTC) can provide adaptable training in order to meet Commanders post or pre-deployment medical training needs. III Corps goal is that every Soldier is Combat Lifesaver trained and certified.



In order to continue improving our ability to “train as we fight,” we will continue to improve the quality, realism, and throughput of our (MSTC). We will conduct these improvements in three distinct phases. Phase I (Improvements to the current site) will consist of enhancing the outdoor lane by increasing land space, fencing, and vehicle mock-ups. Phase II will consist of upgrading the classrooms, increasing the number of students trained from 2500 to 5000 per year, increasing the number of instructors, and upgrading the ability to control the environment in the building. This training area will become the basic building block of our care under fire training.

In phase II (Additional Capability) we will pursue additional MSTC capability that will be incorporated into the current MOUT environment. This second capability will have two functions. It will serve as additional capability to support a surge in training requirements and as the next level of difficulty by adding a realistic casualty scenario and MASCAL capability to our MOUT training areas. This training area will become the advanced level of our care under fire training.

The DPTMS is assigned overall non-medical support of the MSTC. They provide general oversight, integration, and coordination of MSTC operations as a training capability/enabler of the installation; available to all tenant units and those within the area of responsibility.

- Time of Execution: TBD
- Additional Resources Required:

Initiative	Funded	Unfunded
MCA Funds (Troop Schools (CTC); EMT-B FMT-Refresher; Advanced C.I.S; Advance FMT; C.I.S)	\$400,000	
CLS (annually)	\$180,156	
CMAST (annually)	\$52,870	
Paint Marker for training	\$928	
<b>MSTC/ Troop School Totals</b>	<b>\$633,954</b>	

### **Track Medic 68W Professional Development**

Provides oversight and reporting of medic training status to the AMEDD community and Chain of Command regarding the 68Ws compliance with the Federal Registry baseline standard of Emergency Medical Technician -Basic (EMT-B). This also provides Commanders a standard to measure their low density Soldier's (medics) readiness.

- **Quarterly Process Action Team meetings to ensure that 68Ws remain MOS qualified:**

The III Corps Surgeon, Army EMS, along with other FORSCOM units participate in a Process Action Team (PAT) quarterly on the third Thursday of the month to review current status of 68Ws and their compliance to the EMT-B Standard. This EMT-B is the minimum medic qualification every 24 months. The PAT reviews installation level, then DA across COMPO 1, 2, & 3.

- **Ensure dissemination TC 8-800 (Annual Combat Medic Skills Validation Test – ACMS-VT)**

TC 8-800 provides units with the necessary guidance to successfully plan and execute 68W training. It will be a useful and relevant document that describes the how to train and what to test here on Fort Hood. Depending on availability and applicability, Commanders will use the Combined Arms Training Strategy (CATS) to determine required training events outlines in AR 220-1. As indicated in AR 350-41, CATS current strategies describe training events, frequency of events, and the resources required to train to standard. All CATS that contain 68Ws prescribe

that the ACMS-VT will be administered annually. Annually, it will be reviewed and updated to ensure our policies, procedures, and strategies for training in III Corps and Fort Hood are current with the COE and our mission.

- Time of Execution: Quarterly
- Additional Resources Required: None

## **LD2—Maintain Constant Communication**

### **Goal:**

Soldiers and Families are aware of their deployment cycle, Command relationships, and changes in the Fort Hood community through constant leader communication.

### **Methods (“the How”):**

#### **Leader Call/Stable Call**

This is a monthly event where the Commanding General meets with and discusses his monthly highlights and priorities with Senior subordinate Commanders and Command Sergeant Majors. These events highlight the core concepts of teamwork, esprit-de-corps, and maintaining communication in the Corps Commander’s intent.

- Time of Execution: Monthly
- Additional Resources Required:
  - Coordination for venue
  - Theme linked to Corps OPD concept and discussion topics

#### **Heavy BCT Warfighter’s Forum Governance Meetings**

IAW the HWfF Charter, the HWfF receive guidance and counsel from the HWfF Executive Council (EC) consisting of the three Army Command (ACOM) Commanding Generals (FORSCOM, TRADOC and AMC), three Corps Commanders (I Corps, III Corps and XVIII Corps), and CAC Commander. The Executive Directors’ Steering Committee (ECSD) consisting of designated general officers from the ACOM’s HWfF and CAC-K and BCKS. Further developmental guidance is received through the ACOM Action Officer Board of Directors and HWfF Working Groups consisting of FORSCOM, the HWfF Directors’, CAC, BCKS, and TRADOC Capability Managers (TCM) supporting BCT formations. The Mission of the forum is to enhance Heavy Brigade Combat Team leader development, individual and collective training across the full spectrum of operations. Serve as a training, doctrine and force design conduit for the Army’s HBCTs to perform at higher level of mission proficiency.

- Time of Execution: Annual
  - ACOM Executive Council (4-Star-level) – Once annually
  - HWfF Executive Directors’ Steering Committee (1&2-Star-level) – Four annually
  - HWfF Action Officer Board of Directors – Four annually
- Additional Resources Required: Adobe Connect NIPR and SIPR; Travel funding

#### **Fort Hood Quarterly BCTB Newsletter**

Quarterly newsletter that provides information on new and existing capabilities that is resident with the Fort Hood Battle Command Training Branch.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2009
- Frequency: Quarterly
- Additional Resources Required: None

### **Weekly PAO Guidance**

PAO will publish a weekly guidance similar to what is produced in theater. This guidance will include a series of themes and talking points for use during the upcoming week.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2009
- Frequency: Weekly
- Additional Resources Required: None

### **Improve Fort Hood Television**

PAO will develop a plan to improve Fort Hood Television and make it one of the most watched stations in the viewing area. As part of the plan to increase viewing among Soldiers, every facility on Fort Hood that has televisions in common areas for viewing (gyms, waiting rooms) will have one set tuned to Fort Hood Television (complete).

- Time of Execution: Fiscal Year 2009
- Additional Resources Required: Survey of viewing area

### **III Corps CG's TRA Conference**

III Corps CG addressed Leaders on Wednesday 5 Nov 2008 (1430-1630) at Club Hood. The CG provided the "how" of TRA in the areas of Funding, Training, USR, Rating Schemes, Awards, and other relevant TRA topics to ensure leaders understood the relationships from top to bottom. Upon completion of the TRA Conference attendees are invited to remain for a stable call at Club Hood.

- Time of Execution: Ongoing
- Frequency: Quarterly (conferences or updates)
- Additional Resources Required: Conferences conducted when major TRA changes occur. Reserve location, submit work order for two screens, podium, and microphones (including lavalier mic). Coordinate for photographer
- Updates conducted when minor TRA changes have occurred. Executed via VTC or message to the field when deployed

### **IED Shareholders Meeting and Newsletter**

The IED Shareholders Meeting is a monthly meeting to gather units, installation, and IED-D organizations to discuss improving IED-D training. This meeting serves to synchronize planning and scheduling of resources. It is also a primary forum for units to provide feedback on training resources. There will also be a newsletter that will be published quarterly to keep the Fort Hood community informed on ongoing training and resources available.

- Time of Execution: Monthly meeting and quarterly newsletter.
- Additional Resources Required: None



### **Implement the III Corps ARFORGEN Process**

The overarching goal is to implement a process that allows ARFORGEN issues to be identified and synchronized to allow for the best manning, equipping, and training solutions to allow units to properly train, certify, and deploy for DEF or CEF missions. The III Corps process framework is being structured around the existing processes and timelines implemented by FORSCOM. The

cornerstones of the III Corps ARFORGEN Process are either in place, or being created. The process is evolving and III Corps intent is to make the process simple, understandable, and routinely repeatable. The cornerstones of the III Corps ARFORGEN Process are in place or being created:

- a. The External ARFORGEN VTC (As required).
  - b. III Corps Quarterly Training, Support and Resourcing Alignment Meeting.
  - c. The ARFORGEN Staff Action Tracker (ASAT).
  - d. The FORSCOM brigade and above timeline charts.
  - e. The III Corps and Fort Hood battalion and below timeline charts.
  - f. Creation and integration of the ARFORGEN Planning Team with the Corps Planning Team.
- Time of Execution:
    - ARFORGEN process on-going
    - III Corps has a standard battle-rhythm
    - Awaiting official DA ARFORGEN SOP.
  - Additional Resources Required: None

Processes that identify and synchronize the best manning, equipping, and training solutions to allow units to properly train, certify and deploy for DEF or CEF missions are:

#### Weekly

- CUB (8.A-E)
- III Corps ARFORGEN Meetings
- ARFORGEN Staff Action Tracker (ASAT) Updated
- Facility AOWG
- III Corps FI AOWG (Bi-weekly)

#### Monthly

- III Corps updates unit deployment charts and slides
- FORSCOM Training, Support & Resourcing VTC
- FORSCOM- Force Integration VTC
- Installation Action Officer Working Group

#### Quarterly

- III Corps Training Support & Resourcing Alignment Brief
- III Corps Training, Support & Resourcing Conference
- Heavy War-fighter Forum
- TRA Conference

#### Semi Annually/ Annually

- III Corps External ARFORGEN VTC (As required)
- FC ARFORGEN Sync Conference (Semi-Annual)
- FC G2 Sync Conference (Semi-annual, III Corps attends as required))
- FC Transportation Deploy/Redeploy Conference (Semi-Annual)
- HQDA Equipping Conference (Semi-Annual)
- HQDA ARFORGEN GOSC
- FC Global Sourcing Conference
- ARCENT Force Flow Conference (Semi-Annual)
- CENTCOM Force Flow Conference (Semi-annual)

#### **Unit Automated Reservation System (UARS)**

See above for description (LD1)

## **Command Training and Leader Development Guidance**

See above for description (LD1)

## **III Corps Terms of Reference**

See description above (LD1)

# **LD3—Advocate Teamwork in all Endeavors**

## **Goal:**

Develop and execute training and activities that build teamwork from the small unit to the Corps level through active Leader and Soldier involvement.

## **Methods (“the How”):**

### **III Corps Master Gunners Conferences**

These Conferences will assist the Master Gunners in returning/re-deploying units in preparing for their period of collective training. Topics will include changes to standards, range upgrades, available resources (training aids, simulators, mobile training teams, and de-conflicting range requirements and scheduling. These conferences serve as an opportunity to receive feedback from Master Gunners on what support they require to improve training and prepare their units for deployment.

- Time of Execution: Ongoing
- Frequency: Quarterly, Coincides with HWfF
- Additional Resources Required: Adobe Connect

### **Heavy BCT Warfighter’s Forum Symposium**

This is a community wide symposium hosted by the III Corps Commander. The purpose is to discuss issues, ideas, and trends within the heavy war-fighting community. The mission of the forum is to enhance Heavy Brigade Combat Team (HBCT) leader development, individual and collective training across the full spectrum of operations. The symposium also serves as a training, doctrine and force design conduit for the Army's HBCTs to perform at higher levels of mission proficiency.

