

Department of the Army

**FCoE and Fort Sill Regulation 10-5-1
Headquarters, United States Army
Fires Center of Excellence
Fort Sill, Oklahoma 73503**

**Organization, Governance, and Battle Rhythm Process
U.S. ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL**

FOR THE COMMANDER:

OFFICIAL:

Major General, U.S. Army
Commanding

Colonel, GS
Chief of Staff

History. This publication is a complement to the USAFCOEFS Regulation 10-5 dated 22 July 2019.

Summary. This regulation prescribes the organization, governance process, and battle rhythm of the United States Fires Center of Excellence and Fort Sill (USAFCoEFS).

Applicability. This regulation applies to all elements of the USAFCoEFS.

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

Companion Publications. No supplemental publications are planned.

Suggested Improvements. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) directly to the Deputy Chief of Staff, FCoE (DCOS), 455 McNair Avenue, Suite 102, Fort Sill, Oklahoma 73503.

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Chapter 1
Organization, Functions, and Designation of Responsibilities

1-1. Vision.

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

1-2. Mission.

Revision of HQDA mission of record, FY18 TDA
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 the Joint and Multinational environments.

1-3. Endstate.

FCoE provides Fires Soldiers who are trained and ready to employ cross-domain fires in support of Large-Scale Combat Operations in concert with the Army Unified Land Operations operating concept.

1-4. Organization.

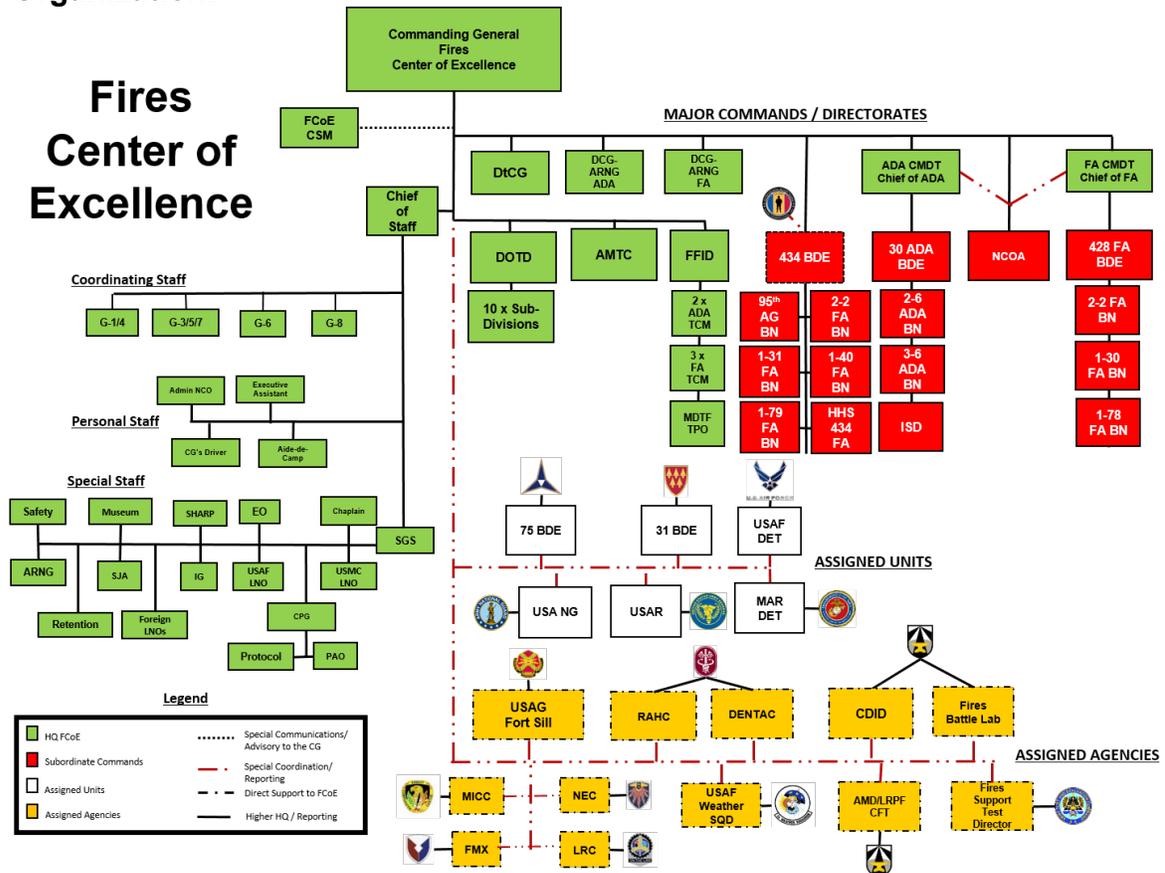


Figure 2-1. FCoE Organization

1-5. Chain of Command Relationships.

