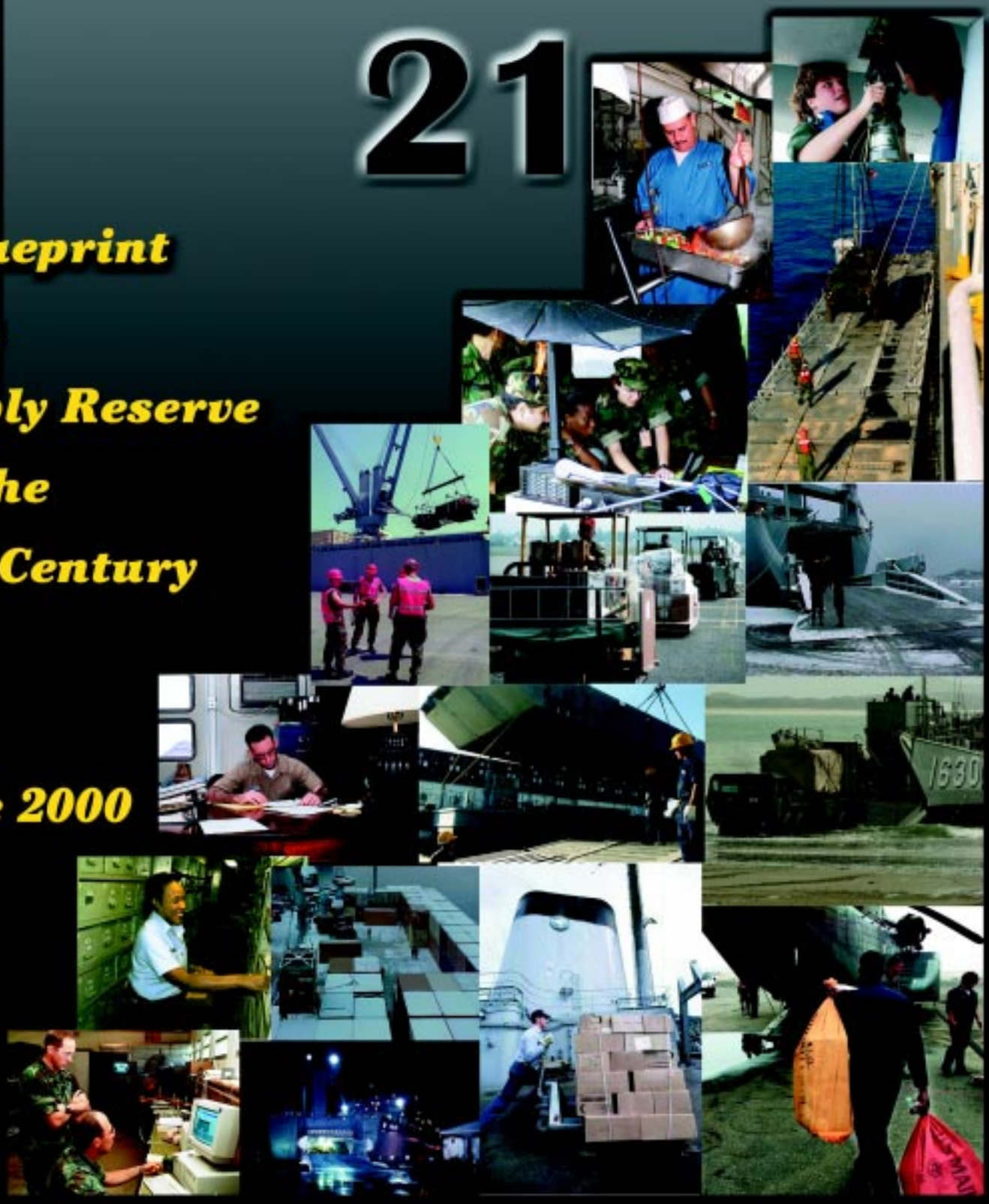
SUPPLY RESERVE 21

A blueprint for a Supply Reserve for the 21st Century



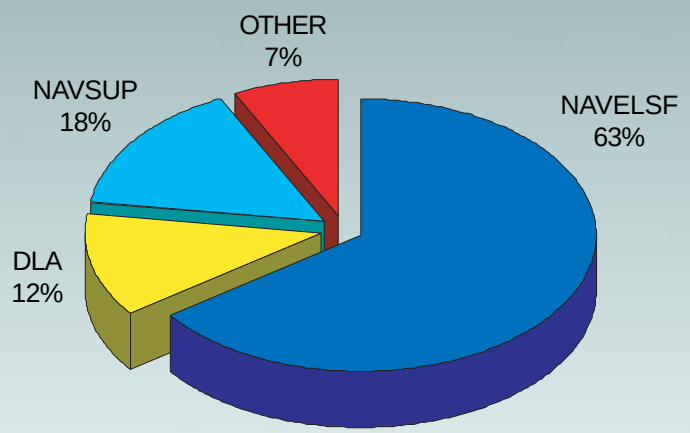
June 2000

READY
RESPONSIVE
RELEVANT

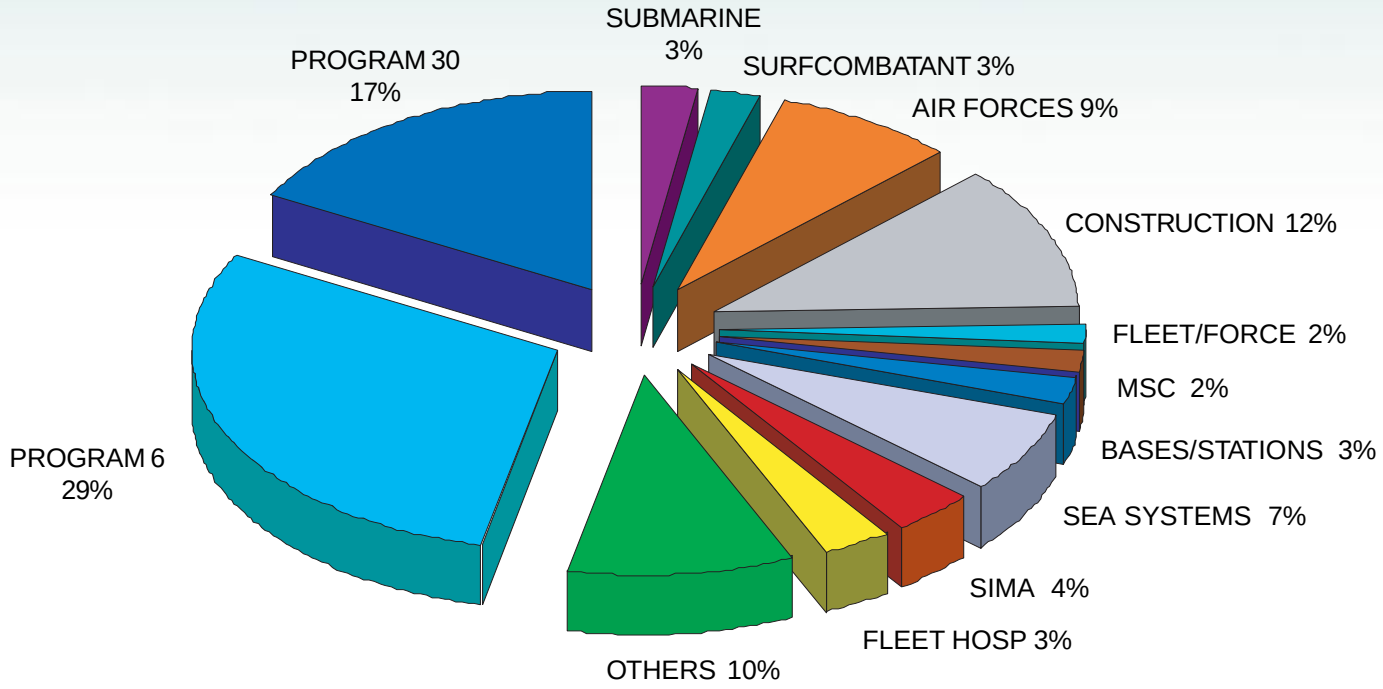
SUPPLY RESERVISTS

Serving in Supply Reserve Programs

Supply Reserve programs consist of two groups. Program 6, Naval Expeditionary Logistics Support Force, and Program 30, NAVSUP Claimancy and DLA sponsored units.



DISTRIBUTION OF SUPPLY RESERVISTS



Supply Reservists serve in more Surface and Air Reserve Programs than any other group of officer designator or enlisted supply ratings. This chart reflects all Naval Reserve Programs in which Supply Reservists participate.

