

USAFCoEFS Regulation 10-5-1

Organization

**Organization,
Governance, and
Battle Rhythm Process**

**Department of the Army
Headquarters, USAFCoEFS
455 McNair Avenue, Suite 100
Fort Sill, OK 73503
29 April 2022**

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Effective 29 April 2022

Organization
Organization, Governance, and Battle Rhythm Process

Summary. This regulation prescribes the organization, governance process, and battle rhythm of the United States Fires Center of Excellence and Fort Sill (USAFCoEFS). This regulation supersedes USAFCoEFS Regulation 10-5-1, dated 25 July 2019.

History. This publication pertains to all Army personnel assigned to and/or residing on Fort Sill, and is a complement to the USAFCoEFS Regulation 10-5, dated 2 August 2021. This regulation is distributed and published solely through the Directorate of Human Resources, Administrative Services Division Homepage at: <https://sill-www.army.mil/USAG/publications.html>

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Commanding General (CG), USAFCoEFS, 455 McNair Avenue, Fort Sill, OK 73503.

Suggested Improvements. The proponent for this regulation is the USAFCoEFS Deputy Chief of Staff (DCoS). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) DCoS.

Applicability. This policy and guidance prescribed by this regulation applies to all Fort Sill units and personnel, tenant units, and personnel living and working at Fort Sill and, as appropriate, to supported and serviced units in the area immediately surrounding Fort Sill.


MICHAEL J. KIMBALL
Colonel, GS
Chief of Staff




JAMES A. MILLER
Director, Human Resources

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Summary of Change

USAFCoEFS Regulation 10-5-1
Organization, Governance, and Battle Rhythm Process,
U.S. Fires Center of Excellence and Fort Sill

This revision, dated 15 December 2021

- o Updates organization chart.
- o Organization with Army Futures Command as parent HQ.
- o Updates mission, organization, major functions and responsibilities of USAFCoEFS organizations.
- o Eliminates redundant and out of date terms throughout.
- o Removes Lines of Effort.
- o Updates Appendix A.

Contents

Chapter 1 Introduction.....	5
1-1. Purpose.....	5
1-2. References.....	5
1-3. Responsibilities.....	5
1-4. Scope.....	5
1-5. Policy.....	5
Chapter 2 Mission and Organization.....	6
2-1. Vision.....	6
2-2. Mission.....	6
2-3. Endstate.....	6
2-4. Organization of United States Army Fires Center of Excellence Fort Sill.....	6
2-5. Core Function Lead (CFL).....	9
2-6. Functional Roles and Relationships.....	9
2-7. Chain of Command Relationships.....	10
2-8. Headquarters Staff Role.....	10
2-9. Staff Organization and Management.....	11
Chapter 3 Governance Process.....	122
3-1. Governance.....	122
3-2. Commanding General.....	13
3-3. Deputy to the Commanding General.....	13
3-4. Chief of Staff.....	14
3-5. Deputy Chief of Staff.....	14
3-6. Garrison Commander.....	14
Chapter 4 Battle Rhythm.....	15
4-1. Organization.....	15
4-2. Battle Rhythm Business Rules.....	15
4-3. Battle Rhythm flow and relationships.....	15
Appendix A References.....	30
Section I Required Publications.....	30
Section II Related Publications.....	30
Table List	
Table 2-1. CFL Designations.....	9
Table 3-1. Meetings/Event List - 7 Minute Drill.....	17
Figure List	
Figure 1-1. USAFCoEFS Organization.....	7

Chapter 1

Introduction

1-1. Purpose

This regulation defines and delineates the organization, functions, and responsibilities for USAFCoEFS.

1-2. References

Appendix A contains required and related publications.

1-3. Responsibilities

a. The Chief of Staff (CoS) will approve changes to this regulation.

b. The Deputy Chief of Staff (DCoS) will:

(1) Serve as the lead for this regulation.

(2) Advise and assist USAFCoEFS elements on organizational and functional alignment, standardization, format, and adequacy of statements of responsibilities and functions.

(3) Review and coordinate proposed changes and forward recommendations for approval to the CoS.

(4) Recommend changes to the CoS.

1-4. Scope

a. This regulation focuses on the organization, functions, and responsibilities of the USAFCoEFS and how the USAFCoEFS supports the missions and functions assigned to the USAFCoEFS Commander.

b. USAFCoEFS Regulation 10-5 is the capstone organization and functions regulation for the USAFCoEFS.

1-5. Policy

a. This regulation assigns functions and responsibilities to the command group, personal staff, special staff, and coordinating staff.

b. Each USAFCoEFS element will structure itself to facilitate effective and efficient mission accomplishment. Office chiefs will organize their offices with the least number of elements, without layering of supervisory echelons, and with the least manpower required to carry out their responsibilities. Similar functions will be grouped and consolidated and

functions or structures that are duplicated or fragmented or that do not support assigned missions will be eliminated. Elements will be structured with maximum span of control.

c. USAFCoEFS elements exist to assist the Commanding General (CG), USAFCoEFS in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal staff, and special staff elements also provide professional and technical services and advice.

d. In all matters, USAFCoEFS elements act through the CoS, who acts on behalf of the CG, USAFCoEFS.

Chapter 2 Mission and Organization

2-1. Vision

FCoE creates the world's premier Fires Force; ready to employ responsive cross-domain fires to win in any operational environment.

2-2. Mission

The Fires Center of Excellence (FCoE) 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 the Joint and Multinational environments.

2-3. Endstate

FCoE provides Fires Soldiers who are trained and ready to employ cross-domain fires in support of Large-Scale Combat Operations (LSCO) in concert with the Army Multi-Domain Operations (MDO) concept.

2-4. Organization of United States Army Fires Center of Excellence Fort Sill

The USAFCoEFS is comprised of the command group, DCGs, personal staff, special staff, and coordinating staff (see figure 2-1).

a. The command group consists of the:

- (1) Commanding General (CG).
- (2) Deputy to the Commanding General (DtCG).
- (3) DCG, Air Defense Artillery (ADA) (DCG-ADA).
- (4) DCG, Field Artillery (FA) (DCG-FA).

