



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

26 OCT 2021

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Fires Center of Excellence and Fort Sill (USAFCoEFS) Command Group
Terms of Reference

1. Reference.

- a. Army Regulation 600-20, Army Command Policy, 24 July 2020
- b. USAFCoEFS Regulation 10-5, Organization and Functions, 25 July 2019

2. To establish terms of reference to enhance the capability of the Fires Center of Excellence Command Group to provide purpose, guidance, and direction to assigned and attached units as well as outline Senior Commander, Fort Sill responsibilities.

3. Command Responsibilities.

a. My title is Commanding General (CG), U.S. Army Fires Center of Excellence and Fort Sill. As such, I command the Fires Center of Excellence (FCoE), serve as the Senior Commander (SC), Fort Sill, and Fires Warfighting Function Force Modernization Proponent. I exercise command authority, delegated through the chain of command, which runs directly from me to the FCoE tenant brigade commanders, and the Medical and Dental Command Commanders. Additionally, the Secretary of the Army has delegated to me certain authorities as the SC for Fort Sill. As such, I am responsible for bringing together all Department of the Army resources (readiness, materiel, human resources, services and installation) in a coordinated and synchronized manner at Fort Sill to achieve mission accomplishment, to transform civilian volunteers into Soldiers, generate combat-ready Soldiers and forces, and to ensure the morale and discipline of the installation.

b. Seven principal assistants support me in carrying out my duties and ensuring continuity of command. These assistants are the Command Sergeant Major (CSM), the Deputy to the Commanding General (DtCG), the Field Artillery (FA) and Air Defense Artillery (ADA) Commandants (CMDTs), who also fill the role of Deputy Commander (DCGs), the Army National Guard (ARNG), FA and ADA DCGs and the Chief of Staff (CoS). Each is authorized to supervise the execution of all decisions, guidance, and policies and interpret them for subordinates as appropriate within my intent, either oral or written. The DCGs serve as my principal deputies in the fulfillment of my responsibilities as the FCoE CG and as the SC for Fort

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Sill. The DCGs do not represent a separate level of command, rather they are part of the Command Group.

c. Until promoted to the rank of Brigadier General, the Deputy Commanders' titles will be Deputy Commanding Officer (DCO). The abbreviation of DCG will be used throughout this document to identify DCGs and DtCoS. Differences in legal authority to perform certain responsibilities will be identified where applicable.

d. My Personal Staff. My personal staff includes an Executive Officer (XO), Aide-de-Camp (AdC), an Enlisted Aide, an Administrative Noncommissioned Officer, a Driver, and an Executive Administrative Assistant (EA). The XO is the coordinator for this group and will work closely with the CoS and Secretary of the General Staff (SGS) to maintain coordination with the Command Group. The XO and the AdC work directly for me.

4. Command Sergeant Major (CSM), USAFCoEFS. The CSM is my principal enlisted advisor on all matters of the Command. The CSM has primary responsibility for enlisted individual training and readiness, linking individual and collective training, and the leader development of NCOS across FCoE. The CSM's scope mirrors mine in that the CSM has purview over all assigned and attached FCoE units as well as all Soldiers, Airmen, and Marines stationed at Fort Sill. The CSM is authorized an Administrative NCO/Driver. The CSM's focus areas include, but are not limited to, the following:

a. Enforces Army standards across the USAFCoEFS. Responsible for good order and discipline of any Service Member assigned or attached to FCoE; and for enforcing the orderly appearance of the installation grounds and facilities.

b. Monitors training, MOS utilization, retention, semi-centralized promotion, disciplinary measures to improve readiness, Soldier welfare, and morale across the USAFCoEFS.

c. Supervises the FCoE re-enlistment program to ensure we retain the best Soldiers in adequate numbers to meet all objectives across all categories.

d. Trains NCOS; visits training sites to observe training; oversees Training and Leader Development of our enlisted Soldiers, Airmen, Marines, and Allied personnel.