TABLE OF CONTENTS

Vision ii

Forward iii

Executive Summary iv

Section 1. Introduction - Laying the Foundation 1

Background 1
Objective 2
Scope 2
Assumptions 3
Approach 3

Section 2. Customer Perspectives - The Cornerstone of our Vision 4

Section 3. Findings - Potential Opportunities and Efficiencies 6

Section 4. Vision and Strategies - A Vision for a Supply Reserve for the 21st Century 14

Strategy: Ensure continuing excellence in customer support 15
Strategy: Integrate "jointness" into the way we do business 16
Strategy: Maximize contributory support 17
Strategy: Participate in active component planning process 18
Strategy: Improve availability and accessibility of the Supply Reserve 19

Section 5. Conclusion - Teamwork will get us there 20

Appendices 21

A Glossary of terms, abbreviations and acronyms 21
B Supply Reserve – 21 Working Group Members 22
C Bibliography 23
D Expeditionary Logistics Support Group, Business Practices Support Group, Fleet Support Group 24
E Reserve Supply Corps Flag Officer Oversight and Liaison Assignments 26
F Supply Corps Reserve Full Time Support and Reserve Liaison Officer Listing 27

VISION ...

To provide highly skilled, flexible, responsive and accessible personnel and units to seamlessly integrate with the active component in delivering the most effective logistics support to the 21st Century Warfighter in peacetime or in a crisis.

READY

RESPONSIVE

RELEVANT

FORWARD ...

As the geopolitical shape of the world continues to evolve, our National Security Strategy and supporting National Military Strategy change to reflect the realities of a changing world now and into the future. The radical shift in strategy since 1989 from a global conflict to meeting very frequent regional and smaller scale contingencies has substantially increased the demands on the active component. The number of deployments of U.S. military forces have tripled over the past 13 years and all indications are that these small scale contingencies, humanitarian and disaster relief efforts will not diminish in the future. At the same time, the Department of Defense budget decreased 38%. The end result has been a significant increase in operational tempo demands on the active component and an increased reliance on the reserve component to help meet necessary commitments on a day-to-day basis.

While the Supply Reserve has remained a close and active partner with the active component during this period of rightsizing, future customer requirements must be assessed to ensure that the Supply Reserve is structured, tasked and equipped to meet the challenges of the next decade. It is for these reasons that the Supply Reserve – 21 Study was chartered by the Commander, Naval Supply Systems Command. This Supply Reserve – 21 Report provides the vision for enhanced reserve support, identifies possible missions and functions that are particularly strong candidates for assignment to the Supply Reserve and provides the strategies and tactics to affect these changes in a timely fashion.

The changes in the geopolitical makeup and balance will continue to unfold and the strategies and tactics suggested here will also evolve over time. While we fully recognize that the mobilization readiness of the Supply Reserve is our primary goal, this snap shot into the future will significantly enhance our support of the Total Force and definitely help facilitate the delivery of quality products and services to the warfighter in the 21st Century.

We are excited about the future and look forward to all the challenges it may present. We will continue to view the Supply Reserve as the CNO, Admiral Jay L. Johnson, described – "indistinguishable from and indispensable to the Total Force."

ROBERT C. CRATES
Rear Admiral, SC, USNR
Assistant Commander for Mobilization,
Naval Supply Systems Command

K. W. LIPPERT
Rear Admiral, SC, USN
Commander, Naval Supply Systems Command
and Chief of Supply Corps

EXECUTIVE SUMMARY ...

The decade of the Nineties ushered in a period of turmoil in the world order. The shift from two superpowers to one has changed the geopolitical balance and spawned an increase in the number of Small Scale Contingencies (SSCs) around the world. At the same time, the Department of Defense (DoD), Navy and Naval Reserve budgets were reduced substantially. The Naval Reserve as well as the Supply Reserve have been increasingly tasked to help close the gap between increased operational requirements and significant decreases in funding. In the last year alone, Supply Reservists have deployed to over 20 exercises and three long-term operations (Southern Watch, Northern Watch and Joint Guardian/Forge) in more than 25 countries worldwide. This change is not "business as it was in the past." Rather, it is "business as it will be in the future."

Besides the overseas demands, the constrained budgetary environment has also shaken up the way we do business at home. The active component has been driven to find better and more cost effective ways to conduct their day-to-day business operations. The Office of the Secretary of Defense's Revolution in Business Affairs initiative is a prime example of an effort that is focused specifically on finding and implementing better business practices throughout DoD. Initiatives such as this have resulted in reorganizations of the active component and shifts in roles and missions between commands, activities and units.