- (5) DCG, U.S. Army National Guard (ARNG), ADA (DCG-ARNG-ADA).
- (6) DCG, ARNG, FA (DCG-ARNG-FA).
- (7) Chief of Staff (CoS).
- (8) Deputy Chief of Staff (DCoS).
- (9) Command Sergeant Major (CSM).
- (10) Fort Sill (FS) Garrison Commander (GC).

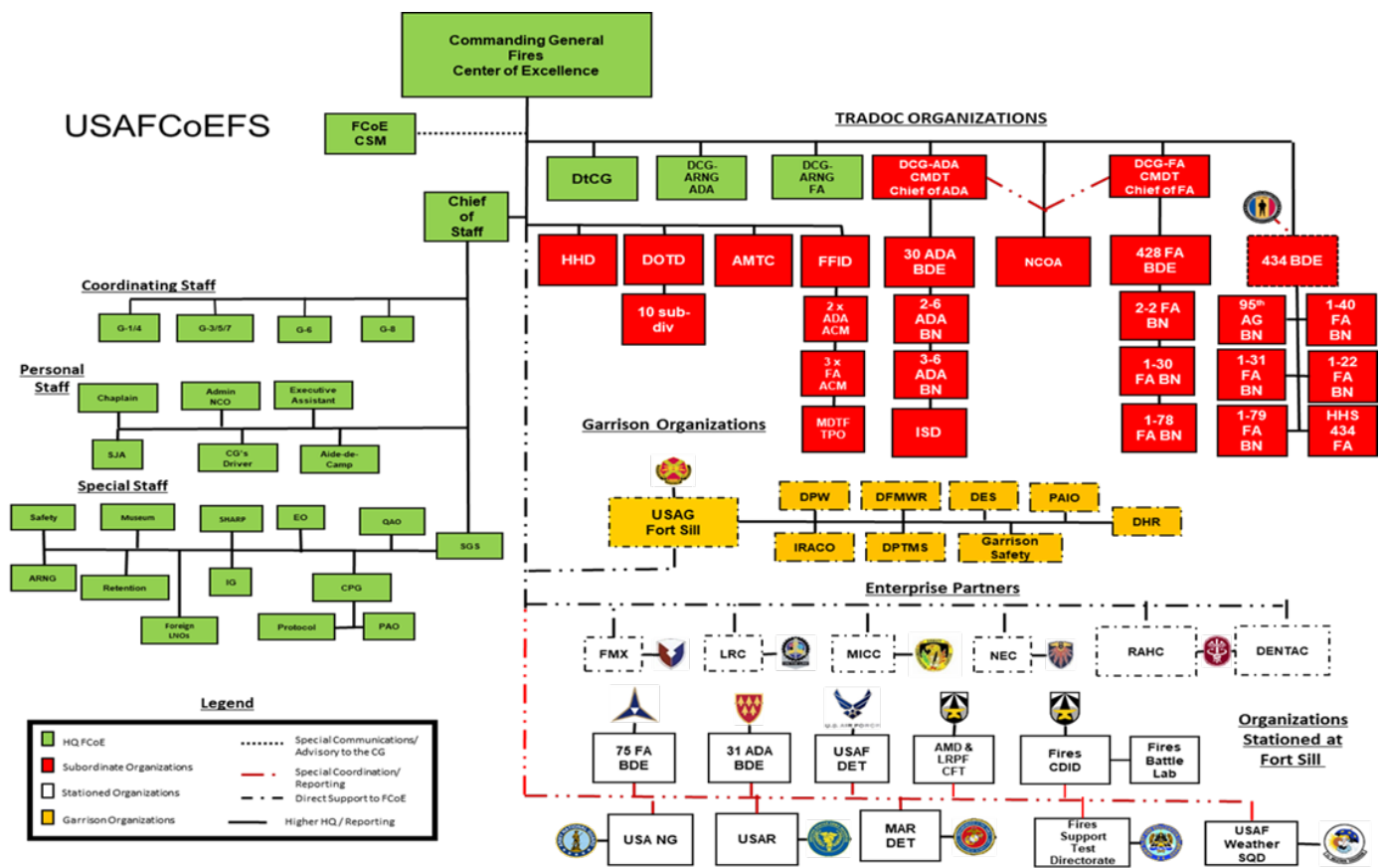


Figure 2-1. USAFCOEFS Organization

b. The personal staff consists of the:

- (1) Command Chaplain.
- (2) Executive Assistant.
- (3) Executive Officer to the CG.

- (4) Aide de Camp.
- (5) Admin NCO.
- (6) Staff Judge Advocate (SJA).
- (7) CG's Driver.

c. The special staff consists of the:

- (1) Commander's Planning Group (CPG).
- (2) Secretary of the General Staff (SGS).
- (3) Quality Assurance Office (QAO).
- (4) Equal Opportunity (EO).
- (5) Safety Office.
- (6) Sexual Harassment/Assault Response Program (SHARP).
- (7) Inspector General (IG).
- (8) Retention
- (9) Museum.
- (10) Army National Guard (ARNG).
- (11) Protocol.
- (12) Public Affairs Office (PAO).
- (13) Foreign Liaisons (LNO).

d. The coordinating staff consists of:

- (1) G-1/4 (personnel, logistics, and engineering).
- (2) G-3/5/7 (operations, plans, and training).
- (4) G-6 (communications and computers).
- (5) G-8 (resource management).

2-5. Core function lead (CFL)

CFL is a title assigned to a DCG or directorate with responsibilities and authorities to lead and direct activities in their designated core function area (See Table 2-1). CFLs coordinate with the USAFCoEFS staff to provide information required to complete staff actions, recommend priorities, and provide status of key issues for command visibility, guidance, and decisions.

