

Campaign Plan 2052

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VISION STATEMENT

The Louisiana National Guard's (LANG) 2052 Campaign Plan will outline the framework for all LANG members to support its federal and state missions through the following strategic objectives:

- #1 - LANG Campus Armory Realignments
- #2 - LANG Installation Realignments
- #3 - Support of Guardsmen Welfare and QoL
- #4 - Force Structure Initiatives
- #5 - Funding Streams from Multiple Organizations
- #6 - Partner Relationships
- #7 - All-Hazards Response
- #8 - Readiness

The plan will focus on three lines of effort (LOEs):

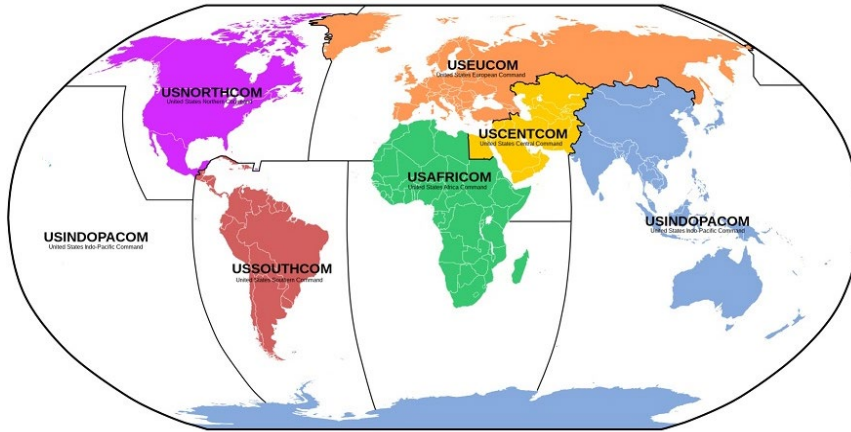
- #1 - **PEOPLE**: Are our greatest assets and priority
- #2 - **OPERATIONS**: Concentration on the federal mission will lead to state mission success
- #3 - **INFRASTRUCTURE**: We live where we operate and train

END-STATE: The LANG will be a national model for Guardsmen and family QoL. The distinct and realigned functions of the five major installations will ensure growth, transformation, and relevancy for homeland security and homeland defense missions. The strategically consolidated armories will maximize recruiting and retention efforts and streamline resources to ensure transformation and peak readiness.





AREA OF OPERATIONS



**Outside the
Continental U.S.
(OCONUS)**

**Inside the
Continental U.S.
(CONUS)**



Louisiana Stateside (local)



Foreword from MG Thomas C. Friloux



The Louisiana National Guard has a long and proud history of defending our Nation and supporting our State; however, the nature of conflict continues to evolve. Peer threats, non-state actors, and mother nature command that we look forward and adapt to meet imminent challenges. Success will be dictated by our ability to look ahead, and the Louisiana National Guard 2052 Campaign Plan (LANG 2052) provides direction and guidance as we lead the Guard into the future.

The Louisiana National Guard is a premier military organization equipped with both lethality and a heart for service. We support our federal and state missions as we serve the people of the United States of America and the State of Louisiana. We do this through three lines of effort: People, operations, and infrastructure. These lines of effort coalesce to make the Guard a prosperous, responsible, and ready organization.

Readiness remains key to achieving each of our federal and state mission end states. I envision facilities as campuses with centers of gravity focused on building readiness and supporting our Guardsmen and our communities. To that end, we recognize the importance of quality of life with services and support programs for Guardsmen and their families. This transformation necessitates engagement with our federal and state stakeholders resulting in budgets that align with my vision, our values, and strategic requirements.

LANG 2052 is the campaign plan that charts the course of our decision making in an era of great-power competition. It is the framework that will shape the Louisiana National Guard's future and provide Louisiana Guardsmen my vision and resources to enhance transformation, efficiency, and direction. We will continue to safeguard the homeland, foster partnerships, and win America's wars.

Protect What Matters!

THOMAS C. FRILOUX
Major General, LAARNG
The Adjutant General



Foreword from CSM Clifford J. Ockman, Jr.



The Louisiana National Guard 2052 Campaign Plan (LANG 2052) is a strategic blueprint designed to increase our readiness and professionalism in the face of evolving challenges. Guided by the vision of the Adjutant General, LANG 2052 is committed to preparing us for both federal and state missions, serving as a powerful deterrent to our adversaries.

Central to LANG 2052 is a relentless focus on enhancing Soldier and Airmen training, wellbeing, and quality of life. This plan underscores our dedication to the families, communities, and nation we serve. By prioritizing readiness, we ensure that every Guardsman is equipped to meet the demands of our missions.

LANG 2052 transforms our approach to training, operations, and strategic thinking, fostering a culture of excellence within our ranks. This forward-thinking framework empowers both current and former Guardsmen to contribute to and benefit from our collective progress.

Our success hinges on our ability to advance capabilities through comprehensive readiness, rigorous training, and continuous transformation. Enlisted Soldiers and Airmen will lead the charge, honing their skills to achieve victory in every endeavor. As citizen Soldiers and Airmen, we will uphold the highest standards of professionalism, becoming experts in our fields, always ready to deploy.

We embody our motto: "Protect What Matters," with unwavering commitment and pride.

CLIFFORD J. OCKMAN, JR.
CSM, LAARNG
Command Senior Enlisted Leader



INTRODUCTION

The 2052 Campaign plan outlines the organization's collective vision and direction. This plan sets up the framework for LANG's strategy. It includes critical success factors and key planning elements to help guide the organization in the proper direction. This plan also stands for LANG's commitment to the future and details a continuous process that allows members to achieve excellence in all that they do.

Mission Statement: The LANG deploys prepared military forces to safeguard the homeland, foster local and international partnerships, and win America's wars.

LANG Motto: Protect What Matters

LANG Core Values:

Loyalty – Bear true faith and allegiance to the U.S. Constitution, the Constitution of the State of Louisiana, the LANG, and fellow Soldiers and Airmen. Be loyal to the Nation, State, and its heritage.

Duty – Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

Respect – Rely upon the 'Golden Rule.' How we consider others reflects upon each of us, both personally and as a professional organization.

Selfless Service – Put the welfare of the Nation, the LANG, and subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control, and faith in the system.

Honor – Regard with great respect all that is entrusted to your care and authority. Observe LANG values in all your actions and decisions.

Integrity – Do what is right, legally, morally, and ethically. Be willing to do what is right especially when no one is looking. It is our "moral compass" and inner voice.

Personal Courage – Our ability to face fear, danger, or adversity (both physical and moral).

Excellence in All We Do – Develop a sustained passion for the continuous improvement and innovation that will propel the LANG into a long-term, upward spiral of accomplishment and performance.







WHERE WE CAME FROM

LANG HISTORY

COLONIAL MILITIA IN LOUISIANA. The first settlers of North America coming from the Old World often had to be self-reliant when it came to common defense. By the 18th century, organized militia existed for this purpose. The colonial French settlers of Louisiana included citizen Soldiers, who had to be ready at a moment's notice to defend their new homeland.

Spain gained control of the colony in 1769, and further organized and expanded the Louisiana militia. During the American Revolution, Spain was an ally of the rebelling colonists. Under Governor Bernardo de Galvez, Louisiana militia troops participated in military action against the British in Louisiana and the Gulf of Mexico, including battles at Baton Rouge, Mobile, and Pensacola.

THE EARLY REPUBLIC. In 1803, Louisiana was designated as a U.S. territory and its citizen Soldiers became part of an American force. In 1812, Louisiana became a state and its militia became the foundation for the Louisiana National Guard. The U.S. and Great Britain again clashed in the War of 1812. The final battle of the war, the Battle of New Orleans, took place in present day St. Bernard Parish. General Andrew Jackson used Louisiana citizen Soldiers as well as regular troops to deliver a crushing defeat to the British army. Decades later, Louisiana militia participated in the Seminole Wars and the Mexican War.



THE CIVIL WAR TO SPANISH AMERICAN WAR. Louisiana militia, including the famed "Louisiana Tigers," took an active part in the Civil War within the State as well as in other theaters, most notably as part of the Army of Northern Virginia. Federally recognized units were called on to maintain the peace during the tense Reconstruction period. In 1878, Governor Francis T. Nicholls reestablished state control of Louisiana militia units. Many units were mobilized for federal service during the war with Spain in 1898. Louisiana also organized a naval militia in this period which lasted into the early 20th Century.