Clearly, these changes impact on the reserve component and place emphasis on the need for a thorough review of the current roles, missions and expected capabilities of the Supply Reserve. Questions that have arisen include: "Is the reserve component and Supply Reserve structured and organized to react when needed with a tailored response?"; "Where can the Supply Reserve Program best serve the customer?"; "How should the Supply Reserve be sized, shaped and trained to maximize readiness and provide peacetime support to the warfighter?"; "What tools are necessary to increase the availability and accessibility of Supply Reservists?"; and "What are the new roles and missions for the Supply Reserve that could add value to the active component?"

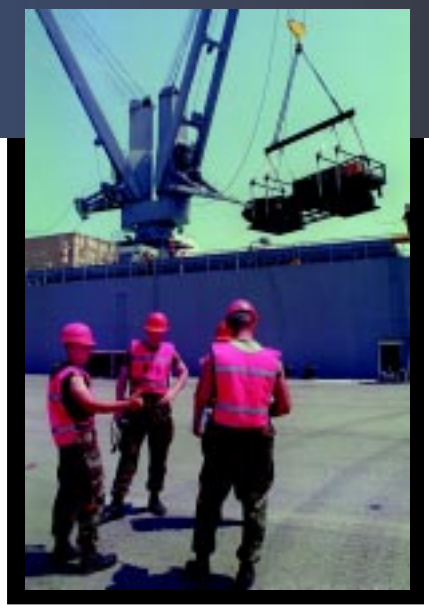
In response to these and other questions, the Commander, Naval Supply Systems Command and Chief of Supply Corps chartered the Supply Reserve-21 (SR-21) Study. He challenged the SR-21 working group to conduct an assessment of the changes occurring in the active component and evaluate their impact on the roles, missions, functions, and structure of the Supply Reserve to meet the emerging needs of the active components into the next century.

This document is the report of the Supply Reserve - 21 Working Group. It is the vision for a Supply Reserve for the next decade. It builds upon the Supply Reserve Vision Study published in 1991. While the 1991 study provided an effective roadmap for the 1990s and was surprisingly accurate in its prediction of future drivers that would affect the roles and responsibilities of Supply Reservists, the recent pace of change requires a fresh look and an updated vision. This report documents findings from reviews of the National Security Strategy and supporting doctrines, reviews of on-going initiatives for improving the way DoD and the Navy will do business, and meetings with active component customers.

Based upon these reviews and discussions, a functional organizational structure and appropriate strategies and tactics were developed to best meet the needs of our customers over the next decade. This document provides the guidelines and approach to providing effective and efficient logistics support in the future, but is not an execution document. It is the "conceptual blueprint", not the building. The leadership of the Supply Reserve must take this vision and begin construction of the Supply Reserve for the 21st Century. The reserve Supply Corps Flag officers will be the foremen for this construction effort.

Any vision effort must be based upon some underlying assumptions. In this case, the assumptions continue to be driven by the changes outlined above. Key assumptions employed in formulating our vision to meet the needs of the Navy in the new millennium include:

- The spread of ethnic and religious conflicts, economic inequities, and breakdown of law and order abroad will continue to present a threat to our national interests and call for non-traditional employment of U.S. military forces;
- We must consider and plan for the non-traditional employment of active and reserve forces against a multitude of threats to our national interests;
- We must plan for the logistics support of forward deployed forces using bare-based, over-the-shore, from the sea, and over-the- horizon techniques;
- Joint, allied and coalition operations, as well as the increased reliance on host nation support, will dominate future employment of both active and reserve forces;



Providing effective, efficient logistics support.

- The active component will count on the increased use of reserve personnel to meet both short term assignments, as well as longer term requirements for disaster relief, humanitarian and contingency requirements;
- We must compete with the private sector to recruit, train and retain quality personnel from a shrinking pool of young men and women willing to serve in uniform and face the uncertain expectations of active or reserve duty;
- Active and reserve components will leverage technology and improved business practices to become more efficient and effective;
- Defense budgets will be constrained and challenge program managers to execute cost effective programs while supporting day-to-day operations, achieving readiness goals and meeting modernization requirements;
- Supply Reserve units must be sized and shaped to ensure maximum agility, flexibility, availability, accessibility and be trained to maintain a high state of mobilization readiness at all times.

