



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL  
455 MCNAIR AVE, SUITE 100  
FORT SILL, OKLAHOMA 73503

ATZR-C

AUG 23 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CG Policy Memorandum #1, Commander's Intent and Leadership Philosophy

1. Purpose. This is the Fires Center of Excellence and Fort Sill's primary policy letter. This Commander's Intent and Leadership Philosophy form the primary and enduring framework and foundation from which all other policies and guidance will flow. In the absence of a specific policy in a particular area, leaders can find guidance in this policy that will enable them to act within my intent in any situation.

2. Overarching Policy Guidance.

a. The Fires Center of Excellence trains, educates, and develops Soldiers and Leaders; creates and develops capabilities; and provides a Fires Force to support the Joint Warfighting Commander across the spectrum of operations in Joint and Multinational environments. However, this can only be achieved if we **build tenacity** and instill a **culture of values, fitness, resiliency and pursuing excellence in the fundamentals**, the moment our Soldiers arrive.

b. **We are one team** – a team of teams! I expect units, commanders and directorates to think, speak and operate as such.

c. **Get better every day as Individuals and Teams.** Policies are put into place for good reason. Sometimes these reasons are less obvious with the passage of time. Leaders should question policies that do not make sense on the surface, but try to find out the original "why" behind the policy before you do. If something still needs to change, we are always open to feedback.

d. **In all cases, use your best judgement and take action.** I expect you to use disciplined initiative and take action rather than waiting for instructions or following orders that no longer fit the situation.

3. I am proud to serve with you as part of Team Sill. Fires Strong!!

A handwritten signature in blue ink, appearing to read "Ken Kamper".

KENNETH L. KAMPER  
Major General, USA  
Commanding

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(see next page)

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Fort Sill Intranet

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