THE 20th CENTURY. In 1903, U.S. Congress passed the Militia Act, which organized the country's assortment of state militias and officially established their dual federal and state missions. The LANG mobilized for federal duty on the Mexican Border under General John J. Pershing in 1916, but the nation's priorities soon shifted with entry into another war. World War I brought Louisiana's citizen Soldiers onto an international stage.



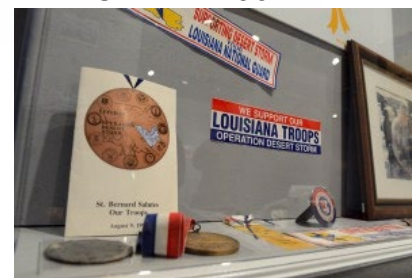


In 1917, The 39th Infantry Division was organized, including Guard units from Louisiana, Mississippi, and Arkansas. The 39th trained at Camp Beauregard and many Louisiana Guardsmen saw action in Europe.

WORLD WAR II TO DESERT STORM. Louisiana Guardsmen were very active in the second World War. The 141st Field Artillery, the 156th Infantry Regiment, and many other units participated in the liberation of Europe from fascist control. World War II also saw the origins of the Louisiana Air National Guard with the organization of the 122nd Observation Squadron in 1941. Major General Raymond H. Fleming, adjutant general, was head of the state's Selective Service and later served as Chief of the National Guard Bureau. Louisiana units made tremendous contributions to the war effort, several earning Battle Honors. During the Cold War, some units were activated for the Korean conflict and later in response to the Berlin Crisis of 1961.



In the latter half of the 20th century, Louisiana Guardsmen were activated for hurricanes, floods, tornadoes, industrial accidents, assistance to civil authorities, and many other emergencies and actions. In 1991, 17 Louisiana units were mobilized for Operation Desert Storm in Iraq, including nine serving on the front lines.



THE 21st CENTURY. Following the terror attacks on 9-11-2001, the LANG began deploying units to combat threats overseas as part of the Global War on Terror. It also conducted homeland security missions such as Operation Noble Eagle. The State sent thousands of its Soldiers and Airmen to play a major role in Afghanistan and Iraq in the following decade and beyond. The year 2005 brought two devastating hurricanes to the people of Louisiana. Hurricanes Katrina and Rita flooded and endangered the southern part of the State, including the city of New Orleans and LANG Headquarters at Jackson Barracks. Louisiana Soldiers and Airmen conducted extensive and harrowing missions throughout the State. Search and rescue was the primary concern, but Guard operations lasted a long time after the hurricanes had passed. Many Guardsmen had just returned from overseas as the disaster was unfolding in their home state. Not missing a beat, they went from one dangerous mission to the other. Since the 2005 hurricanes, the LANG has successfully prepared for and responded to several emergencies, including Hurricanes Gustav, Ike, Laura, Delta, and Ida; the Gulf Oil Spill; and the floods of 2011 and 2016.



The LANG continues to support overseas contingency operations and to train for homeland defense against potential terrorist attacks. Whether it is from foreign threats or emergencies at home, the LANG stands ready to protect what matters.



UNIT HISTORIES

256th INFANTRY BRIGADE COMBAT TEAM

Louisiana's infantry tradition began in 1770 with the formation of the militia by Spanish General Alexander O'Reilly. Following the Louisiana Purchase, the U.S. maintained this structure, and Louisiana units participated in conflicts from the War of 1812 to the Spanish-American War. The Washington Artillery, now the 141st Field Artillery Regiment, organized in 1838, is the state's oldest unit and saw significant action in the Civil War and World War II. The 2nd and 3rd Battalions of the 156th Infantry, with roots in the Civil War, notably trained U.S. Soldiers for the D-Day Invasion. The 769th Engineer Battalion, tied to Baton Rouge, evolved to combat engineers. The 108th Cavalry and 199th Brigade Support Battalion are also included in the force structure. The 256th Brigade, based in Lafayette, has deployed to Iraq three times, providing security for democratic elections and aiding hurricane recovery in 2005.



225th ENGINEER BRIGADE



Louisiana's engineers are crucial to the state's National Guard, frequently responding to natural and manmade disasters. The 225th Engineer Brigade, originally an engineer company in the 1950s, evolved into a brigade by 2006, supporting both overseas and domestic missions. Since 2002, the 225th has seen multiple deployments while responding to disasters like Hurricanes Katrina, Rita, Gustav, Ike, the Gulf Oil Spill, and others through present day. The 205th Engineer Battalion, reorganized from the 105th Anti-Aircraft

Battalion, has roots in World War II and ties to historic cavalry units in Bogalusa and Franklinton. The 2225th Bridge Company in Marrero is a newer but vital unit. The 527th Engineer Battalion, based in Northwestern Louisiana, played a key role in Operation Desert Storm by opening and closing berm barriers between Saudi Arabia and Iraq. The 528th Engineer Battalion, formed from companies in Northeastern Louisiana, has been active in all major state disaster responses and multiple overseas deployments since 2002.





STATE AVIATION COMMAND

The State Aviation Command oversees the 204th Theater Aviation Operations Group, including the 1-244th Aviation Battalion and other units. The 1-244th, a Blackhawk unit, plays a vital role in domestic emergency missions, including life-saving search and rescue during Hurricane Katrina, as well as reconnaissance, transportation, and firefighting. Company F, 1-171st Aviation Air Traffic Services, and Company F, 169th Aviation Regiment provide air traffic services, deploying to Iraq in 2018-2019. Detachment 1, Company C, 114th Aviation Battalion frequently responds to domestic emergencies and has conducted

counter-drug operations and medical evacuations, including in Haiti after the 2010 earthquake. Detachment 2, Company B, 248th Aviation Support Battalion maintains aircraft and has been activated domestically and deployed to Kosovo in 2014, 2023, and Iraq in 2017. Detachment 38, Operational Support Airlift, offers fixed-wing support, conducting transport in the Western hemisphere and supporting overseas combat missions.



139th REGIONAL SUPPORT GROUP



The 139th Regional Support Group, headquartered at Jackson Barracks in New Orleans, oversees units with deep historical roots. The 773rd Military Police Battalion evolved from the World War II-era 773rd Tank Destroyer Battalion and became a key military police unit involved in overseas deployments and domestic operations, including the post-Katrina response. The 165th Combat Sustainment Support Battalion also traces its origins to the 773rd Tank Battalion, playing a vital role in transportation and maintenance. It supported operations during the

Berlin Crisis, Desert Storm, and the Global War on Terror and is crucial in hurricane and flood responses within Louisiana. The 156th Infantry Band, known as "Louisiana's Own," has performed since the 1930s, including a notable performance for President Truman at the Potsdam Conference in WWII. Other units within the 139th include the 415th Military Intelligence Battalion which manages the 756th Medical Company Area Support, and Company B, 136th Expeditionary Signal Company.





61st TROOP COMMAND

The 61st Troop Command is essential for coordinating regional command and control during state activations in Louisiana. Civil authorities rely heavily on the 61st for defense support during natural disasters and other crises. Since the September 11, 2001 attacks, homeland security has become one of the most vital missions of the LANG, with the 61st playing a key role in these efforts. A crucial part of the 61st's mission is the 62nd Civil Support Team, which specializes in detecting, preparing for, and responding to domestic threats,

including chemical, biological, radiological, nuclear, and high-yield explosive incidents. This specialized team is trained to support civil authorities by identifying hazardous substances, assessing risks, advising on response measures, and assisting in the mitigation of dangerous situations. The expertise and readiness of the 61st Troop Command and the 62nd Civil Support Team make them invaluable assets in safeguarding the state and its citizens.



199th REGIMENT (REGIONAL TRAINING INSTITUTE)



The 199th Regiment (RTI) provides leadership training, Noncommissioned Officer Education (NCOES), Officer Candidate School (OCS), and general studies for the Army National Guard, U.S. Army Reserve, and Active Component. The regiment plans and delivers training based on requirements set by the Army's Individual Training Branch and the Army Program for Individual Training (ARPRINT), working closely with subject matter experts in each training area. Originally known as the Louisiana

Military Academy, the 199th has conducted OCS since 1960 and established the Non-Commissioned Officer Academy in 1976, which offered NCOES, including the 1SG Course. Over time, the 199th has expanded its programs, now including Officer Candidate School, Basic Leadership Course, 31B Military Police School, 12N Horizontal Engineer School, 12W Vertical Engineer School, and 88M Transportation School. Reorganized on October 1, 2008, the regiment is now the 199th Regiment – Regional Training Institute.