a. Command Group. The FCoE Commander (CG) is supported by the Command Group in carrying out his duties. This Group includes the FCoE Command Sergeant Major, the Civilian Deputy to the Commanding General (DtCG), the Air Defense Artillery Commandant (ADA CMTD), the Field Artillery Commandant (FA CMTD), the Chief of Staff (CoS), the Director of Capabilities Development and Integration Directorate (CDID)/Fielded Force Integration Directorate (FFID), and the Fort Sill (FS) Garrison Commander (GC). 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 FCoE mission and priorities, policies, directives, and decisions from the Commanding General's Planning Group (CPG).

b. Succession of Command. In the CG's absence, the next senior general officer, either the ADA or FA 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; including assumption court martial convening authority, as directed.

1-6. Functional Roles and Relationships.

FCoE uses the terms supported and supporting to designate assignment of specific responsibilities and relationships. Some supported and supporting assignments are enduring, such as a CFL's 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.

1-7. Staff Organization and Management.

a. General. Assists in the exercise of command, the FCoE Commander has designated a coordinating staff; a special staff; and a personal staff. Unless directed otherwise, all general staff officers will coordinate and keep the Commander informed through the CoS and GC. The coordinating staff and special staff synchronize all actions across Fort Sill in order to effectively execute all missions and tasks; implement FCoE 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. Coordinating Staff. Synchronizes and integrates Training and Doctrine Command (TRADOC), Installation Management Command (IMCOM), and other staff leaders into a cohesive leadership team with G-1/HRD, G-2/DPTMS, G-3/DPTMS, G-5/DPTMS, G-4/LRC, G-6/NEC, G-7/DPTMS, and G-8/DRM. The coordinating staff also supports the tasks of the DCGs and operates under the direct supervision and leadership of the CoS.

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. The Special Staff include: Civilian Personnel Officer, Equal Opportunity Advisor, Provost Marshal, Foreign Disclosure Officer, Chaplain, Inspector General, Safety

Officer, Staff Judge Advocate, Commander's Planning Group, Public Affairs Officer, and Secretary of the General Staff.

d. 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. The Personal Staff include: Aide-de-Camp, Executive Assistant, Enlisted Aid, and Enlisted Administration staff.

Chapter 2

Governance Process

2-1. Lines of Effort

a. Modernize Fires, LOE 1. CDID/FFID serves as the executive agent for FCoE. Designing the right mix of capacity, capability, organization, and equipment; builds the Fires force and the Army through initial military training; and improves the Fires force by synchronizing and integrating professional military education, leader development, doctrine, functional training and lessons learned across the Fires warfighting function to employ cross-domain fires which enable joint combined arms maneuver. Endstate: A ready Fires force, manned, equipped, trained and well-led to conduct joint missions, and employ cross domain fires that enable Unified Land Operations.

(1) Major Objective (MO):

- (a) 1.1 Develop and Design Relevant Fires Concepts & Organizations
- (b) 1.2 Design Experimentation for Revolutionary Fires Capabilities
- (c) 1.3 Develop Requirements
- (d) 1.4 Integrate and Manage Capabilities through the DOTMLPF-P

b. Develop Doctrine, Education, and Training & Leaders, LOE 2. DOTD serves as the executive agent for the Branch Proponents and the FCoE CG driving the development of innovative learning, education, training and doctrine products that support the institutional, operational, and self-development needs of the Fires Force. Competent and adaptable Fires Leaders & Soldiers able to fight and win in large scale combat operations (LSCO) across multiple domains through transformed doctrine, education, and training strategies across the operational, institutional, and self-development domains.