e. Serves as President, USAFCoEFS Soldier/NCO/Sergeant Audie Murphy Boards. Supervises boards for Soldier, NCO, and Drill Sergeant of the Year. Advises the Fort Sill Chapter of the Sergeant Audie Murphy Club (SAMC).

f. The CSM will chair the Noncommissioned Officer's Academy (NCOA) Board of Directors consisting of the CSMs for the FA/ADA CMDTs and the NCOA CMDT. The Board is charged with ensuring Advanced Leader Course (ALC)/Senior Leader Course (SLC) Programs of

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Instruction (POI) train the necessary MOS/branch skills, knowledge, and tasks for FA/ADA NCOS. This Board will ensure my guidance and the guidance of the Branch CMDTs are incorporated into ALC/SLC as appropriate.

g. Advises me on the health, welfare, and well-being of the force (Service Members, Families, and Civilians) across the USAFCoEFS. Monitors the condition of barracks, day rooms, clubs, lounges, AAFES facilities, libraries, and recreational and welfare activities.

h. Represents USAFCoEFS at ceremonies and social events as appropriate.

i. Oversees the planning and execution of all ceremonies executed at the USAFCoEFS.

j. Chairs the Borrowed Military Manpower (BMM) Executive Board and manages routine taskings across the installation.

k. Oversees enlisted personnel assignments to FCoE and approves all enlisted personnel movements across FCoE.

l. Oversees all Noncommissioned Officer Education and Schools (NCOES) and Soldiers' training courses to include monitoring enrollment levels.

m. Advises the Better Opportunity for Single Soldiers (BOSS) Program.

n. Oversees the FCoE Sponsorship Program.

o. Reviews all enlisted evaluations, awards, and personnel actions sent to the Command Group for my signature.

p. Provides me recommendations for the selection of all sergeants major for USAFCoEFS staff positions in coordination with FCoE brigade commanders and command sergeants major.

q. Advises me, the DtCG, the DCGs and the CoS on all matters regarding the USAFCoEFS Commanders Ready and Resilient Council (CR2C), to include the Community Health Promotion Council (CHPC), and Holistic Health and Fitness System (H2F).

r. Co-chairs the Performance Enhancement Board (w/FA CMDT & FCoE CoS).

s. Monitors the USAFCoEFS Sexual Harassment Assault Response Prevention (SHARP) and Equal Opportunity (EO) Programs in coordination with the DtCG/CoS.

t. Represents me as directed.

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5. Deputy to the Commanding General (DtCG). The DtCG speaks on my behalf and assists me in the exercise of my command responsibilities as the CG and SC. The DtCG supervises the execution of all decisions, guidance, and policies and interprets them for subordinates as appropriate within my intent, either oral or written. The DtCG's focus areas include, but are not limited to, the following:

a. As directed by me, executes full responsibility to direct the actions of the FCoE's military and Department of Army (DA) Civilian personnel, technical and managerial efforts, and annual operating budget.

b. As directed by me, serves as my advisor in force management, joint capabilities integration, requirements determination, and materiel acquisition.

c. As directed by me, represents me at senior-level conferences and with distinguished visitors.

d. As directed by me, serves as my representative at off-post community civic events.

e. Leads integration of enterprise partners, Medical and Dental Activities, and subordinates across USAFCoEFS.

f. Integrates and provides oversight of the FCoE training and education enterprise through daily engagement and governance forums.

g. As the senior DA Civilian at Fort Sill: Serves as senior advisor for all DA Civilian personnel matters; leads and manages hiring and award policies/actions; TDA changes and associated workforce management, training, union interactions, and discipline for the FCoE Civilian cohort.