Table 2-1.
CFL Designations

Core Function	Lead
Air Defense Artillery	DCG, ADA
Field Artillery	DCG, FA
Army National Guard-Field Artillery	DCG, ARNG-FA
Army National Guard-Air Defense Artillery	DCG, ARNG-ADA
Doctrine/Training Development	Directorate of Training and Doctrine (DOTD)
Joint/Functional Training	Army Multi-Domain Targeting Center (AMTC)
Capability Integration	Fielded Force Integration Directorate (FFID)
Concepts Development	Fires Capabilities Development and Integration Directorate (CDID)

2-6. Functional Roles and Relationships

For USAFCoEFS functional roles and relationships, see USAFCoEFS Regulation 10-5. USAFCoEFS uses the terms supported and supporting to designate assignment of specific responsibilities and relationships. Some supported and supporting assignments are enduring, such as a Core Function Lead's (CFL) relationship with organizations designated to execute those core functions. Others extend only for the duration of a temporary mission or task. Designating supported and supporting roles, as defined below, are the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

a. Supported: The supported organization's responsibility begins with initial assignment and ends with its completion, or if it is an enduring responsibility, until relieved from the responsibility. It includes all aspects of planning, execution, and integration across all applicable DOTMLPF-P domains. The supported organization is responsible for ensuring the supporting organization(s) or staff element(s) clearly understand the assistance required and the authority of the supported organization to request and receive that assistance. Specifically, the supported organization is authorized to perform, but not limited to, the following functions to enable mission accomplishment:

- (1) Develop, coordinate, and recommend command policy and guidance.

(2) Develop, coordinate, and recommend tasks in order to (IOT) execute specific missions, or provide specific support.

b. Supporting: The augmentation or other assistance includes, but is not limited to, all applicable DOTMLPF-P domains. The supporting organization aids, complements, or sustains another organization and is responsible for providing assistance the supported organization requires. The supporting organization is required to comply with supported organization requirements to ensure completion of a given function, task, or role.

2-7. Chain of Command Relationships

a. Command Group and Core Functional Leads: The USAFCoEFS CG is supported by the Command Group and the CFL's in carrying out his duties. The Command Group includes the USAFCoEFS Command Sergeant Major, the Civilian DtCG, the CoS, the DCoS, and the Fort Sill (FS) Garrison Commander (GC). The CFL's include the Air Defense Artillery Commandant/Deputy Commanding General (ADA CMDT/DCG-ADA), the Field Artillery Commandant/Deputy Commanding General (FA CMDT/DCG-FA), Fielded Force Integration Directorate (FFID), Directorate of Training and Doctrine (DOTD), and the Directorate of Army Futures Command (AFC) Fires Capabilities Development and Integration Directorate (CDID). Each member is authorized to supervise the execution of all decisions, guidance, and policies; interpreting them for subordinates as appropriate. The principal sources of guidance and policies are the USAFCoEFS mission and priorities, policies, directives, and decisions which are available through the Fort Sill intranet or the Commanding General's Planning Group (CPG).

b. Succession of Command: In the CG's absence, the next senior general officer, either the DCG ADA or DCG FA Branch Commandant, assumes command responsibilities of USAFCoEFS as the acting commander with support from the CoS. In the absence of the CG and other general officers, the CoS will assume command as directed.

2-8. Headquarters Staff Role

The USAFCoEFS staff supports CG, USAFCoEFS by providing information and analysis to support decision making, enabling the command to accomplish missions by assisting subordinate organizations, and facilitating communication of the commander's intent, priorities, and guidance within the command and with external organizations. In keeping with mission command doctrine, the staff aids the commander in exercising sufficient control to accomplish objectives while allowing subordinates maximum freedom of action to accomplish assigned tasks. Because of the USAFCoEFS staff's unique position, it is responsible for looking across USAFCoEFS organizations to ensure effective integration and synchronization of USAFCoEFS's efforts in support of the command group.

a. The staff supports CG, USAFCoEFS decision making by collecting and analyzing information, employing management tools to effectively synthesize data, gathering feedback on mission execution through quality assurance (QA) metrics, and managing

the command-wide consolidation of resource priorities. The staff facilitates aligning resources with CG, USAFCoEFS priorities using input from CFLs and subordinate organizations. The staff conducts mission analyses that assists in understanding, sets priorities in accordance with CG, USAFCoEFS guidance and intent, implements CG, USAFCoEFS decisions, and assesses progress accomplishing the mission and supporting objectives. In addition, the staff exercises control over their specific areas of expertise within the commander's intent, such as the management of resources, facilities, networks, and manpower.

b. Staff management is a role the staff performs to assist supported organizations. This broader set of HQ TRADOC staff tasks and functions complement the supported, supporting, and major responsibilities this regulation assigns to each organization.

(1) Staff management is the responsibility of the staff to assist, coordinate with, and support CFLs and supported organizations' efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff facilitates coordination and dissemination of plans, doctrine, and training with higher headquarters (HQ) and external agencies as appropriate.

(2) Staff management requires involvement with the supported organization early and often in the process of working an action in order to assist the supported organization or CFL and remain abreast of activities so CG, USAFCoEFS and others can be informed of the status. The USAFCoEFS staff directors and leaders balance staff management activities and other priority actions by weighing resources available and acceptable risk.

c. The USAFCoEFS staff facilitates CG communication within the command through command, staff, and technical channels; through the use of plans, orders, and direct taskings; and through established governance forums. The staff issues task orders on behalf of CG, USAFCoEFS and other supported organizations to accomplish work efforts.

2-9. Staff Organization and Management

a. General: Assisting in the exercise of command, the USAFCoEFS CG has a designated coordinating staff; special staff; and personal staff. Unless directed otherwise, all general staff officers will coordinate and keep the CG informed through the CoS and GC. The coordinating staff and special staff synchronize all actions across Fort Sill to effectively execute all missions and tasks, implement USAFCoEFS command policies, guidance, and intent, address all requirements and requests from higher headquarters, and ensure the requirements of all major subordinate commands (MSC) and Fort Sill units are addressed.

b. Personal Staff: Personal staff officers work under the immediate control of, and have direct access to, the CG. The personal staff provides close, personal advice or services to the commander.

c. Special Staff: Keeps the Command Group informed and coordinates all staff actions through the CoS. Like the coordinating staff, the special staff synchronizes and integrates both TRADOC and installation staffs into a cohesive and effective leadership team.

d. Coordinating Staff: Coordinating staff officers are the commander's principal assistants who advise, plan, and coordinate actions within their area of expertise. The Coordinating Staff synchronizes and integrates TRADOC, Installation Management Command (IMCOM), and other staff leaders into a cohesive leadership team. The coordinating staff also supports the tasks of the DCGs and operates under the direct supervision and leadership of the CoS.