159th FIGHTER WING

The Louisiana Air National Guard was officially formed after World War II, following the establishment of the U.S. Air Force, but its roots trace back to the 122nd Observation Squadron, organized in 1940. During World War II, the 122nd conducted anti-submarine missions over the Gulf of America and later served in North Africa and Italy, transitioning from observation to fighter training and bombardment roles. After the war, it reorganized within the Air National Guard, playing a key role in U.S. air defense during the Cold War and training Airmen during the Korean War. In the late 1950s, the 122nd became part of Louisiana's 159th Fighter Interceptor Group, which expanded into a Fighter Wing. Since 9/11, it has maintained readiness in the skies of the Gulf. The 159th includes unique units like the 236th Combat Communications Squadron, 214th Engineer and Installation Squadron, and 259th Air Traffic Control Squadron.





INSTALLATION HISTORIES

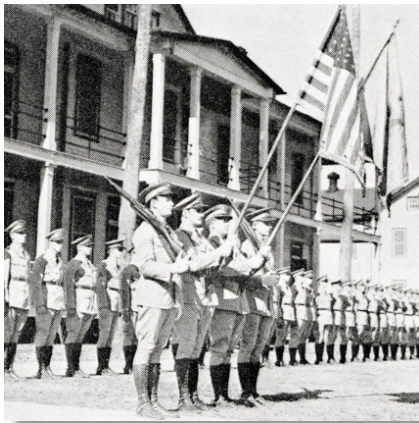
Training Center Pineville, originally the Louisiana Seminary of Learning and Military Academy established in the 1850s, has a rich history tied to military training. Initially overseen by William Tecumseh Sherman, the site became Camp Stafford in 1905, serving as the National Guard's training ground. Renamed Camp Beauregard during World War I, it hosted over 44,000 Soldiers, despite high disease rates, and continued expanding through World War II as the center of the Louisiana Maneuvers, training half a million troops, including future military



leaders like Eisenhower and Patton. Deactivated post-war, it was revived in the 1970s as a major Guard facility. Today, Training Center Pineville encompasses 12,500 acres with extensive training facilities, including firing ranges, Esler Field airfield, and headquarters for the 225th Engineer Brigade and 199th Regiment (RTI). It supports a range of operations from combat training to disaster response, housing programs like the Youth Challenge Program, Officer Candidate School, and other military readiness initiatives.



Jackson Barracks, built in the 1830s under President Andrew Jackson, served as a key military post defending New Orleans. Originally called "The U.S. Barracks," it was renamed in 1866 to honor Jackson. The site played roles in the Seminole Wars, Mexican War, Civil War, and Reconstruction. In 1922, the LANG took over, and the Works Progress Administration revitalized the post during the Great Depression. During World War II, Jackson Barracks supported the war effort as a processing center and housed prisoners of war. Severely damaged by Hurricane Katrina in 2005, the Barracks underwent extensive restoration and rebuilding, preserving its historic antebellum architecture. Today, Jackson Barracks serves as the LANG's headquarters and a monument to military history, resilience, and service to the community.





Camp Minden, originally the Louisiana Army Ammunition Plant (LAAP), was built in 1941-1942 on nearly 15,000 acres near Shreveport, Louisiana. Initially designed for loading, assembling, and packing ammunition during World War II, the facility's mission expanded during the Korean and Vietnam Wars to include manufacturing metal parts for artillery shells. The plant operated at varying capacities throughout the 20th century, adapting to national security



needs. In the 21st century, the LANG took over the site, transforming it into a major hub for Guard activity. Camp Minden now hosts training, unit headquarters, and a Regional Training Institute for specialized Guard training. It also serves as the Reception, Staging, and Onward Integration (RSOI) site for emergency response units and houses Louisiana's Youth Challenge Program, making it a critical center for military training and community support.



The Gillis W. Long Center (GWLC) was originally a sugar cane plantation called Indian Camp, which was first owned by a War of 1812 veteran. By the 1850s, it featured a main house named "Woodlawn." Post-Civil War, the property was repurposed by the State of Louisiana in 1894 as a treatment center for Hansen's Disease, under the care of the Daughters of Charity. In the 1940s, Dr. Guy Faget developed a cure for the disease here, at a facility commonly known as "Carville." In 1986, it was



officially named the Gillis W. Long Center. By 1999, with few patients remaining, the U.S. Department of Health and Human Services returned the site to the State. That same year, it became the home of the Youth Challenge Program, marking Louisiana as the first state with multiple National Guard Challenge programs. Following Hurricane Katrina, the Center's role expanded significantly, housing various National Guard units and operations.





Camp Villere is situated 2.5 miles west of Slidell in St. Tammy Parish, covering approximately 2,117 acres. Established in 1942 as a small arms range for Soldiers from Camp Plauche in New Orleans, it is named after Jacque Philippe Villere, a War of 1812 major general and the second governor of Louisiana. Initially serving as a tactical training site post-WWII,



today Camp Villere hosts a multi-million-dollar

equipment training facility that supports National Guard units across Southeast Louisiana. It houses various LANG units and office functions. Additionally, the camp's small arms ranges are utilized by a variety of federal, state, and parish law enforcement agencies for training purposes.



Camp Cook, in Ball, Louisiana, is home to the LANG's Non-Commissioned Officer Academy (NCOA). Originally established in 1976 at Camp Beauregard, Pineville, LA, under SGM Norvin J. Schexnaildre, the NCOA initially offered the Primary Non-commissioned Officer Course (PNOC). It has since evolved significantly, relocating to a 38-acre site in Ball, LA, in 1990, previously operated by the Louisiana Department of Corrections as a juvenile girls' home. Renamed multiple times, including its current designation as 1st Battalion (NCOA), 199th Leadership Regiment, the academy has trained thousands of Soldiers across various courses, such as Basic and Advanced Non-commissioned Officer Courses (BNCOC and ANCOC) and the Battle Staff NCO Course. The NCOA expanded to include active-duty personnel and transitioned its PNOC course to the Primary Leadership Development Course (PLDC). By 1996, it became part of the Total Army School System (TASS). Now operating as a Multi-Component Cadre Basic Leadership Course (BLC) site, it annually graduates 1,600 students from all Army components, emphasizing premier leadership training under an entirely NCO command structure.





WHO WE ARE & WHAT WE DO

Combat Reserve

The LANG is a state military force that serves both Louisiana and the United States, providing strategic depth to the Joint Force. Operating under dual state and federal authority, LANG is commanded by the Governor of Louisiana and the Adjutant General in state matters and by the President of the United States when federalized. It consists of the Louisiana Army National Guard and the Louisiana Air National Guard, specializing in land and air operations, respectively.



All-Hazards Response

The LANG plays a critical role in disaster response, providing essential support during natural disasters like hurricanes and floods, as well as in civil emergencies and community assistance. It also supports national defense by participating in military operations and peacekeeping missions alongside active-duty forces.



Members of the Community

In addition to its defense duties, LANG is heavily involved in community outreach and youth programs, such as the National Guard Youth Challenge Program, which focuses on education and life-skills development. With a history that dates to the 18th century, the LANG has been a key player in both state and national security, known for its readiness, resilience, and commitment to service.





THE ADJUTANT GENERAL'S THIRTY-YEAR VISION

1. Campus Armories: In the face of a shifting demographic paradigm, the LANG is poised to undertake a pivotal transformation of its readiness centers. Once reflective of a rural-centric populace, our legacy infrastructure must now adapt to the urban majority. This strategic realignment is not merely a response to changing times but a forward-thinking blueprint for our future operational landscape.