6. Field Artillery Commandant (FA CMDT) / The Deputy Commanding General – Field Artillery (DCG-FA). The Commandant of the United States Army Field Artillery School and the Chief of the Field Artillery Branch also serves as the DCG-FA. The focus areas of the FA CMDT/DCG-FA include, but are not limited to, the following:

a. The FA CMDT, as the Branch Proponent, is responsible for Personnel and Leader Development, Doctrine and Education, and the execution of branch-specific training; leveraging and disseminating lessons learned from the field; developing the accessions strategy; and providing recommendations to senior Army Leaders on the personnel life cycle and career path of FA Soldiers and Leaders in accordance with (IAW) AR 5-22.

b. Exercises supervisory leadership over the 428th FA Brigade providing mentorship and fulfilling evaluation requirements IAW the rating scheme (in the event of DCG turnover, letters of

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input will be provided to ensure continuity of supervision and record assessments of each officer's potential).

c. As the DCG-FA, provides oversight and serves as the rater for the Army Capability Manager (ACM) Fires Cells, ACM Brigade Combat Team Fires, and ACM Field Artillery Brigade-DIVARTY.

d. As the FA CMDT, leads Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities – Policy (DOTMLPF-P) integration and synchronization of FA initiatives affecting the FA Branch and USAFCoEFS.

e. As the DCG-FA, provides mentorship to both the 434th and 75th FA Brigades.

f. Provides me recommendations and submits needs requirements regarding FA force management, training development, and modernization requirements after coordinating with the Combined Arms Center (CAC), other Centers of Excellence (CoEs), Combat Training Centers (CTCs), Army Futures Command (AFC) Cross Functional Teams (CFTs), operational units, and Sister Services.

g. As the DCG-FA, oversees the FCoE Company Commander Course and First Sergeant Pre-command Course (CCFSPCC)

h. As the DCG-FA, provides oversight of Fort Sill range utilization and prioritization.

i. As the DCG-FA, provides oversight for the Ranger and Airborne programs.

j. As directed by me, serves as my representative at off-post civic engagements.

k. Chairs the Performance Enhancement Board (w/FCoE CoS & CSM).

7. Air Defense Artillery Commandant (ADA CMDT)/The Deputy Commanding General – Air Defense Artillery (DCG-ADA). The Commandant of the United States Army Air Defense Artillery School and Chief of the Air Defense Artillery also serves as the DCG-ADA. The focus areas of the ADA CMDT/DCG-ADA, include, but are not limited to, the following:

a. The ADA CMDT, as the Branch Proponent, is responsible for Personnel and Leader Development, Doctrine and Education, and the execution of branch-specific training; leveraging and disseminating lessons learned from the field; developing the accessions strategy; and providing recommendations to senior Army Leaders on the personnel life cycle and career path of ADA Soldiers and Leaders IAW AR 5-22.

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b. Exercises supervisory leadership over the 30th ADA Brigade providing mentorship and fulfilling evaluation requirements IAW the rating scheme (in the event of DCG turnover, letters of input will be provided to ensure continuity of supervision and record assessments of each officer's potential).

c. As the DCG-ADA, provides oversight and serves as the rater for the ACM Army Air and Missile Defense Command (AAMDC) and ACM ADA Brigade.

d. As the ADA CMDT, leads DOTMLPF-P integration and synchronization of ADA/AMD initiatives affecting the ADA Branch and USAFCoEFS.

e. As the DCG-ADA, provides mentorship to the 31st ADA Brigade.

f. Provides me recommendations and submits needs requirements regarding ADA force management, training development, and modernization after coordinating with other CAC, CoEs, CTC, AFC CFTs, operational units, U.S. Army Space and Missile Defense Command (USASMDC), Sister Services, and the Missile Defense Agency (MDA).

g. Chairs the Community Enhancement Board (w/GC).

h. As directed by me, serves as my representative at off-post civic engagements.