Chapter 3 Governance Process

3-1. Governance

a. Governance Model: USAFCoEFS's approach to governance establishes an enterprise-based model to maximize organizational performance.

b. Boards: Permanent governance bodies of senior leadership that track and guide the accomplishment of tasks in a functional area. Boards are empowered to make decisions, assign responsibility for work, and provide guidance to action officers.

(1) A board is an organized group of individuals within Fort Sill, appointed by the CG (or other authority), has a charter and set of functions that meets with the purpose of gaining guidance or decision. Boards are un-resourced entities (no TDA or budget). Their membership consists of individuals from other organizations (assigned additional duty), which deliberately provides a forum for extra-organizational perspectives to influence and shape issues. Its responsibilities and authority are governed by the authority that established the board. Boards are chaired by a senior leader with members representing major staff elements, subordinate commands, Liaison Officers (LNO), and other organizations as required.

(2) Types of boards:

(a) Command Board: A command board is chaired by the commander, and its purpose is to gain guidance or decisions from the commander.

(b) Functional Board: A functional board's purpose is to gain functionally specific guidance and decisions from the commander (or designated representative) based on a staff recommendation.

(1) Synchronizing particular activities (e.g., futures, resources, services, and distribution) across multiple planning initiatives.

(2) Allocation of resources between ongoing or future operations.

(3) Maintaining continuity of purpose across ongoing operations.

c. Working Groups: Ad hoc groups directed to perform work on a specific objective. Working Groups report directly to the corresponding Board Chair and provide Action Officer level input to the chartered boards.

d. Operational Planning Team (OPT): OPTs are established to solve a single problem related to a specific task, requirement, or function. In most cases, OPTs are not enduring and will dissolve upon completion of the assigned task. OPT membership is Ad Hoc and typically determined by the board Chair responsible for the event in which the OPT is working.

3-2. Commanding General

a. Serves as the Senior Commander (SC) of Fort Sill and is responsible to carry out the duties and responsibilities set forth in AR 600-20, TR 350-10, & TR 350-70. The CG is the TRADOC Mission Commander (MC) and is responsible for supporting the Army's Fires force by training ADA and FA Soldiers in Initial Military Training (IMT), and by developing ADA and FA leaders in the Noncommissioned Officer (NCO) and Officer Education System. The CG is Fires Force Modernization Proponent. In that role, the CG is responsible for leading and coordinating future requirements for both the ADA and FA branch DOTMLPF-P solutions. The CG ensures operational tenant units receive first class training, support, and deployment assistance through mission command.

b. The CG chairs the following governance forums: CG CUB, CG DUB, MFIX, SPAR, POM (Modernization), PEO M&S HoH, Science and Technology Home on Home, AMD GOSC, CAID DOTMLPF-P, Commander's Ready and Resilient Council (CR2C), Force Modernization Board, Industry Update/Contractors Breakfast, Modernization Board, FCoE CALSYNC, and FCoE CPG Strat Session.

3-3. Deputy to the Commanding General

a. Provides continuity and consistent oversight for long term efforts that require the CG's focus; develops strategies and plans to optimize use of human capital, financial resources, training management, and systems integration. Serves as the senior Army Civilian for all DA Civilian complaints elevated to the command group. Additionally, and as directed by the CG, serves as the commander's principal advisor and the center's senior expert in force management, joint capabilities integration and development system, requirements determination, and materiel acquisition. Assists the CG in exercising command responsibilities; authorized to give orders, directions, and guidance, which have the same force and effect as those given by the CG. Represents the CG at high-level conferences and with distinguished visitors. As designated, serves as the CG's representative at off-post community civic events.

b. The DtCG chairs the following governance forums: Contract Review Board (CRB), FCoE Audit Readiness Committee, PBAC General Officer Steering Committee (GOSC), Civilian Personnel Board (CPB), FCoE School Board, and Unit Status Report (USR).

3-4. Chief of Staff

a. The CoS directs and focuses the daily operations of the staff across doctrine, training, and service and infrastructure support and resources. The CoS supervises the staff and works closely with the Garrison Commander for control and management of the installation. The CoS has management and oversight of systems processes, governance, assessment, organizational structure and management, and business practices. The CoS is the CG's personal representative responsible for administering the day-to-day operations of USAFCoEFS. Moreover, the CoS has full authority over all members of the staff and directorates, and assists the CG in his role as SC through the integration and coordination of tenant organizations and the post's readiness posture.

b. The CoS chairs the following governance forums: CoS Synch, Special Duty (BMM) Board, Training Enabler Board (TEB), Program Budget Advisory Committee (PBAC), Performance Enhancement Board, COL's Mess, FCoE Pre-CALSYNC, and Optimize the Enterprise (OTE).

3-5. Deputy Chief of Staff

a. The DCoS is advisor and principal assistant to the USAFCoEFS CoS. Responsible for synchronizing and orchestrating administrative support activities for the CoS. Serves as principal coordinator for staff actions with the staff and subordinate units, schools, organizations, and agencies to ensure timeliness and accuracy of response. Supervises the USAFCoEFS special staff to enhance support to the CoS and the staff. The DCoS programs and executes the command group budget.

b. Represents the USAFCoEFS command group at senior level meetings of steering committees, councils, and advisory boards.

3-6. Garrison Commander

a. The GC provides command oversight for the Soldiers assigned to the staff and directorates of the Garrison. Responsible for all command responsibilities as prescribed in the Army Command Policy.

b. The GC chairs the following governance forums: Protection Executive Committee, Real Property Planning Board, Relocation Assistance Coordinating Committee, Airfield Operations Board (AOB), Co-Op Coordinating Council, Emergency Management Work Group, Family Advocacy Committee, Fatality Review Committee, Fort Sill Installation Prevention Team, Soldier Resiliency Council, Suicide Prevention Task Force, Transition Services Council, Volunteer Advisory Council, GC Project Update Meeting, and Program Review Board/CYS Services.

Chapter 4 Battle Rhythm

4-1. Organization

The USAFCoEFS battle rhythm provides structure and sequencing of actions and events that directly impacts the command group. The battle rhythm is regulated by time management, information flow, and levels of information sharing supporting the CG's Mission Command and decision making process. The logical arrangement of Boards, WGs, OPTs, cross-functional organizations, and other factors within Fort Sill contribute to an effective and efficient battle rhythm organization.