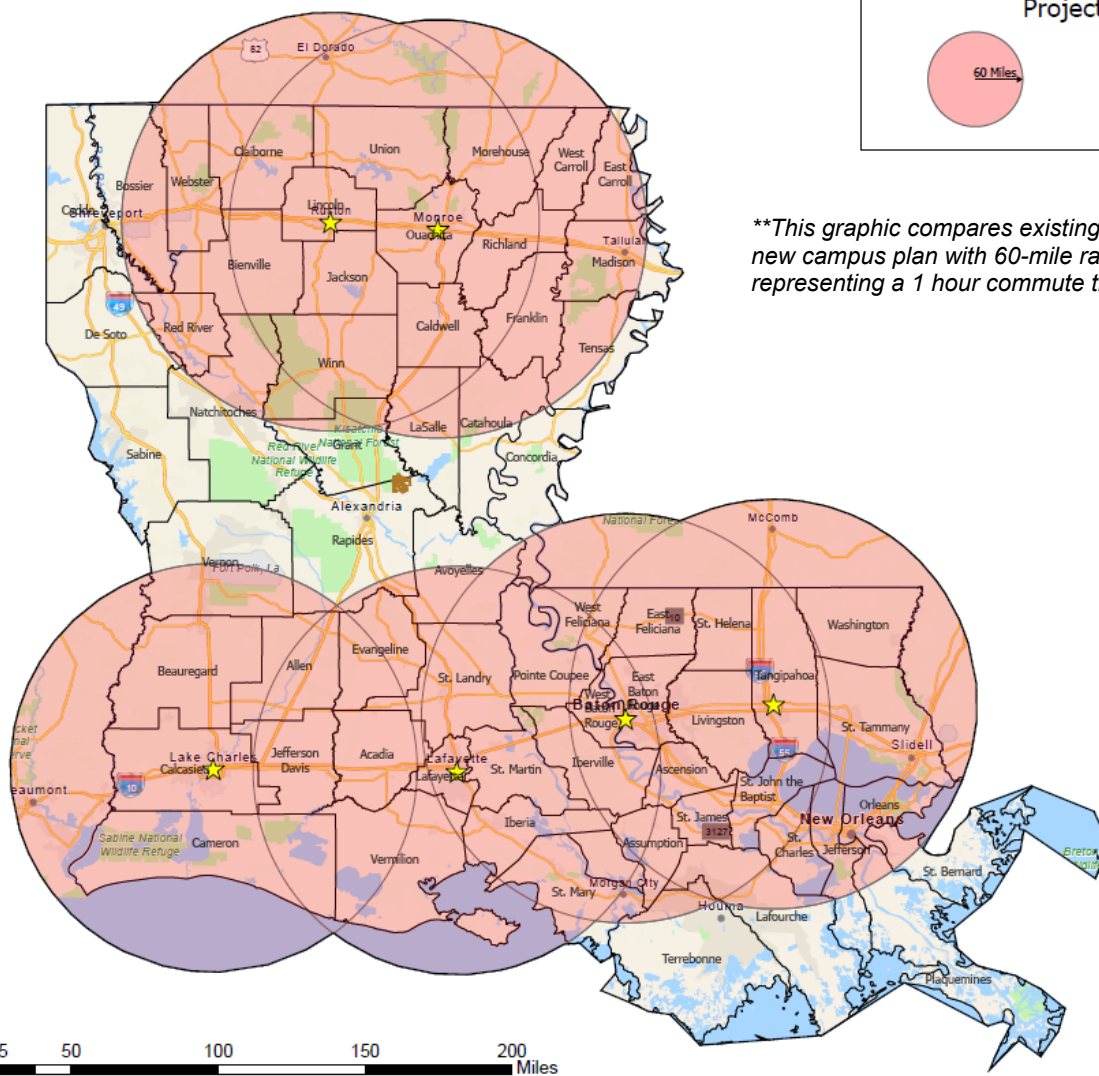


Traditionally, our readiness centers were the heart of local communities, where Guardsmen engaged in weekly Unit Training Assemblies (UTAs) amidst the familiarity of their rural settings. This structure predates the National Guard's requirement to attend regular Basic Combat Training and Advanced Individual Training. Instead, it fostered a symbiotic relationship between residents and the Military Occupational Specialties (MOS) offered at their local armories.

Current State: The contemporary era presents a stark contrast, with urbanization at its core. Guardsmen now exercise greater agency in selecting their roles, often willing to travel extensively or temporarily relocate to secure their desired positions. This cultural shift necessitates a strategic reassessment of our readiness center locations.

Strategic Initiative: The vision is to cultivate a network of modern campuses strategically situated along key corridors such as I-10/12 and I-20, encompassing Lake Charles, Lafayette, Baton Rouge, Hammond, Ruston, and Monroe. These campuses will generate readiness and serve as centers of community and support. Integral to this vision is the divestment of certain armories and the retention of others, guided by their strategic value and the insights gleaned from the Readiness Center Transformation Master Plan (RCTMP) and Force Structure Steering committee.





Campus Development. The envisioned campuses will seem like miniature installations, offering a suite of shared resources:

- DEERS Offices
- Dining Facilities (DFACs)
- Comprehensive Fitness Centers with nutritional guidance
- Short-term lodging with essential amenities
- Retail Outlets (Shoppettes)
- Urgent Care/Troop Medical Clinics
- Multipurpose Meeting Spaces
- Wi-Fi Connectivity
- Recruitment Storefronts
- Barbershops

These facilities will not only enhance the well-being of our service members and their families but also foster synergies with state agencies and private-public partnerships.

Objective: Our overarching goal is building readiness and accessibility. No service member should be more than an hour's journey from a National Guard facility. By



achieving this, we ensure that every member can fully leverage the array of services we provide, thereby reinforcing our commitment to their readiness and resilience.

2. Strategic Realignment of LANG Installations: At present, our installations lack a distinct strategic focus, resulting in a homogenized approach to operations. This redundancy diminishes efficiency and leads to unnecessary duplication in support services and funding allocations. We must delineate clear operational roles for each installation to streamline processes and optimize resource utilization.

Jackson Barracks: As the ceremonial and strategic cornerstone of the LANG, Jackson Barracks will host the Joint Force Headquarters-Louisiana (JFHQ-LA), the Louisiana Military Department, and the Louisiana State Guard (LASG). This centralization will streamline operations, with minimal dispersion of directorates across other facilities. The Barracks will also emerge as one of the National Guard's premier conference centers, enhancing our capability to host national and international defense engagements. Select readiness centers would remain at Jackson Barracks, supporting Greater New Orleans metropolitan area residents.



Camp Villere: Camp Villere is identified as a candidate for limited Military Construction (MILCON) projects, ideally establishing facilities for a wheeled infantry company and an M915 truck company. It will also expand on public/private partnerships with the LANG Foundation to augment financial resources. These developments aim to bolster LANG's operational readiness footprint, expand All-Hazards infrastructure, and support residents on the North Shore.

Training Center Pineville (TCP): TCP will shift to a singular focus as LANG's Combat Training Center. It will significantly expand its training ranges and maneuver areas, positioning it as a high-quality joint training area. By the year 2052, TCP should be able to accommodate the needs of a brigade-sized combat team during an Annual Training period, except for artillery and tank ranges. This will minimize the operational footprint on other military posts and concentrate training and mobilization readiness efforts. Consolidating these resources will also make TCP a prime candidate for serving as





an alternate Mobilization Force Generation Installation (MFGI) site. Select readiness centers and reduced Joint Staff elements would remain at TCP, supporting residents of Central Louisiana along the I-49 corridor.

Gillis W. Long Center (GWLC): The GWLC will be transformed into the consolidated nexus for the LANG Youth Challenge Program (YCP) and Job Challenge Program (JCP). This unification will enable a more efficient use of resources while supporting a continuous cycle of classes. Additionally, a new state-funded initiative will be introduced to cater to segments of at-risk youth the current federal program cannot serve. Select readiness centers would remain, and looking ahead, GWLC is a suitable location for the future stationing of a Security Force Assistance Brigade (SFAB) maneuver battalion.



Camp Minden: Camp Minden will maintain the RTI and is a possible location to consolidate units in rural areas along I-20. Its primary focus will be fostering private/public partnerships with the LANG Foundation to secure significant funding for LANG's initiatives.



Objective: Our overarching goal with strategic realignment is to streamline operations, reduce redundancy, and enhance efficiency across all installations. Central to this initiative is the specialization of each facility: Jackson Barracks will consolidate key leadership and serve as a premier conference center; Camp Villere will focus on targeted infrastructure expansion; Training Center Pineville will transform into a comprehensive Combat Training Center; and GWLC will centralize youth programs and host a future SFAB maneuver battalion. This strategic objective ensures that each installation serves a distinct and vital role within LANG's overarching mission, optimizing resource allocation and readiness for future challenges.





3. LANG Foundation Support of Guardsmen Welfare and QoL:

The Louisiana National Guard Foundation (LANGF) was created to significantly enhance the welfare and quality of life for Guardsmen. In conjunction with other parts of this plan, the LANGF will implement a comprehensive suite of benefits and facilities designed to support the physical, social, and personal needs of Guardsmen, both active and retired. By 2052, LANGF will provide:

Physical Fitness and Readiness: Establish state-of-the-art gyms with professional trainers equipped with the necessary tools to prepare for fitness tests, ensuring Guardsmen meet and exceed physical readiness standards. Cover the costs of healthcare premiums for Tricare Reserve Select coverage for Guardsmen to ensure access to comprehensive healthcare benefits, enhancing readiness and overall well-being. This initiative will also provide financial relief, allowing Guardsmen to allocate resources to other critical needs, fostering a more resilient and supported force.