(1) Major Objective (MO):

- (a) 2.1 Maintain relevant/ informed Doctrine
- (b) 2.2 Produce Curriculum & Learning Products to enhance force readiness
- (c) 2.3 Develop Operational and Collective Training products which enable the operational readiness
- (d) 2.4 Synchronize Leader Development

c. Enable the Training Base (ETB), LOE 3. The Deputy to the Commanding General (DtCG) serves as the executive agent for FCoE; assisted by the G3. The role of the ETB is to facilitate the synchronization of the Army Schools assigned to Fort Sill in order to ensure that training requirements directed by TRADOC are enabled, resourced, and sustainable. Endstate: A synchronized Fires Center of Excellence and Enterprise that provides a ready Fires Soldier that is trained to conduct joint missions, and employ cross-domain fires that enable Unified Land Operations.

(1) Major Objective (MO):

- (a) 3.1 SMDR and TRAP Analysis & Assessment
- (b) 3.2 ITB Load Planning and Gap Analysis
- (c) 3.3 ITB Resource Requirements (Organization, Facilities, Personnel, TADSS)
- (d) 3.4 IRR Mobilization MOS Assessment & Training

d. Provide Support to Tenants, LOE 4. Garrison (IMCOM/DPTMS) serves as the executive agent for FCoE. USAG Fort Sill facilitates the synchronization of safe facilities and effective infrastructure, training support, administrative and medical resources, and logistic and movement assets supporting Soldiers, Civilians, Retirees, and their families. Endstate: USAG Fort Sill integrates and delivers installation support to enable a mission-ready Fires' force, enable deployments operations, and improve Soldier Readiness by promoting health, fitness and wellbeing throughout the Fort Sill military community.

(1) **Major Objective (MO):**

- (a) 4.1 Provide Infrastructure
- (b) 4.2 Provide a Safe and Secure Community
- (c) 4.3 Plan and Support Deployment & Mobilization
- (d) 4.4 Soldier Support & Community Relations (Healthy Living for Soldiers, DACS, & Families; School Partnerships)

e. Optimized the Enterprise (OTE), LOE 5. The FCoE Chief of Staff (CoS) serves as the executive agent for FCoE. The role of the OTE is to facilitate the synchronization of the Fires Center of Excellence Outreach programs, Fires strategy and policy integration, resourcing material and funding request, and manpower requirements are fulfilled and sustainable. Endstate: A synchronized Fires Center of Excellence and Enterprise that provides a ready Fires force, manned, equipped, trained and well led to conduct joint missions, and employ cross-domain fires that enable Unified Land Operations.

(1) **Major Objective (MO):**

- (a) 5.1 Coordinate and Conduct OUTREACH (Government, Higher HQ, Fires Force)
- (b) 5.2 Integrated Strategy, Policy and Initiatives (Priorities, Orders, Tasking)
- (c) 5.3 Provide Resourcing & Manpower (GB8/G1/G4)
- (d) 5.4 Identifying Emerging Requirements & Gaps (Enterprise partners)

2-2. Governance

a. Governance Model: FCoE'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 or associated LOE. 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 Commanding General (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 (an 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

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leader with members representing major staff elements, subordinate commands, LNOs, 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.

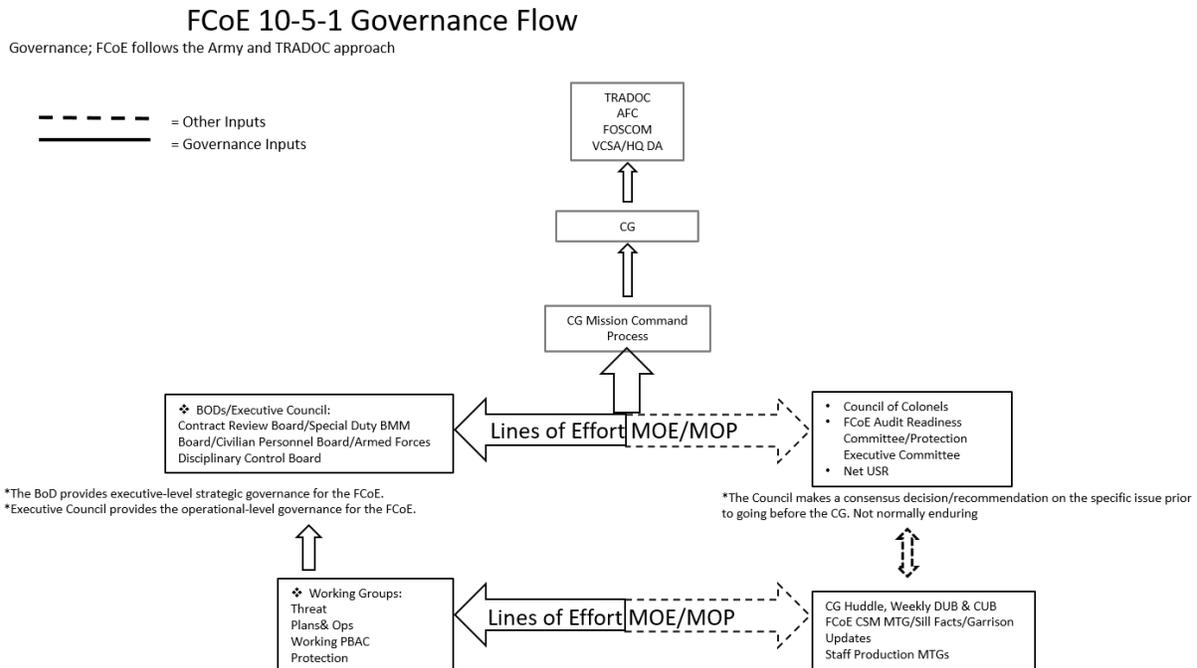
2. Allocation of resources between ongoing or future operations.