- Time of Execution: Ongoing
- Frequency: Every six weeks
- Additional Resources Required: Adobe Connect. SIPR connectivity (FORSCOM or DCO); SIPR workstations for use by Corps Command group; dedicated SIPRNET connectivity for HWfF staff

### **Heavy BCT Warfighter’s Engagement Visits**

The purpose of the Heavy BCT Warfighters’ Forum (HWfF) engagement visits is to conduct strategic communication and marketing of the HWfF and improve communications with HBCTs to ensure that actions are taken to address unit knowledge requirements and obtain feedback. The HWfF

engagement team attends key Army-wide events, to include the Armor and Infantry branch war-fighting conferences, the annual Association of the United States Army (AUSA), The Training, and Doctrine Command (TRADOC) and Combined Arms Center (CAC) knowledge management conferences, and the Army National Guard conference. The team conducts live, telephonic, and



virtual visits with key HBCT community leadership to discuss heavy war-fighting capabilities and solicit feedback on issues and support needs.

- Time of Execution:
  - Divisions (2-3 per year) [6 AC Divisions owning HBCTs; 7 ARNG JFHQ-S/TAGs]
  - HBCTs (6 per year) [19 AC HBCTs; 7 ARNG HBCTs]
  - TRADOC Centers Of Excellence (1-2 per year) [8 COEs]
  - Armor/Infantry War-fighting Conferences [May/Sep]
  - AUSA Annual Conference[Oct]
  - TRADOC/CAC [Knowledge Management Conferences, Oct]
  - ARNG Conference [Sep]
- Additional Resources Required: Schedule of Army-wide conferences; coordinated schedule with Divisions owning HBCTs; sufficient travel funding to make on site visits.

### **III Corps Terms of Reference**

See above description (LD2)

### **Command Training and Leader Development Guidance**

See above description (LD1)

### **Leader Call/Stable Call**

See above description (LD2)

### **Publish Updated Fort Hood Regulation 350-1 (III Corps & Fort Hood Training Catalog)**

See above description (LD1)

## ***LD4— Maintain Professionalism and Exhibit Selfless Service in All Things***

### **Goal:**

Leaders and Soldiers that act professionally, train professionally, and have a solid moral foundation.

### **Methods (“the How”):**

#### **Phantom Standards and Leaders Book**

The Phantom Standards and Leaders Book outlines the standards and policies to guide III Corps Soldiers and Leaders through daily business both on and off installation. The comprehensive publication and distribution of the standards will increase the professionalism displayed within III Corps, and improve the public perception of all III Corps Soldiers. The guide will be published in pocket format to facilitate quick reference.



- Time of Execution: Published 2<sup>nd</sup> update April 2009
- Frequency: review every 6 months
- Additional Resources Required: None

### **Range Control Orientation Course**

Range Control conducts monthly classes on site with leaders from across Fort Hood in order to familiarize them with Range Control operations, personnel, and facilities. The training load will determine if class should be held more frequently. This course will be included in Fort Hood Regulation 350-40.

- Time of Execution: Ongoing
- Frequency: 1<sup>st</sup> Quarter Fiscal Year 2009, monthly
- Additional Resources Required: None

### **Leader Skills Classes**

Fort Hood Education Services offers classes in counseling and evaluations for Non-commissioned Officers and Soldiers. These classes are held every other month and typically have 12 to 14 Soldiers per class. Education Services will conduct classes at the unit level if the unit has more than 10 Soldiers enrolled.

- Time of Execution: Ongoing
- Frequency: Bi-monthly
- Additional Resources Required:
  - Minimum of 10 Soldiers for unit level classes
  - Classroom availability

### **Federal Governments Program: Capacity Building Training Strategy**

The purpose is to prepare Soldiers, leaders and staffs from platoon to corps level to recognize, assess, resource, resolve, and transition to civil authorities the services, infrastructure, facilities, governance, and economic processes that are essential to a functioning and autonomous local governance. In order to fill this gap in home station training, there is a need for a training environment that produces corps level and below concurrent, dynamic, and challenging events related to capacity building and municipal services.

**Corps Level and Below Capacity Building Trainer:** Feb 2009, III Corps has submitted an Operational Needs Statement to FORSCOM for a simulations/gaming solution to provide a semi-immersive training environment for corps level and below leaders and staffs on how to concurrently manage their common operating picture/battle space during lethal and non-lethal events. III Corps continues to explore the use of other systems, such as Peace Support Operations System 2, as interim solutions.

**Capacity Building Classes:** Education Services will pursue the development of classes through partnership with area universities. Initial coordination has been conducted with Texas A&M.

**Training with Industry:** Enables officers, and senior NCOs who have contact with civilian industries and government in performing official duties to train with industry to gain knowledge, experience, and perspective in industrial management and operational techniques. This program will provide a training opportunity not available through existing military or advanced schooling programs. III Corps will develop a program to formalize these training opportunities and schedule them as recurring events for units to participate in.



### **Strategic Engagements**

As required, the III Corps leadership will conduct strategic engagements with industry, local, state, and federal government agencies to develop leader training programs to prepare unit

Commanders and Staffs to successfully operate across the full spectrum of conflict. The Capacity Building Training Strategy Training Strategy has been submitted for potential publication to several military periodicals and journals.

- Timeline of Execution: Formal program to be developed in Fiscal Year 2009. Strategic engagements occur as needed
- Additional Resources Required: None.

**PAO and IO Professional Development**  
See above description (LD1)

**Phase III of the Soldier Development Center**  
See above description (LD1).

**Publish Updated Fort Hood Regulation 350-1 (III Corps & Fort Hood Training Catalog)**  
See above description (LD1)

**III Corps Officer Professional Development Program**  
See above for description (LD1)

**Heavy War-fighting Forum Symposium**  
See above for description (LD3)

**Heavy War-fighting Engagements**  
See above for description (LD3)

**Fort Hood: Increase the number and quality of training devices and simulators (TADDS)**  
See above for description (LD1)

**Revision and Update to Fort Hood Troop Schools Curriculum**  
See above description (LD1)

**Publish Updated Fort Hood Regulation 350-7 (III Corps & Fort Hood Troop Schools)**  
See above description (LD1)

**Counterinsurgency (COIN) Academy**  
See above description (LD1)

***LD5— Ensure Adherence to Standards***

**Goal:**

Leaders and Soldiers in III Corps and Fort Hood are both knowledgeable of Corps standards and act in accordance with those standards on and off duty.

**Methods (“the How”):**

**Corps Policy Letter Update**

Review and update existing Corps policies and implementation of new policies when applicable. Policies are to be nested with Corps Commanders intent



and guidance. Full dissemination to subordinate units after policies are updated.

- Time of Execution: Completed 2<sup>nd</sup> Quarter, Fiscal Year 2009, Semi-annual review
- Additional Resources Required: None.

#### **Corps Staff Assistance Visits**

IAW III Corps and Fort Hood Regulation 1-201, SAVs and OAPs are available to assist unit Commanders in achieving and maintaining excellence by taking advantage of the resident knowledge from within the Corps and Garrison staffs. The purpose of the Staff Assistance visits are to attain a high state of overall unit readiness and welfare, in addition to being fully prepared for mandated inspections from U.S. Forces Command (FORSCOM) and the Department of the Army.

- Time of Execution: As requested. Fort Hood Regulation 1-201, Phantom Warrior Inspection Policy, published 6 Feb 2009.
- Additional Resources Required: None

#### **Individual Replacement Training transitions to the Military Support Element (MSE)**

The transition of Individual Readiness Training (IRT) from tasked and rotating military manpower to a permanent Military Support Element team will further improve the quality and professionalism of IRT instruction. It also increases the stability of instructors while simultaneously reducing tasking requirements on resident units. MSE IRT will pursue ways to increase throughput of replacement Soldiers. MSE has hired a 39-person IRT cell consisting of a 4-person Command Control element and 35 instructors.



- Time of Execution: Completed 1<sup>st</sup> Quarter, Fiscal Year 2009
- Additional Resources Required: \$1,600,000 Funded

#### **Training Meeting Videos**

Battalion and Company Training Meeting videos will be distributed to all units. This will help ensure that training meetings are being conducted to standard. The Training Support Command ordered these training videos in the First Quarter of the Fiscal Year 2009. G3 Training is overseeing distribution to units. Units will be canvassed twice a year to see if they require additional copies of the videos. CAC-T and ATSC continue to collaborate on the production of new battalion and company-level videos to meet a III Corps training requirement. Current interim solution is using a high quality Company Training Meeting video produced by ALMC which is posted on SharePoint at <https://webportal.hood.army.mil/sites/iiicorps/g3/plex-tr/training/default.aspx> and taught in the Commander/First Sergeant Course. 500 copies are in current production and the video began broadcast on Fort Hood Channel 10 in Feb 2009.

- Time of Execution: Ongoing
- Frequency: Semi-annual distribution
- Additional Resources Required: Videos

#### **Phantom Standards and Leaders Book**

See above description (LD4)

## **LD6— Execute Monthly, Detailed Written Counseling**

### **Goal:**

All Soldiers and leaders conduct and receive effective monthly written counseling.

### **Strategies (“the How”):**

#### **Leader Skills Classes**

See above description (LD4)

#### **Phantom Standards and Leaders Book**

See above description (LD4)

#### **Corps Staff Assistance Visits**

See above description (LD5)

## **LD7— Include Risk Assessment and Mitigation in Everything We Do**

### **Goal:**

Leaders and Soldiers enforce safety, act safely, and train safely through effective risk assessments and mitigation.

### **Methods (“the How”):**

#### **Corps Safety Councils**

The Corps Safety Office will schedule and conduct quarterly safety councils. The council is chaired by the Commanding General and will include Commanders from all major subordinate Commands (MSC/TRA) units. Outlying units will participate via VTC. This is in accordance with the Corps Command Policy SAFETY-01, subject: III Corps Command Risk Management and Accident Prevention Program,

- Time of Execution: Ongoing
- Frequency: Quarterly
- Additional Resources Required: None

#### **Army Readiness Assessment Program (ARAP) - Battalion Commander Safety Course**

The Army Readiness Assessment Program (ARAP) is a battalion Commanders' tool to address the root causes of accidental loss by focusing on organizational climate and culture. The assessment captures unit posture on Command and control, standards of performance, accountability, and risk management. Battalion Commanders or equivalent will register in ARAP within 90 days of assuming the Command and have unit personnel complete the online safety climate survey within 45 days of the Commander registering. The ARAP website is at <https://unitready.army.mil/>.