Community and Financial Security: Provide paid memberships for the Louisiana National Guard Enlisted Association (LANGEA) and the National Guard Association of Louisiana (NGALA), fostering a sense of community and belonging among Guardsmen. Cover the costs of state-sponsored life insurance policies for all Guardsmen, offering peace of mind and financial security for themselves and their families. This initiative will also empower Guardsmen by

ensuring their voices are heard on political and organizational issues, defending their educational and financial benefits, and providing a safety net that protects against the economic impact of unforeseen events and building resilience.



Housing and Recreation: Build and maintain affordable quality housing for Guardsmen on installations and select campuses. These select areas will have complete morale, welfare and recreational (MWR) amenities such as pools, RV parks, golf courses, canteens, stores, and pubs, creating a comfortable and recreational living environment that encourages community engagement, enhances morale, and fosters a sense of belonging among Guardsmen and their families. This initiative will also contribute to the retention and recruitment of personnel by significantly improving the quality of life on LANG properties.





Comprehensive Support: Establish comprehensive support centers on LANG installations and campuses to serve active and retired members. These centers will provide essential childcare services, allowing active members to concentrate on their duties without concern. They will also offer various religious services, addressing the spiritual diversity within the LANG community and fostering overall wellness. Additionally, by incorporating organizations such as the Veterans of Foreign Wars (VFW) and the American Legion, these centers will facilitate continued engagement and support for veterans, enhancing their post-service life. This initiative contributes to a strengthened sense of community and support, ensuring that Guardsmen and their families can access comprehensive resources that address their physical, emotional, and spiritual needs. It also reinforces the commitment to the well-being of personnel, both during and after their service, by providing a network of support that spans their entire military journey.



Objective: Our overarching goal is to work with LANGF to support its commitment to building a robust support system that meets the immediate needs of Guardsmen and invests in their long-term well-being and that of their families. The LANGF will work diligently to implement these initiatives effectively, enhancing the overall quality of life for the LANG community.





4. Force Structure: Our current state is one of transition and strategic anticipation. As we look towards 2052, LANG aims to develop capabilities that align with both federal mission requirements and state-specific needs. While LANG currently possesses robust engineering and military police capabilities, there is a need to assess whether these are in excess of requirements and could be realigned to support the acquisition of desired future capabilities. The strategic plan will ensure that LANG units remain relevant and integral to national defense strategies while fulfilling state responsibilities. We aim to increase end strength by optimizing force structure through strategic growth and using divestiture and trade-offs only when necessary.

Non-Negotiables. The LANG will maintain the following assets:

- Brigade-size large-scale combat operations (LSCO) maneuver element.
- Brigade-size engineer element.
- Brigade-size regional sustainment element.
- O-6 level rotary element.
- Fighter Wing as the anchor of Belle Chasse.

The LANG will prioritize the acquisition of the following:

- Chemical Battalion HQ and a full Chemical Company
- CH-47 Chinooks
- Security Force Assistance Brigade (SFAB)
- Cyber Battalion
- UAS and Counter-UAS capabilities (MQ-1C Gray Eagle)

Louisiana Air National Guard (ANG) Priorities:

- **Tactical Airlift:** Establish a Tactical Airlift squadron (ex. C-130 Hercules & C-17 Globemaster), organic to Louisiana, with shared support functions with the Fighter Wing, enhancing operational flexibility and responsiveness.
- **Launch and Recovery:** Implement launch and recovery elements at Esler Field/Central Louisiana to support statewide aerial operations.
- **Cyber and Space:** Develop a Cyber Squadron to address emerging threats. While not actively pursuing them as a current priority, the integration of Space Guard assets will be considered if offered.
- **Barksdale Engagement:** Secure an ANG foothold at Barksdale Air Force Base with regular engagement intervals to maintain a strong relationship with our active-duty counterparts.
- **Air Traffic Control:** Maintain air traffic control capabilities in Alexandria as a strategic gateway into Fort Johnson, recognizing its importance and opting against divestiture.

LANG Divest/Trade Discussions: excess capacity offers the option for trade possibilities without critical loss of capability in:

- Construction Engineer Battalion
- Military Police Company



- Light Utility Helicopters (LUH/72s)
- Air Support Operations Squadrons

Objective: Our overarching goal is strategically positioning ourselves for 2052 by aligning capabilities with federal and state requirements, focusing on essential force structure growth, and maintaining critical units. Divestiture and trade-offs will be cautiously employed to optimize end strength without compromising core capabilities.





5. Funding Streams: To optimize the impact of each dollar, we must efficiently manage funding from federal, state, and LANG Foundation sources. Strategic fund layering supports diverse initiatives, ensuring targeted resource allocation and preventing overlap. This financial approach integrates various funding streams, expanding service reach and enhancing Guardsmen support. Additionally, it allows LANG to effectively utilize federal and state cost-sharing and cultivate public-private partnerships for community growth.



Federal Funding:

- **MILCON:** Investment in essential infrastructure to support our campus-approach plan and improve installations.
- **Range Maintenance:** Upkeep of training and firing ranges.
- **Cooperative Agreements:** Leverage agreements to the maximum extent to provide the greatest benefit for our organization.
- **Competitive Grants:** Pursue grants to fund projects & expand capabilities.

State Funding:

- **MILCON Design:** Achieve 30-35% design readiness for federal projects.
- **Training Ranges:** Develop new ranges for Training Center Pineville, enabling multi-weapon system use to support our Combat Training Center/MFGI approach.
 - Use Internal Innovative Readiness Training (IRT) for engineering projects.
 - Construct ranges to military specifications for National Guard Bureau (NGB) maintenance.
- **Historical Preservation:** Maintain the heritage of historic LANG properties.

LANG Foundation:

- **Partnerships:** Forge private-public partnerships to generate resources in support of the LANG strategy.
- **Morale, Welfare, and Recreation (MWR):** Take on MWR facility responsibilities to increase capability and capacity.
- **Self-Generated Revenue:** Expanded role overseeing self-generated revenue functions to enhance operational efficiency and profitability.

Objective: Our overarching goal is to create a sustainable financial ecosystem that aligns with our strategic objectives, fostering autonomy and resilience. By carefully managing and integrating federal, state, and LANG Foundation funding, we can build a robust framework that supports our Guardsmen, strengthens our infrastructure and cultivates community partnerships for enduring success and expansion.



6. Partner Relationships: As we navigate the challenges of limited resources, we must refine our approach to partnerships, ensuring they align with our evolving strategic mission. We will maintain and strengthen our federal partnerships and continue to build meaningful connections with parishes and local communities. Our commitment will be measured and mindful, aimed at managing expectations and upholding our integrity.

Strategies:

- **Engage Elected Officials:** The Command Group, through the Director of Intergovernmental Affairs, will exclusively manage interactions with federal and state elected officials, guaranteeing a cohesive and strategic advocacy effort.
- **Build and Maintain Federal Partnerships:** Continue expanding and reinforcing relationships with federal agencies and installations, leveraging these partnerships to support LANG's federal military missions.
- **Sustain All-Hazards Relationships:** The Joint Director of Military Support (JDOMS) spearheads collaborations for All-Hazards responses at the federal and state levels.
- **Empower Local Leadership:** The responsibility for fostering relationships with parishes and communities will be delegated to local units at the O6 and O5 levels. This decentralized approach will enhance community engagement and ensure initiatives are tailored to local needs.
- **Manage Expectations:** Adopt a policy of cautious commitment, focusing on deliverables within LANG's capacity. This will prevent overextension and maintain the integrity of LANG's promises to partners.
- **Optimize Internal Resources:** Redirect efforts toward internal projects that contribute to LANG's operational goals, such as utilizing construction engineers for infrastructure development within training centers during Inactive Duty Training (IDT) and Annual Training (AT) periods.
- **Scale External IRT Projects:** Due to fiscal limitations, anticipate and plan for a scaled-back approach to external Innovative Readiness Training (IRT) projects. Prioritize projects that align closely with LANG's strategic objectives and significantly benefit both LANG and the community.

Execution: We will adopt a methodical, phased implementation of these strategies and evaluate existing partnerships against LANG's strategic objectives. Establish transparent communication protocols and clarify roles and expectations at all command levels. Continuously appraise and refine the plan to adapt to shifts in resource allocation and strategic directives.

Objective: Our overarching goal is to cultivate a resilient network of partnerships that underpins LANG's mission, bolsters community ties, and augments the overall readiness and robustness of the force, all while adhering to a realistic commitment framework within resource limitations.





7. All-Hazards Response: Our strategic focus is to achieve proficiency in federal requirements, which, within our allocated funding, will inherently prepare us for state missions. We are committed to formulating a strategy that preserves our all-hazards response expertise while optimizing resource utilization and avoiding redundancy in training that aligns with our federal mission or that can be integrated into professional development.