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 LOE. 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/LOE Chair responsible for the event in which the OPT is working.

e. **Other Governance Forums:** USR, GOSC, CG CUB, CG DUB, PBAC, CoS Synch, EFFE, OTE.



2-3. USAFCoEFS CG Enduring and Near Term Priorities

- Empower and Achieve Fires Force Readiness.
- Facilitate and Accomplish Initial Military Training.
- Enable and Conduct Fires PME.
- Achieve Fires Force Modernization.
- Talent management.
- Enable and Conduct Fires PME.
- Civil-Military engagement.
- Support Army Recruiting Command to ascensions/recruiting mission.

Chapter 3

Battle Rhythm

The battle rhythm provides structure and sequencing of actions and events within the USAFCoEFS regulated by the flow and sharing of information 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 organization.

3-1. Battle Rhythm Business Rules. The FCoE 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.

3-2. Battle Rhythm flow and relationships.

- a. All USAFCoEFS subordinate commanders and directors must synchronize their unit battle rhythm with the FCoE battle rhythm and reporting requirements. Subordinate commanders are responsible for linking their organization's planning, decision, and operating cycles to those of the FCoE HQ as well as that of their higher HQ.
- 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 FCoE CoS maintains control of the battle rhythm process in order to achieve an effective structure supporting the CG's decision making process.

3-3. EXSUM & Knowledge Management Process

- a. All Fort Sill Enterprise organizations will provide an EXSUM using SharePoint for all Battle Rhythm meetings, working groups, and boards as part of the FCoE Mission Command Reporting process.
- b. Fort Sill Enterprise organizations will produce an EXSUM within 24 hours after each meeting. EXSUM reports will be no more than one or two pages. EXSUMs will be

formatted within AR 25-50 constructs and include purpose of meeting, attendees, discussion, decisions, and due outs.

c. All organizations will use the provided SharePoint link for EXSUM creation and submission. <https://fcoe.tradoc.army.mil/SitePages/Home.aspx>. SGS will be responsible to monitor, track, and report EXSUMs to the FCoE Command Group.

Appendix A

MEETINGS/EVENT LIST - 7 MINUTE DRILL

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 1-11

Staff Procedures

Section II: Related Publications

AR 11-2

Management Control

AR 350-1

Army Training and Leader Development

The Army Campaign Plan, Decision Point 91, 17 April 2008

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TRADOC Regulation 350-18
The Army School System

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

ATZR-C

A handwritten signature in black ink, appearing to read 'AWP', is positioned above a rectangular box. The signature is fluid and cursive.

ALVIN W. PETERSON JR. PhD
GS-15, GS
Chief of Staff (Acting)

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Appendix A
MEETINGS/EVENT LIST - 7 MINUTE DRILL

Joint Publication 3-33, defines a battle rhythm as “the sequencing and execution of activities within a joint force headquarters that are regulated by the flow and sharing of information that support all decision cycles.” 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.