- Time of Execution: Ongoing
- Frequency: On demand (on-line), one time enrollment for Battalion Commanders
- Resourced required:
  - U.S. Army Combat Readiness / Safety Center Army Readiness Assessment Program

### **Commanders Safety Course**

The Commanders Safety Course (CSC) provides Commanders with the tools to manage their unit safety programs effectively and to incorporate composite risk management into all unit planning and activities. The CSC is an online course required for all Commanders per AR 385-10, para 10-6a - "Company grade officers must complete the Commander's Safety course prior to assuming Command...Brigade and Battalion level Command designees must complete the Commander's Safety Course prior to attending the Fort Leavenworth Pre-Command course."

- Time of Execution: Ongoing
- Frequency: On demand (on-line); Commanders must complete course prior to assuming Command
- Additional Resources Required:
  - U.S. Army Combat Readiness / Safety Center Leaders Corner

### **Fort Hood Local Safety Training Course**

The Safety Office will conduct a monthly Safety Officer Course for first-line leaders/additional duty safety personnel to ensure they possess the tools needed to manage an effective unit safety program and incorporate composite risk management into all unit planning and activities. Additionally, safety will be brief at all Company Commander/First Sergeant and Battalion S3/XO orientations

- Time of Execution: Ongoing
- Frequency: Monthly
- Additional Resources Required: Scheduling through Troop Schools

### **Additional Duty Safety Course (ADSC)**

NCO Leadership at all levels complete online training to ensure safety principles are understood and can be applied to every activity/mission to ensure hazard mitigation. Go to: <https://cra.army.mil/leaderscorner/> for details. Senior NCO leadership "partner" with unit Commander to ensure safety programs are understood and effective. Unit CSMs and First Sergeant should complete the Commander's Safety Course. Platoon Leaders and unit safety officer/NCO must complete the Additional Duty Safety course – An online course required per AR 385-10 para 10-8 c for all additional duty safety personnel - "Additional duty safety personnel on active duty are required to complete the ADSC within 30 days of appointment and the local Safety Office training course.

- Time of Execution: Ongoing
- Frequency: Continuously as unit additional duty safety personnel are appointed
- Additional Resources Required: Connectivity to internet for online course; local safety training

### **Revision and Update to Fort Hood Troop Schools Curriculum**

See above description (LD1)

### **Publish Updated Fort Hood Regulation 350-1 (III Corps & Fort Hood Training Catalog)**

See above description (LD1)

### **Phantom Standards and Leaders Book**

See above description (LD4)

### **Corps Staff Assistance Visits**

See above description (LD5)

# Force Well Being

As the nation continues in its sixth year of war, our Armed Forces continue to defend our homeland, protect the American People from our enemies through our forward presence engaged in combat operations, champion our vital national interests and provide support to the civilian authorities in response to domestic emergencies such as hurricane relief. Projections are that our nation finds itself in an era defined by persistent conflict that may last for decades to come. Accordingly, we can expect the operational tempo of the Armed Forces in general and here at III Corps and Fort Hood specifically, to remain high. Bearing this in mind, III Corps and Fort Hood organizations will continue to play a significant role in leading and deploying forces supporting ongoing and future operations. The cumulative effects of a high operational tempo are exponentially increasing stress on our Soldiers, Families, and Civilian personnel. In acknowledging that "Soldiers, and the Families who support them, are the strength and centerpiece of the Army," we must also recognize the commitment and ever burgeoning sacrifices that our III Corps and Fort Hood Soldiers, Families and Civilians are making each and every day.

Objective: Soldiers, Families, and Civilians are confident they are being cared for and their physical, mental, emotional, and spiritual needs met while enjoying events, programs, and services that inspire them to focus on mind, body, and spirit in order to have FUN at the Great Place.



We will commit ourselves now and over the next three years to providing our Greater Fort Hood Family with a quality of life they deserve and of the same level afforded the society they defend. To accomplish this venerable task, we will partner with the Central Texas Community to provide world-class quality of life opportunities for our world-class warriors. We will seek regional, State and Federal funding and resources to provide programs, facilities and a multitude of diverse, appealing MWR events/initiatives that meet the needs of different individuals and groups in order to provide a strong, supportive environment where they can thrive. In short, the Force Well Being line of effort encompasses all those programs and initiatives that allow III Corps and Fort Hood to meet the physical, mental, emotional, and spiritual needs of our Soldiers, Families & Civilians, enabling them to restore and maintain balance, cope with the stresses they face due to the operations tempo and HAVE FUN!

## Keys to Success

- WB1 – Active Leadership is Essential
- WB2 – Safety in Everything We Do
- WB3 – AT/FP
- WB4 – Predictability
- WB5 – Maintain Balance
- WB6 – Look Good
- WB7 – Treat with Dignity & Respect
- WB8 – Have Fun!



**Metrics:** These define how we will measure our success in achieving the objective above.

- Reduction (percent per capita) in accidental fatalities
- Reduction (percent per capita) in successful suicide attempts
- No terrorist attack or intentional mass-casualty producing event on Fort Hood
- Percent of Soldiers, Family Members & Civilians who believe that their personal time is protected by policy & predictability
- Percent of planned religious activities that had to be rescheduled or find alternate venue based on available resources
- Percentage increase in awareness of community events
- Increase in unsolicited positive feedback using ICE and other feedback mechanisms`
- Reduction (percent per capita) in sexual assaults on or by members of the Fort Hood community



## **WB-1 Active Leadership is Essential**

### **Goal:**

Leaders at every level are engaged in all aspects of their subordinates' well being, able to provide direction, counsel, and access to resources that meet the needs of our Soldiers, Families, and Civilians. III Corps and Fort Hood promotes active leadership involvement in maintaining Command, unit, and Family well-being programs (WB1.A) by managing and implementing programs, policies and systems that equip Commanders and leaders with the resources required to assist subordinates. In a supporting role, an increased Command information effort (WB1.B) informs subordinate Commands and leaders of Phantom 6 priorities and focus areas while an active public affairs effort helps inform the community about policies, services, facilities, and events (WB1.C).

### **Methods - "the How":**

#### **Communicate Command Policies and Standards**

In order to establish priorities and provide focus to subordinate Commands and leadership regarding those programs and issues that are critical to the Commanding General, Command policies will be signed and published prior to the publication of this campaign plan. These policies will serve to inform and direct the community, as well as provide areas of emphasis to focus staff assistance visits and the organizational inspection program.

All policies and standards letters will be published in the *Fort Hood Sentinel* newspaper along with stories and interviews as necessary. The information will be included in the weekly *Fort Hood On Track* and on the Fort Hood web site. Additionally, all local media partners (radio, print, and television) are aware and where feasible we will promote their ability to do stories pertaining to the policy (such as with the recent motorcycle MSO).



- Time of Execution: Commander's Policy Letter published 10 October 2008 (Publication of policy letters)
- Additional Resources Required: None

#### **Support and Promote Sponsorship Program**

Pursuant to Command Policy, Phantom Command will institute a sponsorship program that assigns all inbound personnel a transition sponsor commiserate with their rank and duty position to ensure that all personnel new to the community are adequately welcomed and afforded the opportunity to have someone familiar with the surrounding area available to answer questions, provide support and assist in a smooth transition into the Command. Moreover, the policy will dictate MSC and tenant units to adopt similar programs, receiving support as required from III Corps G1.

- Time of Execution: Ongoing
- Additional Resources Required: None

#### **Establish Community Health Promotion Council**

The Community Health Promotion Council synchronizes and integrates all MTOE, TDA, IMCOM and Community Well Being resources. The Health Promotion and Well Being Council doctrinally combines the efforts of a multidisciplinary group of subject matter experts (SME) to review data and make recommendations in a collaborative environment in order to utilize all available resources, identify shortfalls and deliver the optimal product and/or service to the Soldier, the Families, and Civilians in the community. These council members provide direction and make decisions, creating programs that cross multiple disciplines in order to provide the community with a great place to work and live. The council's ability to synchronize and integrate resources across the installation will help eliminate duplication of effort and reduce the tendency to stove-pipe initiatives through antiquated bureaucratic processes. Some of the programs that have historically developed through this integrating process include the Suicide Prevention Task Force, Deployment Stress Teams, Youth Wellness Task Force, Combat Operation Stress Control Teams, Civilian Fitness Programs, Pregnancy Postpartum Physical Training, Walk to Iraq/Operation Walk for Freedom, and Behavioral Health Working Groups.

The council will meet quarterly; the Senior Mission Commander or installation Commander will chair the council with the HP coordinator facilitating and organizing the meeting. The coordinator has been trained as a professional facilitator and meeting manager in order to guide the direction of the council and assure that all members participate. Orders will be written per AR 600-63 where there is a standard membership of a Health Promotion and Well Being Council. Others as deemed necessary are approved by the approving authority and/or Health Promotion Council chair and provided orders. The CHPC membership will include the following: Installation Commander or community leader; Health Promotion Coordinator; Senior mission/garrison Command Sergeant Major; Director of Human Resources Directorate (Civilian Personnel Advisory Center, Military Personnel Services, Education, and Alcohol and Drug Control Officer); Family Advocacy Program Manager (FAPM); Commander of MTF, Director of Logistics; Director for Plans, Training, and Mobilization; Commander, Dental Activity/Director of Dental Services; Staff Chaplain; Public Affairs Officer; Major tenant Commanders; and consultants, as needed.

- Time of Execution: 1st Quarter, Fiscal Year 2009
- Additional Resources Required: None

### **Publish a Health Promotion Resource Guide**

The Community Resource Guide is developed through the Community Health Promotion Council and identifies community needs and existing resources that can be better utilized or allocated. The Community Resource Guide is designed for easy reference by allowing people to search by resource or need, instead of by agency or acronym. The guide has multiple uses and is targeted to reach three specific audiences: community members to locate need or



service, unit leaders to identify service to appropriately refer Soldiers and Family Members, and council membership to review asset allocation and forecast future requirements. The resource guide will contain detailed descriptions of each service or need and how to access it. These guides can be uploaded on the Web, marketed to the community through line, garrison and medical forums and be utilized to discern whether existing programs can be modified to meet new community needs or if a new initiative needs to be established. The resource guide will be updated bi-annually, and will require input from all services agencies on the installation.