4-2. Battle Rhythm Business Rules

The USAFCoEFS battle rhythm is a cycle of command and staff activities intended to synchronize current and future operations. The essential functions for the battle rhythm include, but are not limited to, the following:

- a. Battle rhythm must support the CG's Mission Command cycle.
- b. Provide a predictable routine for the CG, staff, and Soldiers for interaction and coordination.
- c. Synchronize USAFCoEFS activities.
- d. Facilitate the staff's shared understanding, planning, and reporting requirements.

4-3. Battle Rhythm flow and relationships

a. All USAFCoEFS subordinate commanders and directors must synchronize their unit battle rhythm with the USAFCoEFS Command Group battle rhythm and reporting requirements. Subordinate commanders are responsible for linking their organization's planning, decision, and operating cycles to those of the USAFCoEFS Command Group as well as that of their higher headquarters.

b. Subordinate commanders and directors must frequently check battle rhythm events to document and evaluate critical path information flows, identifying opportunities to streamline or eliminate unnecessary or redundant events and processes. Maintaining awareness of critical staff positions that are in high demand for event participation.

c. An effective battle rhythm requires active management and discipline. The CoS maintains control of the battle rhythm process in order to achieve an effective structure supporting the CG's decision making process.

d. To achieve an effective battle rhythm, the staff must identify all information exchange requirements, establish cross-functional entities, those that contain multiple staff

functional areas to provide complete answers to the commander's questions, and synchronize the information flow within the commander's decision cycle.

**Table 3-1.
MEETINGS/EVENT LIST - 7 MINUTE DRILL**

Event	Purpose	Chair	Facilitator	Frequency	Membership
MFIX	MFIX will inform DOTMLPF-P, address capability gaps, inform how Fires enhances tactical operations at Brigade and below, ensure the U.S. Army retains current advantages over adversaries, and accelerate investments on future capabilities in support of the multi domain capable forces.	CG	FBL	Annual	CDID, AFC/FCC, Industry Community of Interest
SPAR	Holistic review of Army Capabilities by portfolio	CG	CDID	Annual	CDID Lead, Commandants, Program Managers, Army G-8, and ASA ALT.
Total Army Analysis (TAA)	Requirements "operating and generating" forces to support and sustain the "operating force"	HQDA G3/5/7, Director of FMF	HQDA G3/5/7 FMF, HQDA OIs	Annual	Sec Army, CSA, VCSA, G3, G8, G1; G3/5/7: DFM, FMF, HQDA OIs; Army Service Component Commands; ARNG; Reserve Components; TRADOC; ARCIC; All COEs
Army Distributed Learning Program (TADLP) Program Management Review (PMR)	Status of TADLP, inform DL customers on current efforts and initiatives	TRADOC	TRADOC Capability Manager - Distributed Learning	Annual with Semi-annual Review	DOTD, G6, BDE DL Offices
POM (Modernization)	Resource recommendations for Fires programs	CG	CDID Director	Annual with Semi-annual Review	Fires CDID Lead, ACM, DOTD, Commandants, Program Managers, Army G-8, ASA ALT
Joint Reconciliation Program (JRP)	Ensure all obligations within GFEBs are accurate and auditable	G8	G8	Semi-annual	G8 - Accounting Office and PBD. All TRADOC organizations, MICC,

					FMX, LRC, DFAS, IMCOM
Motorcycle Mentor Safety Forum	Promote a safe environment, Support Fiscal Year Army accident reduction goals/objectives.	FCoE Safety Director	FCoE Safety Director	Semi-annual	Tenant MACOMS, Brigade's and Battalion's appointed Motorcycle Mentors
PEO M&S HoH	Identify Gaps and Requirements for M&S	CG	CDID	Semi-annual	HQDA G8 (AMSO) M&S Community of Interest
POV-AMV-TMP Task Force Working group	Promote a safe environment, Support Fiscal Year Army accident reduction goals/objectives	FCoE Safety Director	FCoE Safety Director	Semi-annual	Tenant MACOMS, Brigade's and Battalion's appointed Motorcycle Mentors
Protection Executive Committee	Decision making body for protection and security issues	GC	DPTMS	Semi-annual	Garrison Commander, Brigade Commander, Directors and Actions Officers
Protection Working Group (PWG)	Develop plans, exercises, assessments, and makes suggestions for PEC	DPTMS	DPTMS	Semi-annual	Dir DPTMS, Dir DES, Dir NEC, Dir DPW, CDR RAHC, FCoE G3/5/7, SJA DPTMS ATO, DPTMS EM, FCoE ATO, CID, 902nd MI, PHEO, DES (Physical Security/Law Enforcement/Fire).
Real Property Planning Board	Managing, developing, aligning maintenance & repair requirements, minor construction, and MILCON	GC	DPW	Semi-annual	0-6 level commands and tenants are the voting members. All units, directorates, tenants, and agencies on the installation
Relocation Assistance Coordinating Committee	Recommendation to the chairperson will be addressed, proposed and or finalized.	GC	FMWR	Semi-annual	GCSM, RAHC, DPW, DMPO, LRC, CYSS, CPAC, DHR, SJA, MPD, MWR, ACS, Housing Division, DPW, and Corvias Family Living
Science and Technology Home on Home	Ensure coordination and alignment of S&T efforts with FCoE priorities regarding	CG	CDID	Semi-annual	HQDA G8 (AMSO) S&T Community of Interest

	current programs and future initiatives				
Special Duty (BMM) Board	Update CoS on Special Duty request to units, receive guidance, & decision on allocation of Special Duty	CoS	G33	Semi-annual	FCoE CSM, G3/5/7 SGM, BDE CSMs, all agencies
Training Enabler Board (TEB)	Identifies gaps in training enablers	CoS and GC	DPTMS Training Division	Semi-annual	BDE Commanders, Reynolds Army Health Clinic, Fort Sill Dental Activity, USAG Ft Sill, Marine Detachment, 301st Fighter Wing, 95th Division (representing all U.S. Army Reserve units), 45th FA BDE (representing all U.S. Army National Guard units); and Commandant, Non-commissioned Officer Academy.
Airfield Operations Board (AOB)	Review and discuss issues that pertain to airfield and aviation safety issues	GC	DPTMS	Quarterly	GC, DGC, Airfield Manager, Airfield Safety, DPTMS Dir, ATC Div Chief, Tower Chief, Range Control, DOL Aircraft Maint, DPW, Airfield Opns, Mobilization Officer, FS Fire Chief, Airfield Weather Site Manager, 166th AVN BDE, and Support Organizations