Event	Purpose	Chair	Facilitator	Frequency	Membership
ADA CUB	ADA update Commandant	ADA CMDT	ADA CMDT Executive Officer	Bi-weekly	ADA CMD TM, ADA CMDT STAFF, OCADA, ADA FLOs, CDID & DOTD ADA Advisor, 30th ADA BDE CMD Team, AMD CFT
AMD GOSC	Synchronize AMD Community	CG	CDID/FFID	Quarterly	Army G-3(SSE), CDID Lead, FCOE Lead, CG, ADA CMDT, TCM AAMDC, TCM ADA BDE, DOTC, SMDC, Army G-Staff, ASA ALT, PEO MS/ PMs, AAMDCs REP
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
CDID CMDT Update	Update CMDTs	CG	CDID/FFID	Bi-Weekly	CMDT, CDID/TCMs, and DOTD
Configuration Steering Board (CSB)	Review all requirements & significant technical configuration changes	CG	CDID/FFID	Annual	Program Offices, TCMs and G- 8 FD
C-UAS ICDT	C-UAS DOTMLPF integration	CG	CDID/FFID	Annual	FCoE Commander (Chair), TCM ADA BDE (Delegated Chair), CDID Director.
Modernization Board CG/CMDTs	Synchronize DOTMLPF actions	CG	CDID/FFID	Monthly	CMDTs, CFTs, CDID, DOTD, FAPO/OCADA, DRM, FTC, TNG BDEs, ARCIC, MCoE LNO, USMC
M&S CPR	Identify Gaps and Requirements for M&S	CG	CDID/FFID	Quarterly	HQDA G8 (AMSO) / M&S Community of Interest
Experimentation Council of Colonels	Experiment Planning/Resourci ng Decisions/ Battle Labs Directors/Deputies (O6/GS15-14)	CG	CDID/FFID	Quarterly	ARCIC JAED/CoE Battle Labs
Futures Board	Update CG and FCoE Leadership	CG	CDID/FFID	Monthly	CG, CMDTs, CDID, DOTD, ATC, CoS, G-357, G-3, G-5, G8, TNG BDEs, ARCIC, MCoE LNO, USMC, FLOs
POM (Modernization)	Resource recommendations for Fires programs	CG	CDID/FFID Director	Annual with Semi- annual Review	Fires FFID with AFC CDID Lead, TCM, DOTD, Commandants, Program Managers, Army G-8, ASA ALT

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Event	Purpose	Chair	Facilitator	Frequency	Membership
SPAR	Holistic review of Army Capabilities by portfolio	CG	CDID/FFID	Annual	CDID/Lead, Commandants, Program Managers, Army G-8, and ASA ALT.
COL's Mess	Provide information on the CG's priorities	CoS	CoS	Monthly	CoS (Chair) All Colonels and GS15s on the installation
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)
Commander's Ready and Resilient Council (CR2C) Board of Directors (BoD)	Review initiatives from CR2C governance forums and R2 programs	CoS	CR2 Integrator	Quarterly	Chief of Staff, CR21, CR2C sub-council chairs, Brigade DCO/XO and R2 program leads as requested
Health and Readiness Council	Promote a culture of wellness and personal responsibility	RAHC Commander	Chief, Health Readiness Center	Monthly	RAHC Commander, Chief Health Readiness Center, Deputy Commander of Clinical Services, DENTAC Representative, Chief BH, Chief Preventive Medicine, Director Army Wellness Center, ASAP Specialist (Suicide Prevention), Athletic Trainer Representative, P3T Program Manager, Chief Physical Therapy, FMWR Sports/Recreation Lead, Brigade Representatives
Community Resiliency Council	Assess and improve readiness and resilience through communication and collaboration	Director FMWR	ACS Director	Monthly	DFMWR, ACS Director, CYSS Director, School Liaison Officer, RAHC Representative, BOSS Representative, GSAS Representative, CSF2, DES, Financial Readiness Program, Family Advocacy Program, Housing Division, Corvias, AAFES, DeCA, EEO, Brigade Family Readiness representatives
Spiritual Resiliency Council	Strengthen the spiritual and ethical well-being	Installation Senior Chaplain	Family Life Chaplain	Monthly	Installation Deputy Chaplain, SJA Representative, CSF2, Installation Chaplain NCOIC, EO Program Manager, Director of Religious Education, Military Family Life Consultant, Ethicists, Brigade Chaplains