- Time of Execution: Published 1<sup>st</sup> Quarter, Fiscal Year 2009
- Additional Resources Required: None

### **Reinvigorate Community Bulletin Board Program to Keep Community Informed**

III Corps disseminates information to Soldiers and Family Members residing in military housing areas in and around Fort Hood. At least monthly, Community Life NCOs receive materials from the Director of Property Management to update the Bulletin Board in their respective housing area. Agencies or individuals desiring to disseminate information within housing areas reference events in the Fort Hood Area, both on and off post, will take 13 printed copies of their materials to the Housing SGM's office (Room B209, Bldg 18010). At least monthly, Community Life NCOs will update bulletin boards in their respective communities.

- Time of Execution: Ongoing
- Frequency: Monthly or as needed
- Additional Resources Required: None

## **WB2 – Safety First in Everything (24/7)**

### **Goal:**

All Soldiers, Families, and Civilians consciously employ risk reduction measures to foster a safe working and living environment, instilling a sense of safety both on- and off-duty while promoting leader and individual accountability. This is accomplished by sustaining a viable Corps-level safety program (WB2.A), leaders knowing their Soldiers and helping them to identify and mitigate risks in their on- and off-duty activities (WB2.B), improving suicide awareness program (WB 2.C), and implementing a ride-along program (WB 2.D).

## **Methods - “the How”:**

### **Media Campaign**

Safety Office will routinely publish Command safety emphasis memoranda. Memoranda will include *Fort Hood Sentinel* articles, Red Hash (fatality lessons learned), seasonal memos, holiday memos, and Phantom DISTRO articles.

- Time of Execution: Ongoing
- Additional Resources Required: None

### **Motorcycle and POV Safety Training**

Conduct POV and motorcycle safety training for military, Civilian Employees, Family Members, and retirees to instill/reinforce a positive attitude toward driving. IAW Command Policy SAFETY-02, subject: III Corps and Fort Hood Command Motorcycle Safety Program; AR 385-10, para 11-7 and 11-9, the Safety Office coordinates and oversees IMCOM contract for Army Traffic Safety Training Program (ATSTP). The program consists of instruction for the safety operation of automobile and motorcycle operations. The motorcycle program will consist of mandatory training, leader mentorship/involvement, and reinforcement of motorcycle operator's personal responsibility. Automobile and motorcycle simulators will be used beginning 1st Quarter, Fiscal Year 2009 in conjunction with classroom and hands-on (motorcycle range) instructions. A new/additional motorcycle hands-on training range is projected to be constructed with an availability date of 15 Mar 09 (2nd Quarter, Fiscal Year 2009) and a motorcycle training classroom facility is projected to be completed by Jul 09 (4th Quarter, Fiscal Year 2009). Further plans are to construct a permanent training facility for automobile safety training and 25 auto simulators, which will replace temporary operations in the old West Fort Hood gym.

- Time of Execution: Ongoing
- Frequency: Weekly courses
- Additional Resources Required: Building for POV training classrooms/automobile simulators facility, Unfunded \$750,000

### **Phantom Thunder Runs**

It is unacceptable that Soldiers survive battle, only to come home and die on the highways and byways. While motorcycle riding is fun, exhilarating, and a great recreational activity, it can be extremely dangerous. In 2008, there were 11 motorcycle fatalities involving Fort Hood Soldiers this past year - 11 Phantom Warriors who will never again stand in our formations.

The vast majority of these accidents can be attributed to alcohol, excessive speed, reckless operation and inexperience – or a combination of these. In order to combat these accidents and deaths among Soldiers and reinforce safe motorcycle operation, Fort Hood has instituted a program of motorcycle mentorship rides, entitled Phantom Thunder Runs. While mandatory for any Soldier that rides a motorcycle, Family and Civilians are also invited to ride.



Thunder Runs are an integral component of the Commanding General's Motorcycle Policy, requiring all motorcyclists on Fort Hood to wear Personal Protective Equipment (PPE), and present a Motorcycle Safety Foundation (MSF) card, valid registration, and proof of insurance to be granted access to post. MSF cards are only granted to those who complete the foundation's riding course, which is taught on post and in several locations in the area. Carrying this card ensured that all motorcycle riders have the proper training and licensing on the vehicle they are riding prior to riding at Fort Hood.

The rides consist of pre-ride inspection of all motorcycles, riders and their equipment, a ride throughout the greater Fort Hood Community, followed by a gathering. This is done in cooperation with both military and civilian law enforcement officials from Fort Hood, Killeen, Belton, and Harker Heights.

A Phantom Thunder Run typically covers a 60-mile route stretching across the surrounding area, crossing such landmarks as Stillhouse Lake and the Central Texas State Veterans Cemetery. Previous rides have also featured hundreds of guest riders from the Patriot Guard and the Combat Veterans Motorcycle Association.

Following the ride, the day is capped-off with a celebration, for both riders and non-riders. Past celebrations have included carnival rides, games, and concerts by local artists. More than safety, Phantom Thunder is not only about safe riding practices and encouraging others to do the same but also about camaraderie, honoring our fallen heroes, and having fun.

Thunder Runs are an MWR hosted event and sponsors include the Texas Veterans of Foreign Wars, Fort Hood National Bank, Independence Places, Fort Hood Harley-Davidson, Isdale Chiropractic, Texas Proud Custom Cycles, Pioneer Services, and USAA.

- Time of Execution: Ongoing
- Frequency: Semi-annual
- Additional Resources Required: None

### **Individual Safety Training**

Practicing Composite Risk Management (CRM) to counter what will take you or your buddy out of the fight is essential. Every Soldier must know basic principles of CRM. The principles can be obtained online and can be provided through media items that include news print campaigns, video (PSA), and posters. Battalion Commanders must enroll and complete the Army Readiness Assessment Program (ARAP) that will assist evaluating unit climate and culture on safety, risk management, Command and control issues, and standards of performance. Company Commanders and Senior NCOs must enroll and complete the online Commander's Safety Course (CSC). Appointed unit safety officer/NCOs will complete the Additional Duty Safety Course (ADSC) and local Safety Office training course. These training classes and programs will equip Commanders and leaders to provide risk management training to all their personnel.

- Time of Execution: Ongoing
- Additional Resources Required: Connectivity to internet for online access

### **Sustain Suicide Awareness Training**

The Chaplain Corps are the trainers in Suicide Awareness, in support of the Command Suicide Awareness Program. Chaplains provide Suicide Awareness Training in support of the unit annual training requirement. Every service member on Fort Hood is trained to recognize the signs of stress and depression that could lead to suicidal ideation, know how to intervene and refer to helping agencies. Each chaplain constructs a Suicide Awareness Briefing using the video clips and vignettes provided in the CHPPM materials and trains those personnel in his/her unit. In addition, where qualified, T4T Chaplains will provide Applied Suicide Intervention Skills Training (ASIST) T2 training to unit personnel at the lowest level. The intention is to have at least one ASIST Subject Matter Expert in each battalion and higher echelons.

- Time of Execution: Ongoing
- Frequency: Annual, and as needed
- Additional Resources Required: None

#### **Implement monthly suicide prevention council meeting**

The III Corps Commanding General will chair a Suicide Prevention Executive Council Meeting on the first Wednesday of every month to discuss suicide and related mental health issues pertaining to III Corps' Soldiers and Family Members. Participants discuss recent suicide related events, solicit the assistance of colleagues and agencies, as well as, gain informal approval for their way-ahead as it relates to achieving ZERO suicides. Marketing will be conducted through the Health Promotion Council.

- Time of Execution: Ongoing
- Frequency: Monthly, on the first Wednesday of each month
- Additional Resources Required: None

#### **Expand Applied Suicide Intervention Skills Training (ASIST)**

The ASIST is Chaplain-sponsored training conducted to position at least two ASIST trained Soldier in each company. The Fort Hood Army Substance Abuse Program Manager, along with the Family Life Chaplain, is responsible for this training. The ASIST is a two-day, intensive, interactive, and practice-dominated course designed to help individuals recognize risk and learn how to intervene to prevent the immediate risk of suicide. ASIST T4T is a minimum five-day course that prepares personnel to be trainers of the ASIST. DAG1 has selected Fort Hood as a training site with dedicated funds and training packets to begin ASIST T4T in November 2008. Prepared caregivers can help prevent suicide. The benefits will live on.

- Time of Execution: Ongoing
- Frequency: Monthly
- Additional Resources Required: None

#### **Implement a Quarterly Installation Suicide Prevention Task Force (SPTF)**

The Suicide Prevention Task Force is a sub-committee/working group of the Community Health Promotion Council. Per AR 600-63, the Garrison Commander chairs the SPTF, or designates a subject matter expert to coordinate the Task Force. The mission of the Task Force is to ensure that all agencies that support suicide prevention and awareness are working in a coordinated effort in order to avoid gaps and overlaps in suicide prevention services. Simply stated, this is a team effort. This task force will focus on identifying resources and ensure appropriate awareness and education activities occur to prevent suicidal behavior.

- Time of Execution: Ongoing
- Frequency: Quarterly
- Additional Resources Required: OPORD through the Community Health Promotion Council

#### **Implement Ride-along Program**

Leaders get an opportunity to observe their Soldiers during off-duty time through the Ride-along Program. The Ride-along Program allows senior leaders to respond with police patrols to all calls during the given time period so they have the opportunity to observe the issues affecting their Soldiers' off-duty.

- Time of Execution: Weekly
- Additional Resources Required: None.



## **WB3 – Promote & Support an Anti-Terror / Force Protection Program**

### **Goal:**

To provide training and resources and execute a comprehensive Force Protection (FP) operation to protect all Department of Defense personnel, the installation and housing areas, information, and critical resources from acts of terrorism. III Corps and Installation Antiterrorism Officers (ATO) conducts monthly and/or quarterly work groups for Commanders and Command Staff to update and assess the current threat, discuss new and pending Force Protection projects and requirements, noted vulnerabilities and project funding requirements, and highlight AT readiness shortfalls due to unmitigated vulnerabilities. The monthly working group projects, issues, and funding requirements will lead to the Commanders quarterly FP Executive Board for unfunded projects' resourcing decisions, Command Guidance, and program updates. These meetings include monthly FP Work Group and Threat Fusion Cell meetings as well as quarterly Chemical, Biological, Radiological, Nuclear, and high yield Explosive (CBRNE) Work Group and Budget Fusion cell. The work groups facilitate the focus of work for the Local Vulnerability Assessment teams, Access Control Quality Assurance visits, Random Antiterrorism Measures Program Quality Assurance visits, and Red Teams. Level II Certification courses are scheduled to meet the needs of the Installations OPTEMPO to provide necessary training/guidance to ATO customers.