8. Deputy Commanding General (DCG) for Army National Guard (ARNG) Field Artillery (FA).

The DCG-FA (ARNG) serves as my and the FA CMDT's advisor and personal representative for all ARNG matters. The focus areas for the DCG-FA (ARNG) include, but are not limited to, the following:

a. Assists me as the CG of FCoE, the SC of Fort Sill, and as the Force Modernization Proponent for the Fires Warfighting Function.

b. Assists and collaborates with the FA CMDT in planning and executing the CMDT's dual role as CMDT of the USAFAS and as the FA Branch Proponent.

c. Monitors and assures all domains of DOTMLPF-P programs and FA capabilities are integrated within the ARNG, in coordination with the FA CMDT's responsibility for force-wide active and reserve component decisions holistically affecting the FA Branch.

d. Assists the FA CMDT in FA training through direct oversight of the Regional Training Institutes and integration into the One Army School System.

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e. Ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution.

9. Deputy Commanding General (DCG) for Army National Guard (ARNG) Air Defense Artillery (ADA). The DCG-ADA (ARNG) serves as my and the ADA CMDT's advisor and personal representative for all ARNG matters. The focus areas for the DCG-ADA (ARNG) include, but are not limited to, the following:

a. Assists me as the CG of FCoE, the SC of Fort Sill, and as the Force Modernization Proponent for the Fires Warfighting Function.

b. Assists and collaborates with the ADA CMDT in planning and executing the CMDT's dual role as CMDT of the USAADAS and as the ADA Branch Proponent.

c. Monitors and assures all domains of DOTMLPF-P programs and ADA capabilities are integrated within the ARNG, in coordination with the ADA CMDT's responsibility for force-wide active and reserve component decisions holistically affecting the ADA Branch.

d. Assists the ADA CMDT in ADA training through direct oversight of the Regional Training Institutes and integration into the One Army School System.

e. Ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution.

10. Chief of Staff (CoS). The CoS is the integrator of all staff functions in the USAFCoEFS and maintains constant communication with me. As such, the FCoE headquarters staff will serve as my functional integrators. The CoS' specific advisory responsibilities encompass, but are not limited to, the following:

a. As directed by me, supervises the FCoE staff; integrates with adjacent and subordinate units, and higher headquarters; and works closely with the Garrison Commander (GC) for control and management of the installation.

b. As directed by me, represents USAFCoEFS at meetings, conferences and engagements with senior officials from TRADOC organizations; Headquarters, Department of Army (HQDA); Congressional Delegations; Civilian Organizations and other DoD services and agencies.

c. As directed by me, manages and oversees systems, processes, governance, and assessment.

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d. As directed by me, serves as my personal representative responsible for administering the day-to-day operations of USAFCoEFS and has full authority over the FCoE staff and directorates.

e. Assists me in my role as SC through the integration and coordination of tenant organizations and the installation's readiness posture.

f. Advises me in the following specific functional areas: safety, force protection, installation management, administration, personnel, supply, maintenance, security assistance, operations planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation, management controls, and SHARP and EO Programs.

g. As directed by me, assumes command of the installation in my absence and the absence of other general officers.

h. The CoS' specific advisory responsibilities also include, but are not limited to, the following:

(1) Aligns staff personnel and sections based on mission requirements (moves field grade officers with my approval).

(2) Rates all primary and special staff, including senior civilians who do not report directly to special staff, except for the Inspector General and the Staff Judge Advocate.

(3) Oversees the FCoE Assignment Interactive Module (AIM) 2 Marketplace.

(4) Approves all USAFCoEFS regulations and SOPs.

(5) Approves all inquiries and investigations, to include accident and line of duty, not requiring general officer approval.

(6) Reviews all staff products submitted for my review or signature; approves all SIRs and CCIRs for release and reports CCIR to higher headquarters on my behalf.

(7) Reviews all reports submitted to higher headquarters.

(8) Conducts Fatality Review Boards (FRB) within 30 days of a fatality and oversees casualty notifications for Fort Sill Soldiers.

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(9) Tasks O6 and O5 grade officers assigned to FCoE for investigations, funeral duties, and next of kin (NoK) briefings as required.