Airspace Control Portfolio Review GOSC	Integrate airspace control DOTMLPF-P capability development	CG CAC	MCCoE; Airspace Control Analyst	Quarterly	CG CAC; CG MCCoE; CG FCoE; CG ACoE; CG MCoE. Other GOSC participants at FCoE: DtCG; AD Commandant; FA Commandant; Director DOTD; Director ATC; supporting staff/SMEs as required. CoC: AD AC or DC; FA AC or DC; Director DOTD; Director ATC; supporting staff as required including CDID Concepts; DOTD Doctrine; DPTMS/Fort Sill Airspace Control Officer. Action Officer: DOTD action officer; ATC action officer; supporting staff as required including CDID Concepts; DOTD Doctrine; Fort Sill Airspace Control Officer
AMD GOSC	Synchronize AMD Community	CG	CDID	Quarterly	Army G-3 (SSE), CDID Lead, FCOE Lead, CG, ADA CMTD, ACM AAMDC, ACM ADA BDE, DOTC, SMDC, Army G-Staff, ASA ALT, PEO MS/PMs, AAMDCs REP
Armed Forces Disciplinary Control Board	Establish and maintain an "Installation Off Limits List"	DES Director	DES Police Intelligence	Quarterly	Installation Law Enforcement, Staff Judge Advocate, Health Services, Environment Protection, Public Affairs Office, Equal Opportunity, Fire and Safety, Army Substance Abuse Program, Morale

					Welfare and Recreation, Safety, and Representatives from Tinker, Altus and Sheppard AFBs' law enforcement and Staff Judge Advocate offices
Army Lessons Learned Forum	Addresses issues from lessons learned submitted	CG CAC	CAC Lessons Learned Director	Quarterly	CAC Commander, FCoE CG, Commandants, Directors, and FCoE Staff
Army Profession & Leader Development Forum	Provides the governance process for APLDF	CG CAC	CG CAC/Director CAL	Quarterly	DtCG; CMTDs, CoS, FCoE participants Lead Agent
CAID DOTMLPF-P	Synchronize DOTMLPF-P Actions	CG	CDID	Quarterly	CMTDs, CFTs, CDID, DOTD, FAPO/OCADA, CAC
Command Contracting Operations Metric Review	Review of performance metrics for operational contracts support by the MICC Fort Sill office	MICC	MICC	Quarterly	MICC DCG, Field Director Office (FDO) Staff, Other MICC Offices, MICC HQ Support Staff
Commander's Ready and Resilient Council (CR2C)	Supports overall unit readiness and organization performance of installation	CG	CR2C Integrator	Quarterly	CoS, Garrison CMD TM, G3/5/7, RAHC Commander, DENTAC Commander, Brigade Commanders, SJA, PAO, Installation Chaplain, DFMWR, Family Advocacy Program Manager, CSF2, DHR, ADCO, ASAP Specialist (Suicide Prevention), ASAP Specialist (Risk Reduction)
Community Enhancement Board	CR2C functional board to synchronize activities, maintain continuity of ongoing operations related to social, family and spiritual performance.	ADA CMTD, Garrison CDR	CR2C Integrator	Quarterly	FCoE DCoS, Installation SHARP, EO, DPTMS, CH, Family Life CH, EEO, R2-Installation MRT, D, FMWR, ACS, Family Advocacy-Prevention, Transition

					Assistance, ASAP-Prevention, Employee Assistance Program, BDE DCoS/XOs
Contract Review Board (CRB)	Service contracts awarded over \$150K are in compliance with the contract quality surveillance plan	DtCG	G8	Quarterly	DtCG Chair, G8, Commanders/Directors (Varies), MICC, G-Staff (varies), SJA (when requested)
Co-Op Coordinating Council	To inform council members of upcoming events and to discuss new ideas	Lawton Fort Sill Chamber of Commerce	Co-Op Council	Quarterly	Chamber of Commerce Co-Op Partners
Co-Op Coordinating Council	Inform council members of upcoming events and discuss new ideas	GC	Co-Op Coordinating Council	Quarterly	Fort Sill & Lawton Co-Op Partners
Emergency Management Work Group	Coordinates activities with installation units, agencies, Directorates and other working groups that represent Fort Sill communities of interests and Protection Pillars in the all hazards approach to installation protection.	GC	DPTMS (EM)	Quarterly	Garrison Commander, DPTMS (EM/ATO), DES (Fire/Law Enforcement/Physical Security), RMO, DHR, DFMWR, DPW, RAHC (Medical Emergency Manger/Public Health Emergency Officer), LRC, NEC, SJA, Commander Planning Group/PAO, Religious Support Office, Installation Safety Office, AAFES, DECA, MICC, NEC Corvias, 30 th ADA BDE, 31 st ADA BDE, 75 th FA BDE, 428 th FA BDE, 434 th FA BDE
Exceptional Family Member Coordination Committee	Gathers and identifies EFMP issues that affect Soldiers	EFMP ACS	FMWR	Quarterly	EFMP ACS, AG, SJA, CRD, CHN RAHC, CPAC, LPS, CYS, HMD, DPW, EFMP RAHC

Family Advocacy Committee	Provide executive oversight, procedural guidance and feedback concerning the coordinated community	GC	FMWR	Quarterly	GC, GCSM, MEDDAC, DENTAC, Chaplain, Provost Marshall, SJA, PAO, APHN, CID
Fatality Review Committee	Gather lessons learned timeline review for all Service Member and Dependent deaths	GC	FMWR, ACS	Quarterly	GC, GCSGM, Pathologist, Medical Examiner or Pediatrician, FAPM, FAP-Treatment at DBH, Installation Chaplain, Provost Marshall, SJA, APHN, and CID
FCoE Audit Readiness Committee	Review actions and best practices to meet DODs suspense to be auditable	DtCG	G8	Quarterly	DCoS, Garrison Cmdr., G1 Director, IRACO Director, FA Assistant CMDT, ADA Assistant CMDT, 428th BDE CDR, 434th BDE CDR, 30th BDE CDR, LRC Director, FMX Director, MICC Director
Fort Sill Installation Prevention Team	Promote a prevention-focused approach	DtGC (on behalf of the GC)	ASAP-Risk Reduction	Quarterly	Deputy Garrison Commander, USAFCoEFS Safety Officer, Garrison Safety Officer, Chief Behavioral Health, Social Work Services (FAP-Clinical), Substance Use Disorder-Clinical Care, FAP-Prevention Program Manager, DES, CID, Garrison Chaplain, Casualty Assistance, ADCO, ASAP Prevention Program Coordinator Manager, ASAP Specialist (Suicide Prevention).