### **Methods - “the How”:**

#### **Anti Terrorism/ Force Protection (AT/ FP) Executive Board**

The Force Protection Executive Board develops and refines the AT/FP program guidance, policy, and standards, acts upon the recommendations of the work groups (FP Work Group, Threat Fusion Cell, CBRNE Fusion Cell, Budget Fusion Cell), and assists in determining resource allocation priorities to mitigate or eliminate terrorism-related vulnerabilities. Board reviews the “Schedule 75” which further details the funding and implementation of AT/ FP initiatives across the installation. The resulting Corps (Installation) AT/FP Program is reviewed by either MACOM or a JSIVA team every three years. The Corps AT/FP Program is typically reviewed annually by either FORSCOM or a JSIVA team.

- Time of Execution: Ongoing
- Frequency: Semi-annually
- Additional Resources Required: None

#### **AT/FP Working Groups**

Executive Commander's Guidance received from the ATFP Executive Board, which is then passed to the AT/ FP Working Groups. These groups work issues/concerns with Force Protection Program at the Unit- and Directorate-level. They solicit funding or procedural assistance to mitigate vulnerabilities / concerns; track required training (level I and II); and provide cross-leveled assistance as necessary. Resulting products from the Working Group are the III Corps Command AT/ FP Operations Order and the ATFP Exercise. The working group forwards both of these products the products to the III Corps/ Fort Hood Senior Commander for final approval prior to execution.

The purpose of the annual ATFP Combined Annual Exercise is to improve the interoperability and relationships between Fort Hood, local, state, and federal agencies, while continuing to expand the partnerships with our local emergency management agencies and share Tactics, Techniques, and Procedures. Importantly for the installation, it allows the designated Emergency Operations Center personnel and installation first responders to continue to refine their SOPs and procedures for responding to an emergency situation.

The purpose of the III Corps Command AT/ FP Operations Order (OPORD) is to incorporate new FORSCOM OPORD requirements into the Installation FP Plan. Update current plan to include lessons learned, TTPs, and FRAGOs from real world incidents and Annual AT Exercise.

- Time of Execution: Ongoing
- Frequency: Monthly
- Additional Resources Required: None

## ***WB4 – Promote and Support Predictability***

### **Goal:**

III Corps and Fort Hood Soldiers, Families and Civilians know what to expect and are confident that their physical, mental, emotional, and spiritual needs will be met. Leaders at all levels communicate policies, work schedules, available services, and scheduled events to Soldiers and their Families.

### **Methods - “the How”:**

#### **Promote Predictability in Training Management/Decrease Last Minute Taskings**

In order to establish priorities and provide focus to subordinate Commands and leadership regarding those programs and issues that are critical to the Commanding General, Command policies will be signed and published prior to the publication of this campaign plan. These policies will serve to inform and direct the community, as well as provide areas of emphasis to focus staff assistance visits and the organizational inspection program.

III Corps will enforce a thirty-day lock-in on directed training and events in order to minimize disruptions. Additionally, Leaders at all levels will lock in training schedules, posting them where all Soldiers can read two weeks prior to execution to provide Soldiers and Family Members greater predictability. Lastly, all Soldiers conducting leader schools and MTT courses will have no duties at their parent units while attending training, and must be permitted to complete the training once it's started.

- Time of Execution: Ongoing
- Additional Resources Required: None

#### **Decrease Required Training Away From Home Station**

III Corps is increasing the number and quality of ranges at Fort Hood and Fort Bliss, Texas. Some of the initiatives are an Improvised Explosive Device Training Area and an increased number of “Close Combat Capability Kits” at Fort Hood and urban training areas; improved gunnery ranges; and improvised explosive devices training areas at Fort Bliss, Texas. This coupled with increased numbers of mobile training teams (MTTs), such as BNCOC common course, as well as various master gunner courses will decrease the Soldiers’ required time away from home station.

- Time of Execution: Ongoing
- Additional Resources Required:
  - \$15,000,000 for ITAM land repairs on ranges and other initiatives at Fort Hood, and Fort Bliss, Texas



- Approval from TRADOC for additional allocation of MTT's to Fort Hood for the common core phase of BNCOOC, Bradley Master Gunner, and Abrams Master Gunner

### **Promote/ Support Standard Duty Days as Possible While Deployment Looms (last 3 months)**

The III Corps Commander has issued guidance that all Soldiers are home by 1800 each evening, leave work prior to 1500 on Thursday, and do not work on the weekend, which promotes and supports standard duty days as possible, even as units prepare for deployment. While preparing for full spectrum operations is paramount; Soldiers who have predictable schedules and are able to have adequate time with their Families will be better prepared to maintain a deployment mindset, knowing their Families are taken care of.

All of these actions are further reinforced by a master "Battle Rhythm" for routine tasks we do routinely. This will promote predictability in training management and also decrease last minute taskings, allowing Soldiers and their Families to manage expectations and take advantage of the available benefits of serving at "The Great Place."

III Corps and Fort Hood leadership will communicate these messages through an online calendar, press releases, radio interviews, electronic reader boards at the installation entrance, and bulletin boards within military housing areas.

- Time of Execution: Ongoing; Commander's Policy Letter published 10 Oct 2008 (Publication of policy letters)
- Additional Resources Required:
  - Funds for new electronic reader boards
  - Funds for new outdoor bulletin boards (12) in housing areas

### **WB5—Maintain Balance (PHYSICAL, MENTAL/EMOTIONAL, and SPIRITUAL)**

#### **Goal:**

All events and programs are geared to meet the physical, mental/emotional, and spiritual needs of the Service Members, Family Members, and Civilians of the Fort Hood Community. Each event will be well planned and executed, with an emphasis on advertisement so that those who desire to be a part will have that opportunity.



#### **Methods - "the How":**

##### **Strong Bond Retreats**

"Strong Bonds" retreats are the Chief of Chaplains approved and funded program for redeploying and reintegrating unit personnel and their Family Members. They are designed for targeted groups: couples, Families, singles, and "Wounded Warriors" throughout the Fort Hood military community. These are a cooperative effort by the Garrison Chaplains Office i.e. funding and logistics and the III Corps Chaplains Office (retreat program content and quality control) that has proven to be both effective and efficient. 147 retreat events at a cost of \$1.13 million dollars are approved for Fiscal Year 2009. Retreat dates are determined at the request of the unit chaplain based upon deploying unit and redeploying units reset cycles.

- Time of Execution: Fiscal Year 2009
- Additional Resources Required: \$1,130,000 (2<sup>nd</sup> Quarter Funded; MIPR'd quarterly)

### **III Corps and Fort Hood Resiliency Campus**

Through the past seven years, Soldiers and their Families have seen an unprecedented increase in the number of combat deployments, geographically separating Families over prolonged periods of time. This highly stressful separation experience is one of the most challenging aspects of present-day military life can lead to significant Family disruption and distress. Overall our Soldiers and Families do exceedingly well in handling the demands of the military, but even the strongest of Soldiers and Families experience difficulties handling stress at times with some having made the ultimate sacrifice.

While deployments and Family separations are inevitable, there are specific ways we can assist Soldiers and Family Members to cope more effectively with the both the emotional and physical stress of the deployment cycle, to include the separation, reunion, and post-deployment Family readjustment.

The III Corps and Fort Hood Resiliency Campus will be located on the block bounded by 33rd Street, 31st Street, Old Ironsides Avenue, and Battalion Avenue. The Resiliency Campus will help provide Soldiers and their Families healthy coping strategies for improving resiliency at all stages of deployment and military life. The spiritual component of the campus will feature reflection areas, classroom / presentation area, reading reference library, video reference library, moral-ethical training, spirit café, counselors and chaplains.

In addition to addressing emotional needs, the Wellness component of the Campus will assist in the resiliency of the body with a Physical Fitness Center, master trainer, massage therapy, diet counseling, metabolic testing performance enhancement labs, and training programs. The mind fitness facility with state of the art mind training devices, mind mapping, and video programs to improve cognition, recollection, and decision-making will comprise the mind fitness center.

Finally, the campus will also sponsor a Resiliency Training Program for Leaders, helping to inform leaders of all the available resiliency resources and how to access them for Soldier, Families, Civilians, and themselves. A program of instruction (POI) on the principles of resiliency will be incorporated into leadership courses across Fort Hood and also provided monthly to the target audience until all leaders at Fort Hood have received the instruction. Our goal is to create an environment conducive for enhancing the resiliency of Soldier and their Families.

- Time of Execution: May 2009
- Additional Resources Needed: TBD

### **New Main Post Chapel and Religious Education Center**

When constructed, the New Main Post Chapel and Religious Education Center will be a state-of-the-art facility capable of fully serving the religious support needs of the Fort Hood Community. The “chapel complex” will consist of two separate facilities, a main chapel (32,900 square feet) and the religious education center (9,525 square feet) The Chapel can accommodate seating for 600, with an expansion area seating for an additional 591. In addition, the chapel includes an admin area, classrooms, multi-purpose rooms, resource center, nursery, kitchen, and choir room. The religious education center will provide classrooms, a kitchen, and small recreation and assembly area.

- Time of Execution: 1<sup>st</sup> Quarter, Fiscal Year 2010 – 3<sup>rd</sup> Quarter, Fiscal Year 2011
- Additional Resources Required: \$18,000,000 (Funded)

### **Spiritual Fitness Center**

Spiritual Fitness Center will provide training and resources for Soldiers to engage in those moral, ethical, and spiritual principles which are at the very heart of life. An Army at War needs warriors who are experienced in wrestling with the difficult questions of pain and suffering, grief and loss, and must be adept at making tough decisions that affect all who serve in the military during these times. This facility will be capable of accommodating large groups for



lectures/presentations, as well as small groups for guided discussions, practicum, and scenario exercises. Many of the planned training topics will be exportable to other locations, thereby increasing the capability and advantage to the Fort Hood community. The Center will house a library for reference and personal study. The Garrison Chaplain Office will enlist trained ethicists, Family Life Chaplains, guest lecturers and other SMEs in the field to conduct regular classes, seminars, day retreats, forums, and self-improvement sessions designed to encourage Soldiers to develop, in depth, a broader sense of the issues, philosophies, ethics, spiritual and religious considerations associated with the conduct of military operations. Curriculum would involve regular classes with the Troop Leadership Course and other scheduled opportunities. Topics would include Battlefield Ethics, questions of Grief and Loss, Death and Dying, Suicide Prevention, Reunion/Reintegration, and Morals in the military decision making process.