Strategic Initiatives:

1. **Mission Specialization:** LANG's primary all-hazards mission set will shift to Security. LASG's primary mission will encompass other areas of all-hazards response, such as high-water vehicle SAR, commodity warehouse operations, cyber response, etc.
2. **LASG Expansion:** Commit to growing the LASG to a battalion-sized element within five years and to three battalion-sized elements within ten years.
3. **Resource Management:** Ensure the procurement, maintenance, and readiness of all-hazards fleets, including high-water vehicles and boats, under the stewardship of LASG.
4. **Member Protections:** Develop protections akin to the Employer Support of the Guard and Reserve (ESGR) for LASG members activated for all-hazards Operations, safeguarding their civilian employment and benefits.



Execution Plan:

- **Year 1-5:** Focus on recruitment, training, and organizational structure development for the first battalion-sized LASG element. Implement cross-training with LANG units to share expertise and resources.
- **Year 6-10:** Expand LASG to three battalion-sized elements, enhancing statewide all-hazards response capabilities. Participate in joint exercises with federal and state agencies to ensure mission readiness.
- **Ongoing:** Regularly assess and upgrade the all-hazards fleet, ensuring operational effectiveness and reliability. Establish a legal framework for ESGR-type protections for LASG members.



Objective: The overarching goal is a LANG proficient in federal missions, ready for state emergencies, and capable of adapting to changes in operational roles. The expansion and specialization of LASG will bolster LANG's ability to respond to all hazards, ensuring rapid and effective action during state emergencies.



8. Readiness: We must transition to a training model that operates within the confines of our resources and takes intelligent risks in areas where resources are below the desired levels. Training readiness can be generated quickly once a unit is sourced. Personnel readiness takes time to build and cannot be easily accelerated once behind desired levels.

Strategic Initiatives:

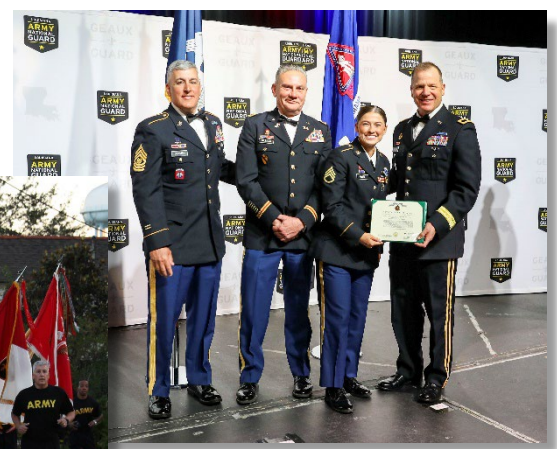
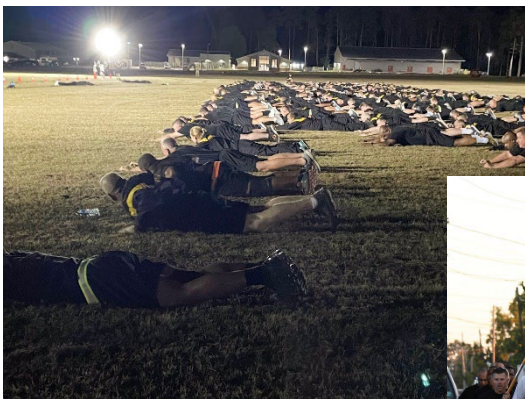
1. Personnel Readiness Primacy:

- Personnel readiness is the foremost operational priority.
- Uphold a minimum readiness standard of P2 for Army units and P1 for Air Guard units.
- Ensure FTUS personnel maintain both physical and mental readiness.

2. Resource-Leveled Mission-Centric Training:

- Align training intensity with available resources to ensure sustainability.
- Focus training efforts directly on mission-specific requirements.
- Aim for an 85% readiness rate for deployment to ensure unit integrity and rapid response. Maintain 90% surface equipment rate & 80% Army Aviation.
- Maximize the use of in-state resources to reduce dependency on external facilities.
- Reevaluate and reprioritize training distractors that do not enhance readiness.

Objective: Our overarching goal is to generate Soldiers and Airmen capable of meeting the demands of the Great Power Competition with agility and efficiency. By prioritizing personnel readiness and optimizing resource-leveled mission-centric training, we aim to maintain a prepared, adaptable, and strategically positioned force to respond to state and federal missions with minimal external support. This strategy guarantees that our Guardsmen are thoroughly prepared and well-equipped, instilling them with the assurance and proficiency necessary to confront future challenges.





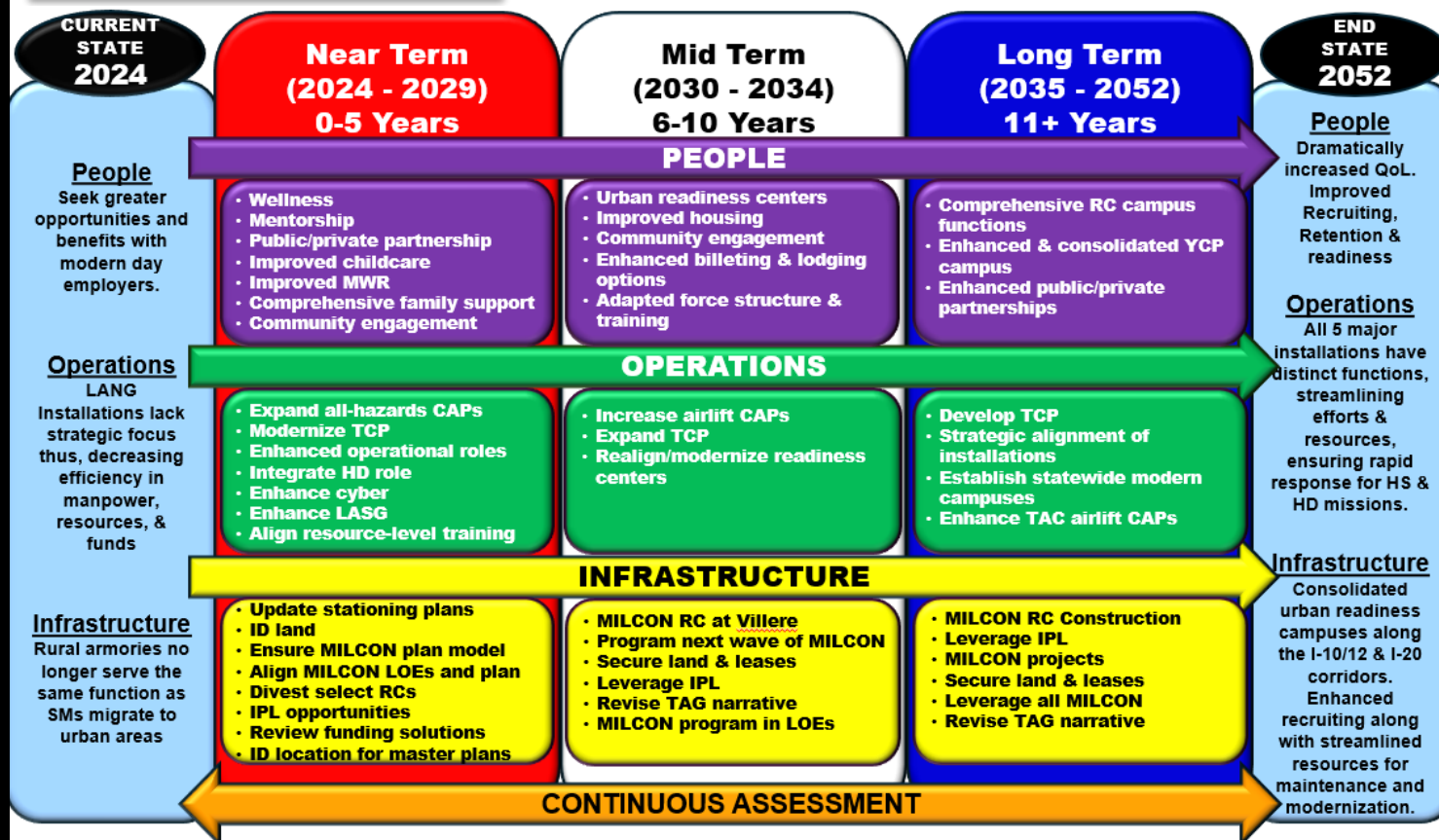
LINES OF EFFORT

The LANG's 2052 Campaign Plan centers on three key LOEs: **People**, **Operations**, and **Infrastructure**.