Installation Prevention Team	Review and analyze the installations risk reduction data	GC	DHR	Quarterly	ADCO, Drug Testing Supervisor, SPPM, Chaplain, DES, Finance, FCOE Safety, FAP-Clinical and FAP-Prevention, RAHC, SJA, CID, Casualty Affairs. ACS, BH, ASAP, Installation Chaplain, DES, Safety, SJA, ACS, CID Office and DHR
Military Funeral Honors Tasking	Provide a breakout of funeral support requirements	CAC	DHR	Quarterly	CSM or designated representative from USAFCOEFS, GCSM, 30th ADA BDE, 31st ADA BDE, 75th FA BDE, 428th FA BDE, 434th FA BDE
OPSEC Working Group	Coordinate tenant OPSEC	DPTMS	DPTMS	Quarterly	Directorate/BDE OPSEC Officers, PAO, security manager, anti-terrorism/force protection officer, provost marshal office, and NEC
PBAC General Officer Steering Committee(GOSC)	FCoE GOSC reviews PBAC resource issues and recommendations for submission to CG for decision	DtCG	G8	Quarterly	DtCG, CoS, DCoS, FA CMDT, ADA CMDT, Director CDID and Director G8, others upon request
Performance Enhancement Board	CR2C functional board to synchronize activities, maintain continuity of ongoing operations related to physical and psychological performance.	FA CMDT, FCoE CoS/CS M	CR2C Integrator	Quarterly	IG, Safety, G1, G3/5/7 SGM, BDE CSMs, R2 Perf Training Center, AWC, Nutrition Care, Physical Therapy, Preventive Medicine, BH (FAP-Clinical; SUD-CC), DENTAC, MWR Sports/Rec, DHR, Ed Services, ASAP-Prevention
Program Budget Advisory Committee (PBAC)	FCoE PBAC provides comprehensive, coordinated, holistic	CoS	G8	Quarterly	DCoS, G8 Director, G3/5/7 Director, G1/4 Director, FA Assistant CMDT, 428th FA BDE

	view of FCoE's resource posture.				CDR, ADA Assistant CMDT, 30th ADA BDE CDR, 434th FA BDE CDR, NCOA CSM, CDID Director, DOTD Director, AMTC Director.
S-1 Conference	Human Resources Conferences	DHR	DHR	Quarterly	TRADOC, FORSCOM, MEDDAC, Garrison, and Tenant Units
Soldier Resiliency Council	Enhance the total Soldier Life Cycle	GC	DHR	Quarterly	GC, Retirement Services Officer, Transition Services Officer, DOL Rep, VA Rep, GC, Financial Management, ACS, SFL-TAP, AC/RC, and WTU
Suicide Prevention Task Force	Monitor the implementation of Army's SPTF policy	GC	DHR	Quarterly	DCoS, BDE CDRs, DHR, DES, ACS, BH, RAHC, PAO, and SMEs
Threat Fusion Cell (TWC)	Develop a collaborative effort between local, state, federal and tribal agencies	DPTMS	DPTMS	Quarterly	DPTMS ATO, DPTMS EM FCoE ATO, RAHC, CID, 902nd MI, PHEO, DES (Law Enforcement & Physical Security), FBI, Lawton Police Department, Oklahoma Highway Patrol, LPSP, OSI
Threat Working Group	Responsible for addressing & assessing threats and hazards	DPTMS	DPTMS	Quarterly	Dir DPTMS, Dir DES, NEC, DPW, CDR RAHC, FCoE G3/5/7, SJA DPTMS ATO, DPTMS EM, FCoE ATO, CID, 902nd MI, Public Health Emergency Officer, DES (PS/LE)
Training Enabler Working Group (TEWG)	Identifies gaps in training enablers	Director DPTMS, G3/5/7	DPTMS, Chief, Training Division	Quarterly	BDEs, Reynolds Army Health Clinic, Fort Sill Dental Activity, USAG Ft Sill, Marine Detachment, 301st

					Fighter Wing, 95th Division (representing all U.S. Army Reserve units), 45th FA BDE (representing all U.S. Army National Guard units); and the NCO Academy.
Transition Services Council	Soldier for Life (SFL) Transition Assistance Program (TAP)	GC	DHR	Quarterly	Retirement Services Officer, Transition Services Officer, DOL Rep, VA Rep, GC, Financial Management, ACS, SFL-TAP, AC/RC, and WTU
Volunteer Advisory Council	Provide volunteer information updates	GC	DFMWR	Quarterly	GC, OPOCs, senior command spouses, FRLs and FRG leader's local volunteer agencies points of contact
CAC Cdr's Force Modernization Forum	CAC Commanders' forum is designed to synchronize and integrate force modernization efforts (17 LSCO Gaps Solutions, TAA, AROC, ASM, DOTMLPF-P Modernization efforts).	CAC	CAC	Monthly	CG, DtCG, G3/5/7, CMTDs, CDID, FFID, other designated agencies
CAC G3 Synchronizing Meeting	CAC provides information on initiatives	CAC G3	CAC G3	Monthly	G3/5/7, Deputy G3/5/7, G5, G3, other designated agencies
CG Senior Resource Council/ CG PBAC Decision Brief	CG reviews GOSC resource recommendations for decision	CG	G8	Monthly	CG, DtCG, CoS, DCoS, Director G8, Director G3/5/7, FA & ADA CMTD, other support agencies, Commanders/Directors upon request
Civilian Personnel Board (CPB)	Manage FCOE civilian actions	DtCG	G8	Monthly	DCoS, Assistant FA & ADA CMTD, All FCoE Organizations