- Time of Execution:
  - 2<sup>nd</sup> Quarter Fiscal Year 2009 - 1<sup>st</sup> Quarter Fiscal Year 2010 (Renovation/Construction)
  - 2<sup>nd</sup> Quarter Fiscal Year 2009 (Provide some Training Topics/Events)
- Additional Resources Required: \$1,300,000 (Funded)

### **Worship Service.**

The Fort Hood Religious Support Program provides Worship Services and Auxiliary Ministry opportunities for the Service Members, Civilians, and Family Members of Fort Hood. These services are the core of the religious support mission and critical in faith development and sustainment. Protestant Services provide worship opportunities for 47 percent of Fort Hood Soldiers, Catholic Mass for 19 percent, Denominational Services 2 percent, and non-Christian Services for 2 percent. Those indicating "No Preference" represent 28 percent of Fort Hood Soldiers. Special worship opportunities will include the Easter Sunrise Service and Spiritual Emphasis Week. The mission of providing these Worship Services opportunities will be accomplished by the Garrison and Operation chaplains and chaplain assistants.

- Time of Execution: Weekly/Seasonal
- Additional Resources Required: Core Services: \$270,000 (Funded); Special Services (\$4,500, Funded)

### **Religious Education.**

The Fort Hood Religious Support Program provides Religious Education and Auxiliary Education opportunities for Soldiers, Family, and Civilians of Fort Hood. These education opportunities are critical in faith development and sustainment. The Religious Education Program will provide education for all ages to include school age programs to adults. Special education opportunities will include the Walk through the Bible, Vacation Bible School (VBS), and Spiritual Emphasis Week. The mission of providing these Religious Educational-opportunities will be accomplished by all Garrison and Operation chaplains and chaplain assistants.

- Time of Execution: Annually
- Additional Resources Required: \$9,100 (Funded)

### **National Day of Prayer**

Participate with the Texas community in the National Day of Prayer Observance. Fort Hood's participation in this event strengthens community ties and relationships. To provide a special event in support of the National emphasis on prayer that allows the service members and Civilians of Fort Hood to gather together as believers. This will foster community relations and reinforce individual spirituality and awareness of God and prayer in daily living.

- Time of Execution: Annually
- Additional Resources Required: None

### **Texas Christian Military Prayer Breakfast**

The Fort Hood Community participates with the Texas community in this annual observance to strengthen community ties and relationships. This event is intended to renew, strengthen, and shape the spiritual wellbeing of Soldiers and to affirm the spiritual and religious foundations of the United States and the military. Execution of this prayer luncheon links Fort Hood with the wider military community and federal government in the time-honored tradition of recognizing America's historic reliance on Divine Providence during peacetime and war. Traditional chaplain program; the Garrison and III Corps Chaplains office conduct joint planning and execution of this program. Invite speakers that will bless attendees and challenge the community to grow spiritually.

- Time of Execution: Annually
- Additional Resources Required: None

### **"Celebration of Love" Holiday Program**

Holiday program is designed to provide food to Soldiers and Family Members at the holiday season in order to encourage Family wellness and strengthen morale. The Garrison Chaplain's Office and ACS conducts planning and execution of this program with Promise Land Church in Austin, Texas to deliver food baskets on the first Saturday in December to Soldiers and Family Members. The church in Austin will provide 50 volunteers to facilitate the distribution of food and toys. Soldiers and/or Family Members are pre-selected by Company Financial Advisors and Commanders to receive gifts. ACS and the Director of Aviation are key participants in the planning and execution of this program. Unit will provide a hanger at West Fort Hood. There is no cost to Fort Hood as all items distributed are provided through Church sponsors and individual donations.



- Time of Execution: Ongoing
- Frequency: Annually
- Addition Resources Required: None

### **Support the Post Traumatic Stress Disorder (PTSD) Prospective Risk Assessment.**

We are committed to providing the best care to our Warriors suffering from PTSD or exhibiting symptoms of psychosocial dysfunction or other generalized stress disorders. More broadly though, we are committed to expanding the knowledge base and understanding of those factors that make individuals susceptible to stress disorders and why most Soldiers appear to remain immune to the debilitating effects of continued exposure to stress and/or traumatic stressors. As such, we will remain supportive of the University of Texas at Austin's (UT) ongoing research efforts in this area; specifically, the PTSD Prospective Risk Assessment Study currently being conducted under a team led by Project Manager, Mr. Brian Baldwin. The objective of this research is to identify risk factors for PTSD and related combat stress disorders by conducting the most comprehensive evaluation of potential risk factors for combat-related PTSD ever undertaken. To accomplish this objective, the UT team is conducting a prospective study examining a comprehensive set of possible risk indices that include genetic, neuro-imaging, psychological, and environmental variables. The overarching hypothesis of the study is that combat-related PTSD can be best understood within a diathesis stress model in which genetic, neurobiological, hormonal, behavioral, and psychological and cognitive vulnerability factors each interact with combat stress exposure to increase a Soldiers' risk of developing PTSD and other stress disorders. The project is unique in testing our Soldiers (on a voluntary basis) before they are deployed to a combat environment, monitors them while deployed and then conducts post-deployment testing. Pre-deployment and post-deployment testing are critical for identifying risk factors for PTSD. This knowledge will permit the development of techniques to prevent the disorder and enhance Soldier performance.

The UT study will be completed in two phases. The protocol was developed in the fall of 2005 at the University of Texas at Austin with assistance from scientists at the University of Pittsburgh. Again, the study calls for pre-deployment testing, monitoring of Soldiers as they experience the real-world combat environment of Iraq, and post deployment testing. Results of pre and post-deployment testing will then be compared to determine risk factors which lead to PTSD or other combat stress-related illnesses. In January, 2006, the research team briefed then III Corps, Commander, LTG Thomas Metz, and his staff.



Phase I of the project which involved pre-deployment testing of the first one third of the planned sample, received DARPA funding as a seedling effort and came under contract to Natick Soldier Research, Engineering and Development Center in November, 2006. After receiving both University of Texas and Army Institutional Review Board approval, Phase I recruiting and testing began in May 07 and finished in June, 2008 with Soldiers being transported to The University of Texas, Imaging Research Center in Austin by their units to participate in a full day of testing. The team has successfully completed Phase I. 184 Soldiers from the 1<sup>st</sup> Medical Brigade and 2<sup>nd</sup> Chemical Battalion and the 4th BCT, 1<sup>st</sup> Cavalry Division who were scheduled for deployment to Iraq and had no prior combat exposure completed pre-deployment testing. 181 of these Soldiers have deployed and are completing combat experience logs every 30 days, eight have returned early and five of these have undergone post-deployment testing.

Phase II of the risk assessment will complete the post-deployment testing on our currently deployed Soldiers. Additionally, Phase II seeks to enroll an additional 360 combat arms Soldiers from III Corps and Fort Hood. This will provide a significant survey population of over 540 Soldier participants. Once recruited, participating Soldiers will

undergo the same three-part assessment which was developed and used in Phase I plus an additional follow-up interview and survey. The Pre-deployment assessment is conducted 14 to 90 days prior to deployment to the combat zone. As with currently deployed Soldiers, the Phase II group will participate in the “in theater” assessment which consists of a secure Web-based diary form that Soldiers complete every 30 days. This is supplemented by a detailed interview and survey of stress exposure and reactions conducted during post deployment testing.

Data from the study should provide much needed information on the genetic, brain, behavioral, social, and psychological factors that increase Soldiers risk for PTSD and other combat-related stress disorders. Ultimately, this new information will assist our Mental Health Professionals and Commanders here at Fort Hood, the Army and other services in developing more effective early screening and prevention programs thus reducing the number of our Soldiers who fall victim to these debilitating conditions. Such efforts are likely to result in enhancement of the lives of our Soldiers and their Families and increase unit effectiveness by reducing casualties associated with Combat Stress while realizing a reduction in the financial costs associated with treatment of PTSD. In addition, the researchers hope that the results of this study will greatly improve our understanding of PTSD in the general population and lead to better prevention and treatment programs in the Nation at large.

- Time of Execution: Fiscal Year 2009 – Fiscal Year 2011; Initial results expected in 3<sup>rd</sup> Quarter of Fiscal Year 2009
- Additional Resources Required:
  - Phase II: Enrollment of an additional 360 Soldiers.
  - Phase II: \$3,000,000. Researchers have contract with Natick Soldier Research, Engineering, and Development Center which includes Phase II but is dependent upon additional funding. If funding is not forthcoming from the DoD, the team will complete the study of currently enrolled Soldiers but will not be able to enroll additional Soldiers.

### **Improve health & welfare of Civilian Employees by supporting fitness programs (Civilian Fitness Program).**

The Civilian Fitness Program is a part of Army Health Promotion Regulation 600-63, approving up to 3 hours of excused absence per week for up to six months for Civilian Employees to exercise, with supervisor approval. Utilize the USACHPPMEUR standardized exportable package through the Community Health Promotion Council to develop, market, and implement local Civilian Fitness Program enrollment for Department of the Army Civilian Employees at Fort Hood. The program is executed in partnership between the Health Promotion Coordinator, DMWR, and Preventive Medicine for medical screenings. Pre- and post-assessments should be offered twice a year, at six-month intervals.

This program is critical to the morale and welfare of Civilian Employees on the Fort Hood installation, and studies indicate program benefits may include improved health outcomes as well as increased productivity and decreased absenteeism.

- Time of Execution: Initial Operational Capability ASAP; fully implemented by end of 1<sup>st</sup> Quarter Fiscal Year 2009. Bi-annual Pre/Post assessments
- Additional Resources Required: None



## **WB6—Look as Good as You Are**

### **Goal:**

Soldiers have clear understanding of Phantom Standards and leaders are empowered to ensure enforcement. A Community of Excellence, III Corps, and Fort Hood facilities reflect the pride of our Soldiers, Families, and Civilians.

### **Methods – “the How”:**

#### **Develop and Enforce Phantom Standards Policy**

The Commanding General communicates his policies through Command Policy letters, establishing standards for Soldiers, Units, Organizations, and Civilians living and working on Fort Hood. These standards address the appearance and personal conduct of individuals as well as organizations and facilities present on Fort Hood.

Additionally, all Soldiers arriving to Fort Hood receive the “Phantom Standards,” a publication that defines the standards and expectations of all III Corps and Fort Hood Soldiers. Noncommissioned, Warrant, and Commissioned Officers will also receive the “Phantom Leaders’ Handbook,” a publication that defines standards and expectations of III Corps and Fort Hood leaders.

In addition to these publications, Fort Hood leaders also have the opportunity to conduct “ride-alongs” with local civilian law enforcement. While military leaders conducting ride along are not empowered to enforce civilian law, they provide a Command presence in the community, assess the conduct of Soldiers off duty, and are able to take action against violations of Standards of Military Conduct, providing assistance to Soldiers when their well-being or safety is at risk and or the image of the Army is compromised.

Aside from addressing personal appearance, the physical appearance of the installation must project the pride of the Corps and a Community of Excellence that provides Soldiers, Families, and Civilians the quality of life they deserve. Key components to this are fall and Spring Clean ups as well as Phantom Pride.