(10) Approves public affairs releases specific to USAFCoEFS.

(11) Approves TDYs for the Command Group and for primary and special staff officers.

(12) Serves as the course director for the Company Commander/First Sergeant Pre-command Course.

(13) Chairs the Suicide Attempt Review (SAR) board as required and ensures products and lessons learned are published and distributed.

(14) Oversees the FCoE Organizational Inspection Program (OIP).

(15) Supervises the USAFCoEFS CR2C, to include oversight of the Community Health Promotion Council (CHPC) and Holistic Health and Fitness (H2F).

(16) Co-chairs the Performance Enhancement Board (w/FA CMDT & FCoE CSM).

(17) Co-chairs the Installation Real Property Planning Board (RPPB) (w/GC).

(18) Oversees the Fort Sill Network Enterprise Center (NEC) (w/G6).

(19) Synchronizes and prioritizes staff efforts in line with my intent and in support of the USAFCoEFS Annual Training Guidance and Campaign Plan.

(20) Approves and adjusts annual spend plans for the FCoE staff and down trace units.

11. Deputy Chief of Staff (DtCoS). Assists the CoS with integrating staff functions and communicates requirements to the staff. Provides the CoS continuous updates on the completion of staff tasks. The DtCoS' specific advisory responsibilities encompass, but are not limited to:

a. Supervises and coordinates assigned personnel within the FCoE staff and works closely with the CoS and GC for control and management of the installation.

b. Serves as the Command Group's liaison to the Fort Sill Emergency Operations Center (EOC).

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c. Coordinates staff touchpoints with the CoS on delinquent items requiring additional staffing or attention: FLIPLs, overdue GTCC, etc.

d. Attends my Stand-up Meeting and distributes tasks and requirements.

e. Prepares for and executes the weekly staff synch facilitating communication between the staff and CoS.

f. Serves as a source of continuity for departing staff primaries and the CoS.

g. Reviews all staff products submitted for the CoS' review or signature.

h. Attends the Master Activity Calendar (MAC) synch and provides additional guidance from the CoS on calendar events.

i. Provides expertise, continuity, and stability on a variety of functions, to include, but not limited to: labor relations; contracting; Civilian workforce management; resource processes; and integration of staff support such as legal, protocol, public affairs, and community relations.

12. Garrison Commander (GC). The GC is my principal advisor in all matters regarding my role as the SC of Fort Sill. The GC's responsibilities encompass, but are not limited to, the following:

a. Enables unit readiness through the care of Soldiers, Families, and Civilians.

b. Enables unit readiness through the management of deployment facilities, installation training resources, and Family readiness activities.

c. Assists me in synchronizing and integrating Army priorities and initiatives.

d. Provides me recommendations on installation priorities among all resident and supported units.

e. Prioritizes base operations support.

f. Possesses Administrative Control of IMCOM funding (decision and obligation authority) IAW DoD FMR 7000.14R and DFAS-IN 37-1, Chapters 3 and 4.

g. Manages all installation and real property.

h. Supervises the Director of Emergency Services (DES) and executes ADCON over Military Police units on Fort Sill.

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i. Establishes and enforces policies for installation access control and security based on my guidance and the threat.

j. Oversees Common Levels of Support services and capabilities provided to customers.

k. Responsible for the development of and serves as my senior advisor for the Fort Sill Annual Senior Commander's Installation Needs and Issues (SCINI).

l. Provides me, as the SC, the prioritized list of Military Construction Army and Army Reserve (MCA/MCAR) projects and requirements to support the development of the military construction (MILCON) program and the program objective memorandum (POM) prior to submission to IMCOM.

m. Reviews and recommends prioritization of Family and installation programs.

n. Develops and implements Force Protection Programs, and installation contingency and disaster plans.

o. Conducts routine engagements with local community officials/members, as appropriate, in coordination with my "Senior Commander's Engagement Plan."