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Event	Purpose	Chair	Facilitator	Frequency	Membership
Fort Sill Installation Prevention Team	To promote a prevention-focused approach	DtGC (on behalf of the GC)	ASAP-Risk Reduction	Quarterly	Deputy Garrison Commander, USAFCEFS 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).
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
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
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
Military Funeral Honors Tasking	Provide a breakout of funeral support requirements	CAC	DHR	Quarterly	CSM or designated representative from USAFCEFS, GCSM, 30th ADA Bde, 31st ADA Bde, 75th FIB, FIB, 428th FA Bde, 434th FA Bde
S-1 Conference	Human Resources Conferences	DHR	DHR	Quarterly	TRADOC, FORSCOM, MEDDAC, Garrison, and Tenant Units
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, RACH, SJA, CID, Casualty Affairs. ACS, BH, RACH, ASAP, Installation Chaplain, DES, Safety, SJA, ACS, CID Office and DHR

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Event	Purpose	Chair	Facilitator	Frequency	Membership
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, Cmd Historian FA & ADA, MEDDAC, 428th FA, 75th FA, 30th ADA, 31st ADA, and 434th FA
Suicide Prevention Task Force	Monitor the implementation of Army's SPTF policy	GC	DHR	Quarterly	BDE CDRs, DHR, DES, ACS, BH, RACH, PAO, and SMEs
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
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
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
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; AD Commandant; FA Commandant; CoS; FCoE participants Lead Agent

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Event	Purpose	Chair	Facilitator	Frequency	Membership
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 Requirement with Semi-annual Review	DOTD, G6, BDE DL Offices
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
Protection Executive Committee	Decision making body for protection and security issues	GC	DPTMS Protection Office	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 Protection Office	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).
Threat Fusion Cell (TWC)	Develop a collaborative effort between local, state, federal and tribal agencies	DPTMS Protection Office	DPTMS Protection Office	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, DES	DPTMS Protection Office	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)
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, 30th, 31st, 75th, 428th, 434th

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Event	Purpose	Chair	Facilitator	Frequency	Membership
OPSEC Working Group	Coordinate tenant OPSEC	DPTMS Chief, PLOPs	DPTMS Installation OPSEC Officer	Quarterly	Directorate/BDE OPSEC Officers, PAO, security manager, anti-terrorism/force protection officer, provost marshal office, and NEC
Training Enabler Board (TEB)	Identifies gaps in training enablers	CoS and GC	DPTMS Training Division	Semi-Annually	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.
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
Real Property Planning Board	Managing, developing, aligning maintenance & repair requirements, minor construction, and MILCON	GC	DPW	Semi-Annually	O-6 level commands and tenants being the voting members. All units, directorates, tenants, and agencies on the installation
Volunteer Advisory Council	Provide volunteer information updates, training, discuss concerns	GC	DFMWR	Quarterly	GC, OPOCs, senior command spouses, FRLs and FRG leaders local volunteer agencies points of contact
Exceptional Family Member Coordination Committee	Gathers and identifies EFMP issues that affect Soldiers	EFMP ACS	FMWR	Quarterly	EFMP ACS, AG, SJA, CRD, CHN RACH, CPAC, LPS, CYS, HMD, DPW, EFMP RACH
Executive Committee (EXCOM)	Review MWR annual budgets, operating results, and capital expenditures	GC	FMWR	Quarterly	GC, DGC, GCSM, DES, DPTMS, DPW, LRC, NEC, RMO, MEDDAC, DENTAC, SJA, ADA, FA, PAIO, BOSS, Retiree Council
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	Quarterly	GC, GCSGM, Pathologist, Medical Examiner or Pediatrician, FAPM, FAP-Treatment at DBH, Installation Chaplain, Provost Marshall, SJA, APHN, and CID