Fort Hood Fall and Spring Cleanups are Garrison led events to upgrade and enhance the appearance of Fort Hood. For one duty week in the fall and on week in the spring, Fort Hood Units, Garrison Agencies, and volunteer Family Members participate in a semi-annual cleanup of Family Housing, the cantonment area, and selected maneuver training areas. Major Subordinate Commands, as well as Separate and Tenant Units have responsibility for training areas in addition to their unit areas. On Thursday of that week, Fort Hood units allow personnel living in housing, off post and billets, to return to their homes on Thursday of the week for clean up and beautification.

Phantom Pride is a Garrison-led sustained operation to maintain the readiness and appearance of Fort Hood to restore pride and discipline throughout the installation. A well-maintained installation that reflects commitment to excellence, and instills pride and discipline which translates to improved readiness and quality of life for Soldiers, resulting in a well maintained installation that defines Fort Hood as the Great Place and a Community of Excellence.

#### Publications

- Time of Execution: Ongoing
- Additional Resources Required: None

#### Ride along Program

- Time of Execution: September 2008 (Initiation of Ride Along Program)
- Additional Resources Required: None

#### Fall and Spring Cleanup and Phantom Pride

- Time of Execution: Ongoing
- Frequency: Semi-annually
- Additional Resources Required:
  - No additional resources required

## ***WB7—Treat Everyone with Dignity & Respect***

### **Goal:**

Soldiers, Families, and Civilians feel appreciated and respected for their differences. They know the avenues through which concerns can be addressed informally, formally or by mediation.

### **Methods - “the How”:**

#### **Promote Fairness in Government Hiring Process by Enforcing and Supporting the Merit Promotion Plan**

The Fort Hood Civilian Personnel Advisory Center (CPAC) operates under the West Region Merit Promotion Plan. This document outlines the mandatory hiring process that must be followed not only at Fort Hood but all other CPACs in the region. In the event employees believe that process was not followed by either the CPAC or the selecting official, they may raise the concern informally or formally. There are several forums available for employees to use.

- Applicant Notification System Web-Enabled Response (ANSWER) tool is designed to allow users to check the status of their Resume, track their application history, view Self-Nomination history and view their current Resume and Supplemental Data listed in the Central Resume Database
- Grievance procedures, which are:
  - Negotiated grievance procedure designed exclusively for employees in the bargaining unit represented by the union on Fort Hood, AFGE, Local 1920
  - Agency grievance procedure for use by employees not in a bargaining unit
- Employees may also pursue the issue using the EEO complaint procedure should they believe there was discrimination in the hiring process
- Allegations involving prohibited personnel practices may be filed with the Office of Special Council

To address the directive to conduct a Civilian Hiring Process analysis (IOT take a 20<sup>th</sup> Century process to the 21<sup>st</sup> Century), we will establish a Process Action Team (PAT). The PAT will conduct a comprehensive review of current civilian personnel hiring policies of the Garrison, Mission, and Tenant activities located on Fort Hood from both the personnel and management perspectives to see if we are doing things the right way. The PAT will be comprised of representative from the CPAC, Garrison, Mission, MEDDAC, and OTC staffs – and others deemed appropriate as the process evolves.

The PAT assessment will include, but may not be limited to the following:

- Are current policies established by each Command to determine which positions they are going to fill before they are sent to personnel?
- What are recruitment strategies for hard to fill positions?
- A consistency review of policies between Commands to avoid job hopping of applicants because of NSPS pay setting policies
- Are we effectively using hiring flexibilities, recruit incentives, PCS to attract candidates?
- Are we recruiting for the right positions?
  
- Time of Execution: Ongoing
- Additional Resources Required: None

### **Promote Equal Opportunity**

III Corps and Fort Hood provides Equal Opportunity for Soldiers, Civilian Employees, Family Members, and those participating in any program or activity assisted or conducted on Fort Hood. A primary goal is to create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and the shared sacrifice of the men and women of America's Army both on and off post. This effort is supported by the Fort Hood Equal Opportunity (EO) Office and Equal Employment Opportunity (EEO) Office, ensuring all are provided equal opportunity and fair treatment without regard to race, color, religion, gender, national origin, age, physical or mental disability, and/or reprisal. Responsibilities of the EO and EEO Office include but are not limited to the following:

- Maintain EO assistance lines to provide advice and information on the filing of EO/EEO complaints and clarify what constitutes an act of sexual harassment.
- Receive and assist in processing individuals complaints of unlawful discrimination and sexual harassment in the informal stage and conduct EO/EEO inquiries in accordance with regulatory requirements and/or Commander's Guidance.
- Schedule and conduct EO monthly leader's course to ensure each company and battalion Commander has trained Equal Opportunity Leaders (EOL) to assist them in executing their EO responsibilities.
- Develop, plan, and conduct observances in order to enhance cross-cultural awareness among Soldiers, Civilian Employees, Family Members, and the community. Observances promote understanding, teamwork, harmony, pride, and esprit among all groups, not just specific group being recognized. Cultural programs are advertised through media and Command outlets in order to increase participation.
- Compile, analyze and brief the Quarterly Narrative Statistical Report (QNSR), and prepare the Annual EEO Status Report, making recommendations for program improvements to the Commander.
- Conduct battlefield circulation to tenant units and units over which III Corps has Technical Review Authority (TRA) to assess and evaluate the human relations and EO Command climate.
- Organize or assist with training sessions at least quarterly, that pertains to EO/EEO, unlawful discrimination, prevention of sexual harassment, and the consideration of others methodology.
- Conduct Command climate survey; assess results; and compare to previous year.

In the event that a Soldier, Civilian Employee, or Family Member has a concern, their issue can be addressed informally, formally or through mediation.

- Time of Execution: On-going
- Additional Resources Required: None

### **Promote Prevention of Sexual Harassment and Sexual Assault Prevention Programs**

Prevention of Sexual Harassment (POSH) is the responsibility of every Soldier and Civilian employee. Commanders must publish and post written policy statements demonstrating their commitment to the Army's policy against sexual harassment and reaffirm that sexual harassment erodes the unit's ability to accomplish its mission and diminishes team cohesion. Engaged leaders ensure POSH training is innovative, progressive, and interactive to include small group facilitation.

The Sexual Assault Prevention and Response Program reinforces the Army's commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting, and accountability. III Corps and Fort Hood will achieve Army goals by enforcing:

- Restricted and Unrestricted Reporting Options
- Victim Advocacy Program and Referral to Appropriate Services
- Deployable Sexual Assault Response Coordinator and Unit Victim Advocate Selection
- Initial and Sustainment Training
- Sexual Assault Review Board

The Sexual Assault Review Board (SARB) reviews the installations prevention program and the response to sexual assault incidents occurring on the installation. This includes reviewing cases and procedures to improve processes, system accountability, and victim access to quality services. Engaged leaders are compassionate about the prevention and response program. At the SARB, they are prepared to address sexual assault incidents within their Command and discuss lessons learned to eliminate future occurrences.

Develop a timeline consistent with the Army's Intervene\*Act\* Motivate (I.A.M.) Strong 4-phase model to include strategic communication and innovative training methods.

- Phase I – Committed Army Leadership
- Phase II – Army-Wide Conviction
- Phase III – Achieve Cultural Change
- Phase IV –Recognized National Leader in Prevention

Commanders will create a climate that encourages victims to report incidents of sexual harassment and sexual assault without fear. They will establish prevention training and awareness programs to educate Soldiers. Engaged leaders must establish a Command climate of prevention that is predicated on mutual respect and trust of all members of the Command. The prevention program is built upon Army values, with leaders ensuring commitment to ending sexual harassment and sexual assault in our ranks. They must attend training to ensure the message is clear – that this form of misconduct is contrary to our Warrior Ethos.

## **Promote and Support Casualty Assistance, Gold-Star Families and Memorial Affairs Programs**

Recognizing that Fort Hood supports the Families of all Soldiers who live in the 175 counties of North Texas, we will ensure that all Families of Fallen Soldiers receive their benefits and entitlements in a timely manner while receiving the support required as they begin the process of starting a new life.

Additionally, we will ensure that Soldiers and their Families have an understanding of the Casualty System, knowledge of their benefits and entitlements in the unfortunate event they be needed, and the support of a trained Casualty Assistance Officer to assist them in their time of need. This will be accomplished through the following training opportunities and community resources:

- The CAC will provide a briefing to the Commands and FRGs on the duties and responsibilities of each functional area (Command, Soldier, Family, and Staff)
- The CAC will provide training to Soldiers who will provide the assistance to the Families of Fallen Soldiers using on-site training (40-hour Casualty Assistance Officer Course) and exported training (sending teams to the unit's locations)
- Provide support to Families from the Command, the CAC, FRG and SOS
- Provide Flyers, Websites and News Articles on updates and changes to the system
- Provide and sustain Long Term Support from the Casualty Assistance Center
- Provide education to Units on the Fallen Soldier Ramp Ceremony and Funeral Honors
- Provide briefings to NGOs on how to assist Families of Fallen Soldiers
- Provide Families with contact information within private support organizations and offer the Family the opportunity to be contacted by those organizations

Moreover, we will do everything possible to ensure that our Survivor Family Members remain a part of the Army Family for as long as they desire and continue to receive world-class support and assistance by way of the Army's Survivor Outreach Service (SOS), which has consolidated services with HUGSS (Helping Unite Gold Star Survivors), Family Life Coaches and TAPS (Tragedy Assistance Program for Survivors). The SOS and TAPS programs will ensure all Families continue to receive outreach services previously provided by HUGSS.

- Time of Execution:
  - 40 hour course is held bi-monthly
  - Funeral Honors training is held weekly
  - Briefings to NGOs, FRGs,
  - SOS projected to be IOC by 2<sup>nd</sup> Quarter, Fiscal Year 2009 – anticipated FOC 4<sup>th</sup> Quarter, Fiscal Year 2009
- Additional Resources Required:
  - Sufficient Personnel in the CAC to perform the mission (Standardized Organization)
  - Training equipment and Software Programs to export the training to the various organizations/units

## **WB8— Increase Community Events & Opportunities**

### **Goal:**

Soldiers, Families, and Civilians are given the opportunity through events, programs, and services in order to have FUN at the Great Place.

### **Methods - “the How”:**

#### **Provide Opportunities that stimulate Learning and Gaining Knowledge.**

Army Community Service, Child, Youth, and School Services, and Recreation Division offer classes covering a myriad of topics that improve individual knowledge, open a new hobby, or gain a specific skill that lends to an individual's ability to maintain their balance between work and play. These opportunities are offered monthly and are often a response to recognized needs based on survey input or Department of the Army directives through the Army Family Covenant.