Recognizing that **people** are our greatest asset, the plan prioritizes recruitment, retention, and development of personnel to ensure a skilled and resilient force for the next generation. The **Operations** effort focuses on enhancing the LANG's capabilities to fulfill federal

missions while meeting the evolving needs of state missions. Focused

infrastructure investment aims to transform and maintain the facilities where the LANG operates and trains, ensuring readiness and effectiveness across all missions.





CURRENT STATE 2024

The Louisiana National Guard faces a dynamic landscape in 2024, marked by evolving challenges in its **people**, **operations**, and **infrastructure**.

Our **people** are the backbone of our organization, but modern trends reveal that many service members are seeking greater opportunities and benefits offered by civilian employers. The appeal of flexible work arrangements, competitive pay, and robust benefits packages places pressure on retention efforts and challenges the Guard to remain an attractive career option.

Operationally, our installations lack a cohesive strategic focus, leading to inefficiencies in manpower allocation, resource management, and funding utilization. Without a unified vision, efforts to optimize operations and deliver mission success risk fragmentation, reducing our overall effectiveness. This misalignment also limits our ability to adapt quickly to emerging threats and domestic response requirements.

Infrastructure poses a further challenge as rural armories increasingly fall short of meeting the needs of a force that is rapidly urbanizing. Service members are migrating to urban areas, leaving many armories underutilized and poorly positioned to support modern readiness requirements. These facilities, once community hubs, now struggle to deliver value, and their maintenance consumes critical resources that could be better allocated elsewhere.

Addressing these interconnected issues demands innovative solutions. By prioritizing retention through competitive benefits, streamlining operational strategies, and transforming infrastructure to reflect demographic shifts, the Louisiana National Guard can maintain its mission readiness and ensure it remains a vital force for our State and Nation.





LOE #1: PEOPLE

(Guardsmen, Family, Civilians, Retirees, and Veterans)



PEOPLE are our greatest asset. Empowering our people to be the cornerstone of excellence, resilience, and readiness for the LANG, we will cultivate a diverse and inclusive force where every member is valued, developed, and prepared to meet the challenges of the next 30 years. Through continuous investment in leadership, education, and community engagement, we will build a future-ready force that exemplifies integrity, dedication, and service to the State and Nation.

Near-Term Strategic Focus 0-5 years (execution): The LANG aims to invest in its people by developing modern armory campuses, enhancing wellness programs, expanding childcare and lodging, improving professional development, fostering partnerships, creating state-of-the-art training environments, establishing mentorship programs, supporting mental health, strengthening community engagement, and providing comprehensive family support over the next 5 years.

Mid-Term Strategic Focus 6-10 years (budget programming): Over the next 6-11 years, the LANG will invest in its people by developing urban-centric readiness centers, enhancing Soldier support services, optimizing installation specialization, strengthening public-private partnerships, and improving housing and quality of life to boost accessibility, well-being, retention, and resource efficiency.

Long-Term Strategic Focus 11+ years (Strategic Planning): Over the next 12-30 years, the LANG will invest in its people by expanding multi-purpose campuses, strengthening youth programs, enhancing public-private partnerships, improving housing and recreational facilities, and adapting force structure and training to meet evolving mission needs while supporting Guardsmen well-being and retention.

End State: the LANG dramatically increases QoL and Guardsmen family and work experiences, thus increasing recruiting, retention, and readiness.



LOE#2: OPERATIONS

“We live where we train and operate”



Concentration on the Federal mission will lead to State mission success. Enhancing our operational capabilities to ensure the LANG remains a premier force ready to respond to any challenge over the next 30 years. We will innovate, adapt, and excel in all domains, seamlessly integrating advanced technology, joint force collaboration, and mission-focused training. Our commitment is to execute every operation with precision, agility, and unwavering dedication, safeguarding the security and resilience of our state and nation.

Near-Term Strategic Focus 0-5 years (execution): Over the next five years, the LANG will transform readiness centers, expand Pineville’s training capacity, streamline operations, develop campuses with shared resources, strengthen public-private partnerships, align force structure with federal needs, revitalize installations, enhance youth programs, increase tactical airlift capabilities, and diversify all-hazards response.

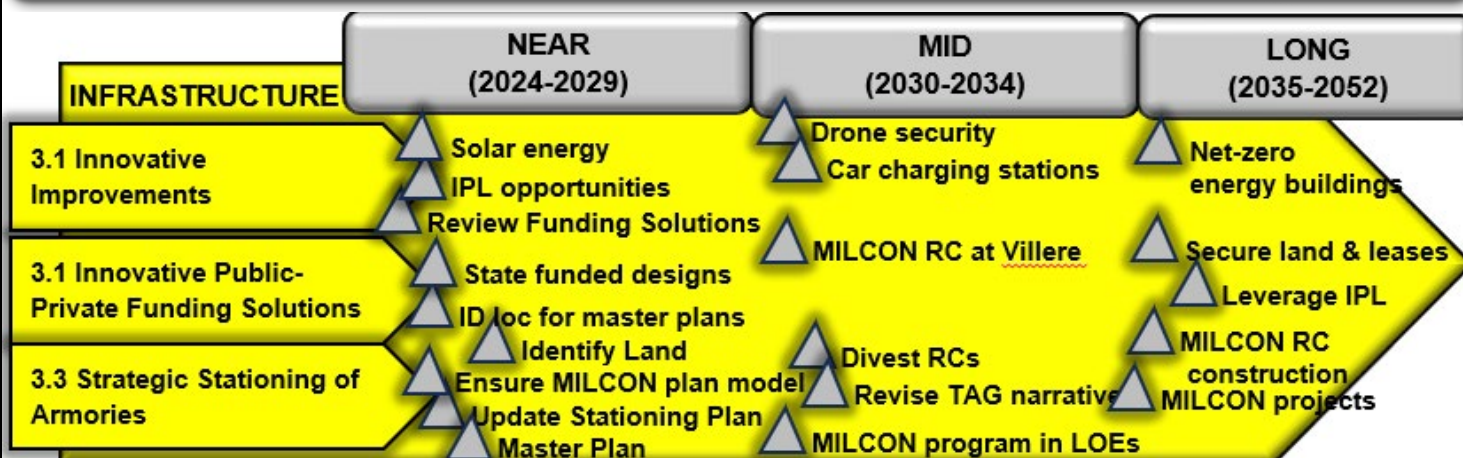
Mid-Term Strategic Focus 6-10 years (budget programming): Over the next 6-10 years, the LANG will expand Training Center Pineville, strengthen public-private partnerships, realign readiness centers, develop all-hazards response capabilities, and improve resource-level training to enhance operational readiness, emergency preparedness, and support large-scale mobilization and deployment efforts.

Long-Term Strategic Focus 11+ years (Strategic Planning): Over the next 11-30 years, the LANG will expand TCP, establish modern campuses, realign installations, enhance all-hazards response capabilities, develop cyber and tactical airlift units, enhance emergency preparedness, consolidate education programs at GWLC, and increase flexibility for evolving threats and mission requirements.

End State: All five major installations (Jackson Barracks, Minden, TCP, GWLC, and Villere) have distinct functions which will streamline efforts and resources for LANG. Ensure growth and relevancy to dynamic threats for homeland security and homeland defense.



LOE#3: INFRASTRUCTURE
“Transform, Maintain, and Focus”