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Relocation Assistance Coordinating Committee	Recommendation to the chairperson will be addressed, proposed and or finalized.	GC	FMWR	Semi-annually	GCSM, RACH, DPW, DMPO, LRC, CYSS, CPAC, DHR, SJA, MPD, MWR, ACS, Housing Division, DPW, and Corvias Family Living
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
Personnel Readiness Review	Purpose of reviewing essential personnel services	G1	G1	Monthly	TRADOC Brigades and Select Directorates representative and SHARP/EO/EEO
Plans and Operations WG	To inform, synchronize, and deconflict 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 FAB S3, 31st ADA S3, 428th FAB S3, 434th FAB, S3, 30th ADA S3, EO, FA CMDT Rep, ADA CMDT Rep, FLOs
Special Duty (BMM) Board	Update CoS on Special Duty request to units, receive guidance, & decision on allocation of Special Duty	CoS	G33	Semi-Annually	FCoE CSM, G3/5/7 SGM, BDE CSMs, all agencies
CAC G3 Synch Meeting	CAC provides information on initiatives	CAC G3	CAC G3	Monthly	CAC G3 (Chair), G3/5/7, Deputy G3/5/7, G5, G3, other designated agencies
DV Synch	To synchronize and inform about High Level Visitor's	Protocol	G33	Weekly	G33, Protocol, FA CMDT Rep, ADA CMDT Rep, G32, Unit representatives.
Maintenance Logistics Readiness Review	To assess maintenance and logistics capabilities	G1/G4	G4	Monthly	TRADOC reps Brigades, Separate, LRC and FMX
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)
Civilian Personnel Board (CPB)	Manage FCOE civilian actions	DtCG	G8	Monthly	DCofS, Assistant FA/ADA Cmdt, All FCoE Organizations

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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)
FCoE Audit Readiness Committee	Review actions and best practices to meet DODs suspense to be auditable	DtCG	G8	Quarterly	DCofS, 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
Joint Reconciliation Program (JRP)	Ensure all obligations within GFEBS are accurate and auditable	G8	G8	Semi-Annually	G8- Accounting Office and PBD. All TRADOC organizations, MICC, FMX, LRC, DFAS, IMCOM
CG Senior Resource Council/ CG PBAC Decision Brief	CG reviews GOSC resource recommendations for decision	CG	G8	Monthly	CG, DtCG, CoS, DCofS, Director G8, Director G3/5/7, other support agency Commanders/Directors upon request
PBAC General Officer Steering Committee (GOSC)	FCoE GOSC reviews PBAC resource issues and recommendations for submission to CG for decision	DtCG	G8	Monthly	DtCG, CoS, DCofS, FA Cmdt, ADA Cmdt, Director CDID and Director G8, others upon request
Program Budget Advisory Committee (PBAC)	FCoE PBAC provides General Officer Steering Committee (GOSC) with comprehensive, coordinated, holistic view of FCoE's resource posture	G8	G8	Monthly	CoS, DCofS, G8 Director, G3/5/7 Director, G1/4 Director, FA Assistant Cmdt, 428th FAB Cmdr., ADA Assistant Cmdt, 30th ADA Cmdr., 434th FAB Cmdr, NCOA CSM, CDID Director, DOTD Director, AMTC Director.
Working Program Budget Advisory Committee (WPBAC)	FCoE WPBAC provides PBAC with comprehensive, coordinated, holistic view of FCoE's resource posture.	G8	G8	Monthly	All FCoE Organizations Deputy/XO level membership
Co-Op Coordinating Council	To inform council members of upcoming events and to discuss new ideas	GC	Co-Op Coordinating Council	Quarterly	Fort Sill & Lawton Co-Op Partners

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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
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
Commanding Generals Safety Council Meeting	Provide dedicated time and resources in increasing awareness of safety and resiliency programs for the Lawton/Fort Sill community	CG/DtCG	FCoE Safety Director	Semi-annually	DCG, COS, FCoE CSM, ADA and FA Commandant's and their CSM's, Garrison CDR and CSM, all G Shops, DHR, MWR, MEDDAC and DENTAC Commander's and their CSM's, Brigade Commanders and CSM's, Directorate Directors and SGM's, FCoE Chaplain.
Motorcycle Mentor Safety Forum	Promote a safe environment, Support Fiscal Year Army accident reduction goals/objectives.	FCoE Safety Director	FCoE Safety Director	Semi-annually	Tenant MACOMS, Brigade's and Battalion's appointed Motorcycle Mentors
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-annually	Tenant MACOMS, Brigade's and Battalion's appointed Motorcycle Mentors
Commanding Generals Safety Council Meeting	Provide dedicated resources increasing awareness of safety and resiliency programs for Lawton/Fort Sill community, in order to promote the importance of monitoring safe living, and active lifestyles	CG/DtCG	FCoE Safety Director		DCG, COS, FCoE CSM, ADA/FA Commandant's and their CSM's, Garrison CDR and CSM, all G Shops, DHR, MWR, MEDDAC and DENTAC Commander's and their CSM's, Brigade Commanders and CSM's, Directorate Directors and SGM's, FCoE Chaplain