- Time of Execution: Ongoing
- Additional Resources Required: None



#### **Provide Opportunities to improve and demonstrate Individual Physical Fitness and Unit Camaraderie**

*Recreation Division provides both team and individual fitness challenges monthly/quarterly based on season. Individual challenges have included Boxing Smokers and Combative tournaments with Soldiers, both male and female, competing in all weight classes. In addition to the events themselves, these competitions have included training programs to ensure including runs of varying distances, bi/triathlons, bike races, and strength challenges. The intramural program offers team sporting events throughout the year that build unit camaraderie and builds physical fitness.*

- Time of Execution: Ongoing
- Additional Resources Required: None

#### **Conduct Events/Programs that lift the Spirit of Soldiers, Families, and DA Civilians**

Team DFMWR coordinates special events open to both the Fort Hood population and our local communities in order to lift the spirit of our Soldiers, Families, and Civilian supporters. Events are conducted on a quarterly basis and also take advantage of entertainers willing to drop in at Fort Hood on short notice. See recurring events calendar in Annex or the III Corps and Fort Hood Master Activities Calendar.

- Time of Execution: Ongoing
- Additional Resources Required: Funding is based on both Uniform Funding received and net profit generated by Category C activities in conjunction with sponsorship



### Improve/Sustain Infrastructure IOT provide Capabilities

Programmed construction consists of Family and Morale, Welfare, and Recreation Command (FMWRC) approved Non-appropriated Fund Major Construction (NAFMC), MCA, and Public Private Venture construction projects. Coordination for all projects is conducted with IMCOM, FMWRC, IMCOM-West, and DPW. Life cycle replacement for Category C activities is scheduled as part of the annual budget process and is dependent upon generated profit.

### Pools

Repairs are being made to eight pools across Fort Hood. Pool repairs necessary for safety and operational requirements will be complete prior to May 15, 2009. Following this, additional architectural repairs and additional amenities to include snack bar renovations and additional shaded areas will be made as time allows. The priority of repairs is in order as requested by DFMWR, and is detailed below.

Priority of Work on Pools	
Patton Pool, Bldg 5774 Priority # 1	Opening Date 25 May 2009
Martin Pool, Bldg 112 Priority # 2	Opening Date 25 May 2009
13 ESC Pool, Bldg 2239 Priority # 3	Opening Date 25 May 2009
Thomas Pool, Bldg 192 Priority # 4	Opening Date 25 May 2009
Comanche Pool, Bldg 52932 Priority # 5	Opening Date 25 May 2009
WFH Pool, Bldg 91070 Priority # 6	Opening Date 25 May 2009
4ID Pool, Bldg 1675 Priority # 7	Opening Date 30 June 2009
1 CAV Pool, Bldg 2477 Priority # 8	Opening Date 30 June 2009

Pools will be aligned with Brigade in a sponsorship relationship. Brigades will be responsible for providing Soldiers as qualified lifeguards to the pools. The Directorate of Family, Morale, Welfare and Recreation and Aquatics Section will provide Military Lifeguarding Courses during Fiscal Year 2009. The primary purpose of the Lifeguarding Courses is to train and certify selected Soldiers to perform duties as lifeguards during the summer season at designated swimming areas. Additionally, certified lifeguards will be able to serve their parent units during Combat Water Survival Training and any other water safety classes.

- Time of Execution: Initial repairs to be completed 15 May 2009 with the exception of both former divisional pools (Swimming pools 2479 and 1674) that are estimated to be complete in June 2009, based on scope of repairs.
- Additional Resource Requirements: \$1,800,000

### Revitalizing Fort Hood's Club System

#### Club Hood

Club Hood was formerly the Fort Hood Catering and Conference Center. Now, consisting of 10 formal rooms, a catering kitchen, a decorating department, and a sales office, the club is open to all ranks and provides premier dining, event planning and customer service for Fort Hood and the surrounding communities.

During the week, lunch is served in the mesquite dining room, and during the 1<sup>st</sup> and 3<sup>rd</sup> Saturday of each month Sunday, and every Tuesday, the Club features a Beef and Burgundy night. In order to encourage civilian patronage at the club for these events and to strengthen relations with the local community, no military decal is required daily from 1000-1400; on Tuesday evening; and on the 1<sup>st</sup> and 3<sup>rd</sup> Sundays of the Month.



### **Legends Pub (Officers' Club)**

Legends Pub is located in Club Hood and offers fellow officers a place to relax and enjoy camaraderie, with a full service bar. Legends Pub features pool tables, large screen TVs, dart boards, a patio, and starting 25 May 2009, will offer officers, Civilians, and their Families a pool where they can escape from the Texas heat and enjoy light refreshments. On Fridays at 1630, the club is host to the III Corps Commander's Officer Call, which features live music, a DJ, and great food. Club Hood is also available for private parties.



### **“Back-Bone” NCO Club**

The “Back-Bone,” formally known as the Phantom Warrior Club is Fort Hood’s Non-Commissioned Officers Club, offers a relaxed environment for NCOs, their Family and guests, featuring pool tables, full bar, large screen TVs, dart boards and a DJ or live music on Fridays. The club also features a lounge and ballroom and is available on request for private parties.

### **Patton’s Inn**

Patton’s Inn serves as Fort Hood’s all-ranks club and features pool tables, large screen TVs, dart boards, and is known for its intense spades and dominoes games. The club is open to everyone and offers Soldiers, their Families, and guests a great place to unwind. The club is open from Wednesday through Friday and is available for private parties from Saturday through Tuesday.

- Time of Execution: Ongoing
- Additional Resource Requirements: None

### **Free Soldier Shuttle**

Fort Hood has initiated a free on-post shuttle for personnel on Fort Hood. While the primary goal of the shuttle is to make it easier for Soldiers in the barracks to get out at night and on the weekends, everyone to include Family Members and Civilians may use the shuttle. The shuttle route has 24 stops, located in close vicinity to Soldier billeting, gyms, dining facilities, chapels, and Post Exchanges. Each full run of stops take approximately an hour and half to complete with vans arriving at each stop approximately 30 minutes apart.

- Time of Execution: Ongoing
- Additional Resource Requirements: None

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# Glossary of Acronyms

<b>ACMS-VT</b>	Army Combat Medic Skills Validation Test ..86
<b>ADSC</b>	Additional Duty Safety Course .....95
<b>AFSB</b>	Army Field Service Brigade .....14
<b>ALDP</b>	Army Leadership Development Program ...68, 78
<b>AMC</b>	Army Materiel Command .....14
<b>AMEDD</b>	Army Medical Department .....84
<b>ANSWER</b>	Applicant Notification System, Web-Enabled Response .....112
<b>AR</b>	Army Regulation .....100
<b>ARAP</b>	Army Readiness Assessment Program.....94
<b>ARCENT</b>	U.S. Army Central.....88
<b>ARFORGEN</b>	Army Force Generation .....43, 78
<b>ARNG</b>	Army National Guard .....70, 90
<b>ASC</b>	Army Sustainment Command.....14
<b>AT</b>	Anti-Terrorism .....103
<b>ATO</b>	Anti-Terrorism Officer.....103
<b>AUSA</b>	Association of the United States Army ..70, 89
<b>BCT</b>	Brigade Combat Team .....14, 81
<b>BCTB</b>	Battle Command Training Branch.....69
<b>BCTC</b>	Battle Command Training Center .....76
<b>BNCOC</b>	Basic Non-Commissioned Officer Course ...75, 104
<b>BSC</b>	Battle Simulations Center .....60, 76
<b>CAC</b>	Casualty Assistance Center .....115 U.S. Army Combined Arms Center.....70, 89
<b>CATS</b>	Combined Arms Training Strategy ..... 85
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear & Explosive ..... 103
<b>CCDR</b>	Combatant Commander .....27, 28, 43
<b>CCMCK</b>	Close Combat Capability Kits ..... 83
<b>CEF</b>	Contingency Expeditionary Force ..... 87
<b>CESL</b>	Continuing Education for Senior Leaders ... 81
<b>CFC</b>	Combined Forces Command..... 75
<b>CFFT</b>	Call for Fire Trainer ..... 83
<b>CHPC</b>	Community Health Promotion Council ..... 98
<b>CHRTAS</b>	Civilian Human Resources Training Application System..... 81
<b>C-IED</b>	Counter Improvised Explosive Device..... 78
<b>CIF</b>	Central Issue Facility .....13, 15
<b>CMAST</b>	Combat Medic Advanced Skills Training 53, 54
<b>COE</b>	Contemporary Operating Environment .43, 86
<b>COEs</b>	Centers of Excellence .....71, 90
<b>COIN</b>	Counterinsurgency..... 81
<b>COL</b>	Colonel ..... 81
<b>COMET</b>	Command Maintenance Evaluation Team. 13, 15
<b>CONUS</b>	Continental United States..... 50
<b>CPAC</b>	Civilian Personnel Advisory Center ..... 112
<b>CPOF</b>	Command Post of the Future..... 71
<b>CRM</b>	Composite Risk Management..... 101
<b>CSA</b>	Chief of Staff of the Army ..... 27

<b>CSC</b>	Commanders Safety Course .....	95	<b>HBCT</b>	Heavy Brigade Combat Team.....	89
<b>CTLDG</b>	Command Trained and Leader Development Guidance .....	83	<b>HCLOS</b>	High Capacity Line-Of-Sight Radios .....	84
<b>CTSF</b>	Central Technical Support Facility .....	66	<b>HICON</b>	Higher Command .....	64, 75
<b>CVS</b>	Combat Vehicle System .....	83	<b>HUGSS</b>	Helping Unite Gold Star Survivors.....	115
<b>CW</b>	Chief Warrant Officer .....	81	<b>HWFF</b>	Heavy Warfighter Forum .....	43
<b>DEF</b>	Deployment Expeditionary Force .....	87	<b>IAW</b>	in accordance with.....	100
<b>DFMWR</b>	Director of Family & Morale Welfare & Recreation .....	116	<b>ICE</b>	Interactive Customer Evaluation .....	2
<b>DOD</b>	Department of Defense .....	1	<b>IMCOM</b>	Installation Management Command .....	59, 98
<b>DPW</b>	Director of Public Works.....	8	<b>IO</b>	Information Operations .....	75
<b>EEO</b>	Equal Employment Opportunity .....	112	<b>IOC</b>	Initial Operational Capable .....	115
<b>EMT-B</b>	Emergency Medical Technician - Basic .....	84	<b>IOT</b>	In order to .....	112
<b>EO</b>	Equal Opportunity .....	82	<b>IRT</b>	Individual Readiness Training .....	44, 93
<b>EST</b>	Engagement Skills Trainer.....	83	<b>ITAM</b>	Integrated Training Area Management .....	48, 104
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