COL's Mess	Provide information on the CG's priorities	CoS	CoS	Monthly	CoS (Chair) All Colonels and GS15s on the installation
FCoE School Board	Enable the Fires Institutional Training Base to execute its core functions through a recurring review & analysis of training load & resource gaps	DtCG	G33	Monthly	CMDTs, TNG BDEs, NCOA, G1/G4, G6, G8, DOTD. As needed: G5, Garrison, LRC, FMX, MICC, FFID
Field Director Office Director's Update Brief (DUB)	Installation Contracting Office Director assessment of operations and discussion of issues impacting the FDO office	MICC	MICC	Monthly	Field Director Office (FDO) Staff, Principal Assistant Responsible for Contracting (PARC), All MICCs subordinate to FDO Eustis
Force Modernization Board	Synchronize DOTMLPF actions	CG	CDID	Monthly	CMDTs, CFTs, CDID, DOTD, FAPO/OCADA, DRM, FTC, Training BDEs, CAC FFID Manager, MCoE LNO, USMC
GC Project Update Meeting	Review, discuss, & communicate status construction projects	GC	DPW	Monthly	DPW, O-6 level commands and tenants, IMCOM Directorates, TRADOC, FORSCOM, & AMC Tenants
Industry Update / Contractors Breakfast	Provide Industry Partners with updated information concerning Fires Priorities	CG	CDID	Monthly	FCoE and Industry Partners
Maintenance Logistics Readiness Review	Assess maintenance and logistics capabilities	G1/G4	G4	Monthly	TRADOC reps Brigades, Separate, LRC and FMX
Memorialization Board	Fort Sill memorializing recommendation	DHR	DHR	Monthly	DPTMS, Command Historians (FA/ADA), PAO, Protocol and Sponsoring Activities. DHR, GCSM, G1 USAFCOEFS, DPW, DFMWR, Chief Museum, MEDDAC, 30th ADA BDE, 31st ADA BDE, 75th FA

					BDE, 428th FA BDE, 434th FA BDE
Modernization Board	Update CG and FCoE Leadership	CG	CDID	Monthly	CG, CMTDs, CDID, DOTD, ATC, CoS, G-357, G-3, G-5, G8, TNG BDEs, Manager, MCoE LNO, USMC,
Personnel Readiness Review	Purpose of reviewing essential personnel services	G1	G1	Monthly	TRADOC Brigades and Select Directorates representative and SHARP/EO/EEO
TRADOC G3 Sync	TRADOC Operations Sync	TRADOC G3	TRADOC G3	Monthly	CoS
Vehicle Utilization Review Board (VURB)	Determine the utilization criteria for each type of vehicle based on regulatory mileage	GC/LRC director	G4/LRC	Monthly	All organizations with Monthly Dispatched Vehicles (both reimbursable and non-reimbursable)
DV Synch	Synchronize and inform about High Level Visitor's	Protocol	G33	Weekly	G33, Protocol, FA CMTD Rep, ADA CMTD Rep, G32, Unit representatives.
FCoE CALSYNC	To synchronize the CG's calendar and brief him on the next 0-6 weeks, and 2-6 months.	CG	SGS	Weekly	CMTDs, CDID, DOTD, CPG, Protocol, G3/5/7
FCoE CPG Strat Session	To prepare the CG for any and all events coming up in the next 6 months and receive guidance from CG.	CG	CPG	Weekly	CoS, DCoS, CPG, G3/5/7, G5, PAO, Protocol
FCoE Pre-CALSYNC	To prepare the CG's calendar for the CALSYNC on Fridays.	CoS	SGS	Weekly	CMTDs, CDID, DOTD, CPG, Protocol, EAs, G5, Garrison
Plans and Operations WG	To inform, synchronize, and de-conflict current and future events on Fort Sill	G33	G33	Weekly	G3/5/7, DPTMS, G33 Taskings, G5, G32, Scheduling, USAG and FCoE AT/FP, Protocol, CDID OPs, DOTD OPs, NCOA OPs, 75th FA BDE S3, 31st ADA S3, 428th FA BDE S3,

					434th FA BDE S3, 30th ADA S3, EO, FA CMDT Rep, ADA CMDT Rep, FLOs
TCP Live	TRADOC Campaign Plan	TRADOC CG	TRADOC G3	Weekly	CG, DtCG, CoS, DCoS, G3/5/7, G5, other support agency Commanders/Directors upon request
TRADOC CUB	TRADOC Commanders Update Brief	TRADOC CG	TRADOC G3	Weekly	CG, DtCG, CoS, DCoS, G3/5/7
Program Review Board/ CYS Services	Review background check information and adjudicate derogatory information.	GC	DFMWR	As needed	GC, DGC, SJA, CPAC, FAP, MPI, CID, SOCIAL WORK SERVICES, MWR, ASAP, DPTMS
Working Program Budget Advisory Committee (WPBAC)	FCoE WPBAC provides PBAC with comprehensive, coordinated, holistic view of FCoE's resource posture.	G8	G8	1st & 3rd Month of Quarter	All FCoE Organizations Deputy/XO level membership
ADA CUB	ADA update Commandant	ADA CMDT	ADA CMDT Executive Officer	Bi-weekly	ADA CMD TM, ADA CMDT STAFF, OCADA, ADA FLOs, CDID, FFID, DOTD, 30th ADA BDE CMD Team, AMD CFT

Appendix A References

Section I Required Publications

AR 5-22
The Army Proponent System

AR 600-3
The Army Personnel Proponent System

TR 10-5
TRADOC Organization and Functions

TR 10-5-1
Headquarters, TRADOC Organization and Functions

TR 10-5-4
United States Combined Arms Center

TR 71-12
TRADOC System Management

USAFCoEFS 10-5
Organization and Functions

USAFCoEFS 1-11
Staff Procedures

USAFCoEFS
Terms of Reference Memorandum

Section II Related Publications

AR 11-2
Management Control

AR 350-1
Army Training and Leader Development

The Army Campaign Plan & Vision 2028

TRADOC Regulation 350-18
The Army School System

TRADOC Regulation 350-70
Systems Approach to Training Management, Processes and Products