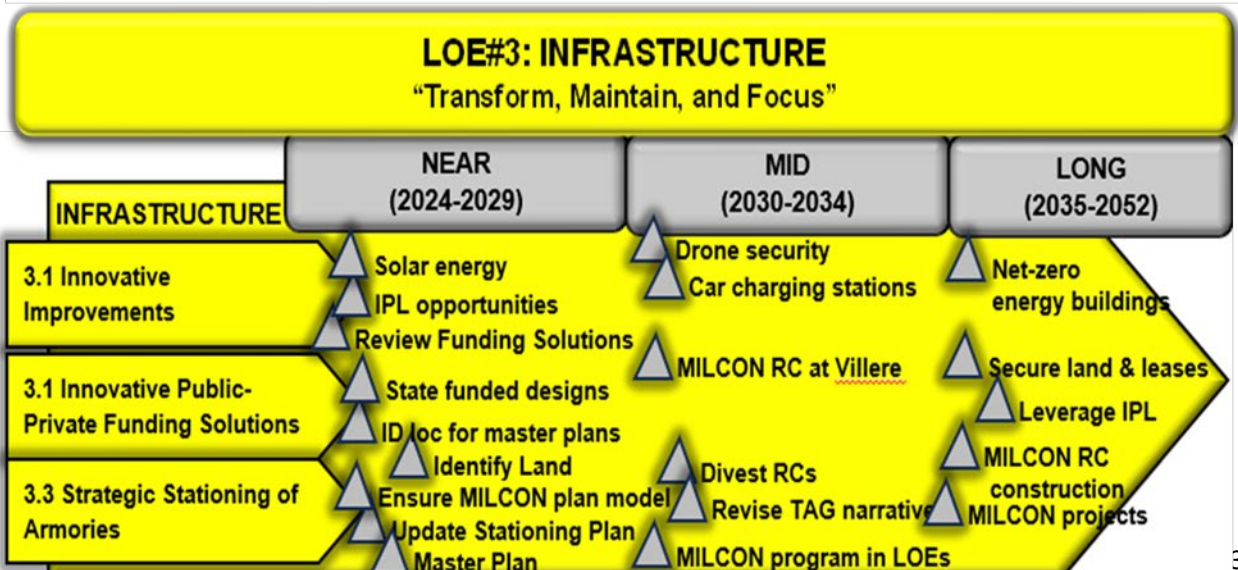
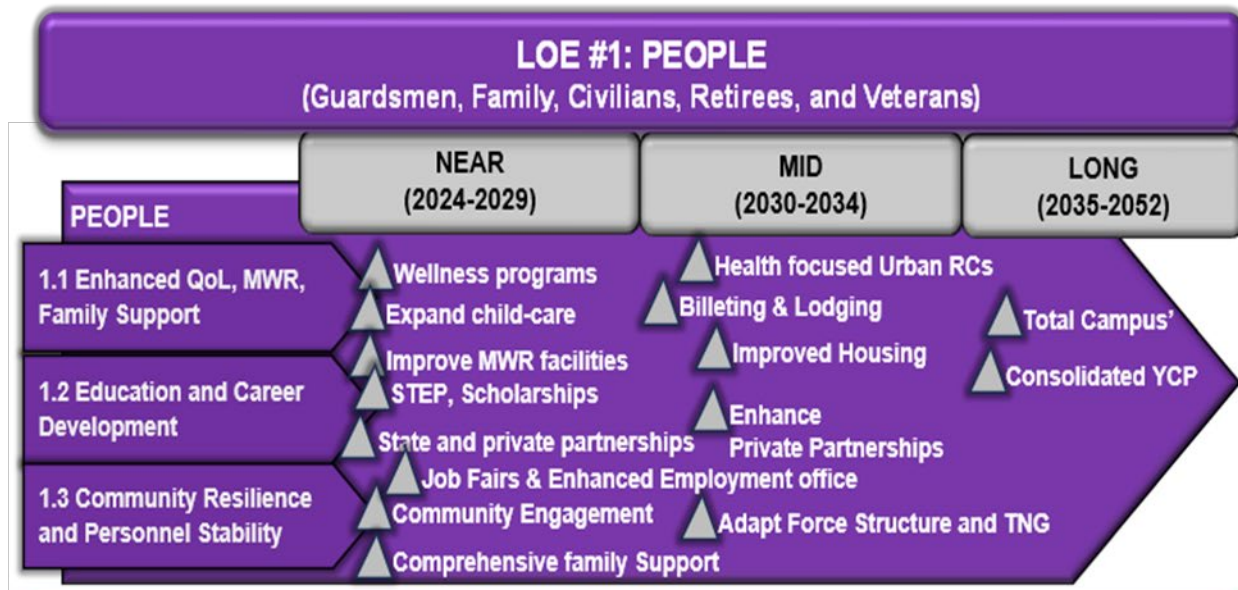
LANG members live where they operate and train, building and sustaining world-class infrastructure to support the mission of the LANG over the next 30 years. We will invest in resilient, modern facilities and technologies that enhance our operational readiness, sustainability, and adaptability. Through strategic planning and innovative development, we will create a foundation that empowers our forces, strengthens our communities, and ensures we are prepared for the challenges of tomorrow.

Near-Term Strategic Focus 0-5 years (execution): The LANG aims to update its stationing plan, align MILCON projects and budget, divest underutilized RCs, secure state/federal funding, update TAG narrative, pursue transformation opportunities, and develop state-funded master plans, hybrid facilities, and land identification within five years.

Mid-Term Strategic Focus 6-10 years (budget programming): The LANG plans to execute current MILCON projects, program future projects, secure land agreements, revise TAG narrative, leverage transformation funding, and optimize MILCON programming efforts within 6-10 years.

Long-Term Strategic Focus 11+ years (Strategic Planning): The LANG aims to execute MILCON projects, program future initiatives, secure land agreements, revise TAG narrative, and leverage transformation funding while optimizing MILCON efforts for long-term infrastructure transformation beyond 11 years.

End State: Consolidated urban readiness campuses along I-10/12 and I-20 corridors maximize recruiting and streamline resources for maintenance, transformation, expansion, and readiness.





END STATE 2052

The Louisiana National Guard's 2052 vision is a force defined by resilience, innovation, and readiness, achieving excellence through its **people**, **operations**, and **infrastructure**.

People remain the cornerstone, with a dramatically improved quality of life through robust support systems for service members and their families. Enhanced healthcare, housing, and professional development programs foster improved recruitment, retention, and readiness, cultivating a highly skilled and motivated force.

Operations are streamlined to ensure efficiency and rapid response capabilities. All five major installations have specialized functions, enabling optimal allocation of resources and efforts. This strategic alignment ensures mission success for both homeland security and homeland defense, leveraging interoperability with state and federal partners. The Louisiana National Guard stands as a premier force for disaster response and national security challenges.

Infrastructure has transformed to meet future demands. Consolidated urban readiness campuses along the I-10/12 and I-20 corridors integrate training, logistics, and operational capabilities, supporting modern urban and natural disaster scenarios. Enhanced recruiting efforts, paired with consolidated maintenance and transformation resources, ensure a technologically advanced and sustainable infrastructure that supports the Guard's mission well into the future.

By 2052, the Louisiana National Guard is a model of efficiency, readiness, and innovation, embodying its commitment to the people, the mission, and the state it proudly serves.





GLOSSARY

ESGR:	Employer Support of the Guard and Reserve
GWLC:	Gillis W. Long Center, Carville, LA
LANG:	Louisiana National Guard
LANGF:	Louisiana National Guard Foundation
LASG:	Louisiana State Guard
LOE:	line of effort
MILCON:	military construction
MWR:	morale, welfare, and recreation
QoL:	quality of life
TAG:	The Adjutant General
TCP:	Training Center Pineville, Pineville, LA
UTA:	Unit Training Assembly



LOUISIANA
NATIONAL GUARD

PROTECT WHAT MATTERS

2052 CAMPAIGN PLAN

**CURRENT
STATE
2024**

**Near Term
(2024 - 2029)
0-5 Years**

**Mid Term
(2030 - 2034)
6-10 Years**

**Long Term
(2035 - 2052)
11+ Years**

**END
STATE
2052**

People

Seek greater opportunities and benefits with modern day employers.

- Wellness
- Mentorship
- Public/private partnership
- Improved childcare
- Improved MWR
- Comprehensive family support
- Community engagement

- Urban readiness centers
- Improved housing
- Community engagement
- Enhanced billeting & lodging options
- Adapted force structure & training

- Comprehensive RC campus functions
- Enhanced & consolidated YCP campus
- Enhanced public/private partnerships

People
Dramatically increased QoL.
Improved Recruiting, Retention & readiness

Operations

LANG

Installations lack strategic focus thus, decreasing efficiency in manpower, resources, & funds

- Expand all-hazards CAPs
- Modernize TCP
- Enhanced operational roles
- Integrate HD role
- Enhance cyber
- Enhance LASG
- Align resource-level training

- Increase airlift CAPs
- Expand TCP
- Realign/modernize readiness centers

- Develop TCP
- Strategic alignment of installations
- Establish statewide modern campuses
- Enhance TAC airlift CAPs

Operations
All 5 major installations have distinct functions, streamlining efforts & resources, ensuring rapid response for HS & HD missions.

Infrastructure

Rural armories no longer serve the same function as SMS migrate to urban areas

- Update stationing plans
- ID land
- Ensure MILCON plan model
- Align MILCON LOEs and plan
- Divest select RCs
- IPL opportunities
- Review funding solutions
- ID location for master plans

- MILCON RC at Villere
- Program next wave of MILCON
- Secure land & leases
- Leverage IPL
- Revise TAG narrative
- MILCON program in LOEs

- MILCON RC Construction
- Leverage IPL
- MILCON projects
- Secure land & leases
- Leverage all MILCON
- Revise TAG narrative

Infrastructure
Consolidated urban readiness campuses along the I-10/12 & I-20 corridors.
Enhanced recruiting along with streamlined resources for maintenance and modernization.

CONTINUOUS ASSESSMENT