

Standing up a New AL&T Organization to Integrate New Capabilities

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The Army is undergoing tremendous transformational change. The same is true for the acquisition, logistics and technology (AL&T) community. Army Acquisition Corps (AAC) transformation had its official kickoff in April 2004. AAC Director and Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) LTG Joseph L. Yakovac Jr. mandated the creation of a capability — through the use of modular concepts and unit design — to forward project an integrated AL&T force. AL&T would become a single face within the Army component of a geographical Joint major command. This was in accordance with Army Chief of Staff guidance, as well as other, ongoing modular conversion efforts, specifically, the Modular Force Logistics Concept.

The new ALTFO will have primary responsibility for integrating AL&T capability into the Army's overall combat development requirements. Here, 2LT Amos Fox, Bravo Co., 2nd Battalion, 8th Infantry Regiment, 2nd Brigade Combat Team (2BCT), 4th Infantry Division, scans the horizon with a Mark 7 laser range finder as SPC Timothy Bozeck reads coordinates. The 2BCT was conducting a show of force mission in Haswah, Iraq, on June 7, 2006. (U.S. Navy photo by PH2 Katrina Beeler, Fleet Combat Camera Group-Pacific.)



The Acquisition Transformation Task Force, which had evolved into a team effort between Yakovac and then U.S. Army Materiel Command (AMC) Deputy Commanding General LTG Richard A. Hack, responded to Yakovac's original mandate to develop a combined Table of Distribution and Allowances (TDA) and Table of Organization and Equipment (TO&E) construct — the Army Field Support Brigade (AFSB). The AFSB integrates all aspects of AL&T functions as a combined AL&T capability in support

of military operations, and it provides one AL&T face to the warfighter.

The creation of a new TO&E organization is significant in and of itself, but particularly for a career field devoid of experience in unique TO&E requirements. Use of this new TO&E organization as a combat multiplier raises the question as to how this new AL&T capability will be doctrinally supported. The Quartermaster, Ordnance and Transportation branches, for example, all have “school houses”

and “centers” to fulfill this core education, training and professional development requirement. The AAC does not.

A new organization, unique to the AAC, was needed to identify and address the ever-expanding issues emanating from a forward projected and integrated AL&T organization. Pursuant to the recommendation of Task Force AL&T, the ASAALT, MILDEP and AMC directed the establishment of a Combat Development Office to be located within the Combined Arms

Support Command (CASCOM) at Fort Lee, VA. The Acquisition Liaison Office, already located at CASCOM, was transformed into the Acquisition, Logistics and Technology-Futures Office (ALT-FO) to fulfill the combat development office role. The ALT-FO gained resource support from the Contingency Contracting Directorate within the Army Contracting Agency. It was provisionally established in November 2005 and is a unique, multifunctional organization. ALT-FO serves as the proponent doctrinal organization for AFSB capability, with a mandate to develop and integrate AL&T doctrine throughout the Army's warfighting requirements.

Sound doctrine cannot be written in a vacuum and AFSB doctrine is no

The ALT-FO mission is to develop, oversee and coordinate the integration of AL&T doctrine, capabilities, concepts and TTPs into the Army's warfighting logistical planning and doctrine.

exception. ALT-FO works extremely close with AMC and many other organizations. AMC now serves as the technical review authority in our team effort to create AFSB doctrine. The AFSB concept integrates current AMC forward organizations and AAC capabilities within an operational theater. Composed of TO&E contingency contracting teams, in addition to modular TDA AL&T capabilities, the AFSB merged with AMC/U.S. Army Sustainment Command (ASC) organizations and is under the operational control of the Theater Sustainment Command. Modular in design and tailorable to support any contingency, the AFSB offers specific AL&T capability where and when it is needed. Closely aligned with an Army component of any Joint force command, the AFSBs

are capable of placing AL&T subordinate organizations at corps, division and brigade combat team levels.

The ALT-FO will exercise control over processes and functions necessary to standardize how the AFSB employs contingency contracting personnel in support of operational Army mission requirements to include Joint operations. In this context, the ALT-FO is responsible for the following:

- Establishing Army doctrine.
- Assisting in the development of Joint doctrine relative to contracting and management and utilization of contractor personnel in Joint operations.
- Developing contingency contracting equipment packages.
- Developing training standards to ensure the AFSB is fully capable of performing contingency contracting missions.
- Participating in force design and rules of allocation issues in the force management review process.



The AFSB will integrate all AL&T functions to provide a combined AL&T capability to support military operations on the battlefield. Modular in design and tailorable to support any contingency, the AFSB will provide one AL&T face to combatant commanders and their Soldiers. (Photo courtesy of DOD.)



The ALT-FO's mission is to integrate AL&T doctrine, capabilities, concepts and TTPs into the Army's warfighting logistical planning to ensure that Soldiers have the support they need on the front lines. Here, SGT Brian Dobrenen, 10th Mountain Division, broadcasts a series of messages from the speakers aboard his Humvee to the residents of Ghazni, Afghanistan, on May 20, 2006. (U.S. Army photo by SPC Christopher S. Barnhart, 55th Signal Co. (Combat Camera).)

It cannot be overstated that since the capabilities the AFSB provides have never before existed in the AL&T community, cooperation is vital to making it a success. As the ALT-FO grows, it will seek to build broad working relationships throughout the entire acquisition community. The ultimate goal is to ensure the AFSB continues to enhance the Army's warfighting capability through dedicated, responsive AL&T support.

Simply stated, the ALT-FO mission is to develop, oversee and coordinate the integration of AL&T doctrine; capabilities; concepts; and tactics, techniques and procedures (TTPs) into the Army's warfighting logistical planning and doctrine. Specifically, the

ALT-FO's key function — in concert with CASCOM, ASC, AMC G-3, AMC G-5 and AMC's Current Operations and Plans sections — is the development, coordination and integration of Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities issues within the AFSB framework. While AMC Headquarters retains developmental responsibilities concerning deliberate war planning and AFSB concept of support and related doctrine, the ALT-FO will have primary responsibility for integrating AL&T capability into our Army's overall combat development requirements. The ALT-FO location within CASCOM, along with the collocation of the AMC Liaison Officer

and Logistics Civil Augmentation Program Planner, greatly facilitates this integration effort.

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