p. Advises me on the health, welfare, and well-being of the force (Service Members, Families, and Civilians) across the installation. Monitors the condition of barracks, day rooms, clubs, lounges, AAFES facilities, libraries, and recreational and welfare activities.

q. Co-chairs the Community Enhancement Board (w/ADA CMDT).

r. Operationalizes the Garrison support to the Transition Assistance Program (TAP).

s. Oversees training facilities and Directorate of Plans, Training, Mobilization, and Security (DPTMS) (w/DtCG).

t. Co-chairs semi-annual Installation RPPB (w/CoS).

u. Oversees deployment and Reception, Staging and Onward Integration (RSOI) operations (w/G3).

v. Provides community outreach to the local and surrounding communities.

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w. Serves as my senior advisor for the annual Fort Sill Range Complex Master Plan (RCMP) (w/FA CMDT).

13. Secretary of the General Staff (SGS). The SGS works for the CoS and is responsible for all aspects of support and administration to the Command Group. The SGS' responsibilities encompass, but are not limited to, the following:

a. Manages and monitors the flow of all staff actions and correspondence through the Command Group to me. Assigns and monitors actions, tasks, and requests for information directed by members of the Command Group. Assists in coordinating actions between staff sections within FCoE headquarters and with higher and subordinate command groups.

b. Coordinates the Command Group administrative section and manages internal routing and administrative matters.

c. Reviews and ensures staff products and correspondence requiring Command Group signature approval are in compliance with AR 25-50 and other applicable references.

d. Synchronizes selected staff actions across the FCoE at the request of the CoS.

e. Supervises and synchronizes all executive calendars in the Command Group ensuring appropriate coverage of critical internal and external events as outlined in the FCoE MAC.

f. Informs Leaders and spouses across the installation about key ceremonies and events through a Fires Senior Spouse Calendar.

g. Supervises and rates all enlisted members of the Command Group not otherwise assigned directly to the CG, CSM, DtCG, or CoS.

14. Executive Officer (XO) to the Commanding General. The XO assists me in my daily actions through planning and coordination. The XO's responsibilities encompass, but are not limited to, the following:

a. Prepares and reviews all correspondence that is from me and in my name.

b. Ensures staff products cleared by the SGS, are provided to me for timely action.

c. Disseminates requests for information to appropriate commands and staffs.

d. Provides summaries of my engagements to ensure that knowledge is shared across the staff.

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e. Ensures efficient and timely dissemination and processing of all guidance, taskings, initiatives, and operations for Ft. Sill.

f. Creates remarks, speeches, talking points, slide presentations, and other documents in support of my engagements with the community, key DoD personnel, and members of the command; coordinates with the Commander's Planning Group (CPG) for strategic messaging to the Fires Force and its family members.

g. Prioritizes my engagements and actions in accordance with my guidance and coordinates scheduling with the CoS, the SGS, AdC, and the EA.

h. Implements my guidance and requirements for support.

i. Oversees and provides direction to my personal staff.

j. Works closely with the SGS, AdC and EA to manage my calendar.

15. Executive Administrative Assistant (EA). The EA's responsibilities encompass, but are not limited to, the following:

a. Makes all necessary travel arrangements to include TDY orders and DTS entries for me and assists other members of the Command Group in booking travel.

b. Manages all incoming and outgoing correspondence. Composes official and semi-official correspondence such as congratulatory and thank you notes, and letters of recommendation and appreciation.

c. Works closely with the SGS and AdC to manage my calendar.

d. Prioritizes actions and ensures they are ready for my signature.

16. The point of contact for this memorandum is the DtCoS at (580) 442-3005 or email at alvin.w.peterson6.civ@mail.mil.



KENNETH L. KAMPER

Major General, USA

Commanding

26 Oct 2021

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30th ADA BDE

31st ADA BDE

75th FA BDE

428th FA BDE

434th FA BDE

MEDDAC

DENTAC

U.S. Army Garrison

FCoE HQs Detachment