EXECUTIVE SUMMARY ...

In 1998, the Supply Reserve was realigned into three functional elements: the Expeditionary Logistics Support Group, the Business Practices Support Group, and the Fleet Support Group. This structure was chosen in light of the trend in efforts supported by the Supply Reserve. This study has validated this structure as effective for our programs as we move into the 21st Century. Opportunities for new or increased support from the Supply Reserve derived from this study are summarized below:

Expeditionary Logistics Support Group

- Logistics Management Information Systems Support
- Deliberate and Crisis Action Planning Support
- Ammunition/Ordnance Handling Support

Business Practices Support Group

- Consulting Services
- Technical Services
- Information Technology Services
- Business Development Services
- Individual Mobilization Augmentation Support
- Outsourcing Teams and Internal Assessment Services

Fleet Support Group

- Ship Turn-Around Teams
- Waterfront Services
- Regional Services

Our vision is to provide highly skilled, flexible, responsive and accessible personnel and units to seamlessly integrate with the active component in delivering the most effective logistics support to the 21st Century Warfighter in peacetime or in a crisis. The fundamental principles that support our vision and goals will continue to be customer focus, use of best business practices, training and teamwork. While we fully recognize that the mobilization readiness of the Supply Reserve is our primary goal, this snap shot into the future will definitely help facilitate the delivery of quality products and services to our customers. The following strategies will be used throughout the Supply Reserve to implement our vision. We chose our strategies for the future very carefully in order to provide a clear focus for the reserve Supply Corps flag officers in the oversight of their respective implementation teams. Strategies for both increased reserve support and/or redirected support have been identified. These strategies include areas where Reservists can both assume a major responsibility, as well as provide additional support as an integral part of the Total Force. The key strategies are:

Ensure continuing excellence in customer support

Integrate "jointness" into the way we do business

Maximize contributory support

Participate in the active component's planning process

Improve the availability and accessibility of the Supply Reserve

These strategies and their supporting tactics are featured in Figure 1 on page 19.

The Supply Reserve has a wonderful reputation for being agile, responsive and capable. The number of days of peacetime and contributory support that we provide each year continues to increase and the Supply Reserve has become a bigger force multiplier to the active component. We must adapt as our customer changes their organization, roles and missions to remain relevant and credible into the next century. Our founding principle is and will continue to be ***Service to the Fleet.***

SECTION 1- INTRODUCTION ...

LAYING THE FOUNDATION

Commander, Naval Supply Systems Command and Chief of Supply Corps chartered the Supply Reserve-21 (SR-21) Study on 30 November 1998. The Chief of Supply Corps challenged the SR-21 Working Group to conduct an assessment of the changes occurring in the active component and evaluate their impact on the roles, missions, functions, and structure of the Supply Reserve to meet the emerging needs of the active component into the next century.

Specifically, he tasked the Working Group to conduct a thorough study of customer requirements and then review emerging structural and operational changes within the active component to determine their impact on future reserve supply, transportation and related missions. The team (see Appendix B) was challenged to stratify the universe of Supply Reserve support needed to support a thorough requirements review.

BACKGROUND

*The **Supply Reserve Vision Study** was published in 1991. This watershed document provided an effective roadmap for the Supply Reserve to meet the logistics and transportation needs of the active component in the 1990s. In many ways, this study was surprisingly accurate in its prediction of future drivers that would affect the roles and responsibilities of Supply Reservists for a decade. It provided structure to the community and direction for the leadership to translate the strategies outlined into implementable actions.*

As a result of this study, many Supply Reserve units were realigned and new units were created to provide increased support to the active component. Commander, Naval Expeditionary Logistics Support Force (COMNAVELSF) was established to oversee units providing expeditionary shore-based logistics support. The Defense Logistics Agency established reserve Defense Contingency Support Teams (DCSTs) to respond to in-theater logistics support requirements. Reserve Supply units and individual Supply Reservists increased their participation in direct fleet support operations, fleet exercises, logistic wargames and in deliberate logistics planning evolutions. Supply Reservists have operated forward logistics sites and performed watch standing in logistics readiness centers and emergency supply operations centers during recent contingency operations. Supply Reservists have been afforded increased opportunities for technical proficiency training in joint operations.

Looking into the future, the Supply Reserve faces an environment of new and different challenges. The number of deployments of U.S. military forces has tripled over the last 13 years and all indications are that these smaller scale contingencies, humanitarian and disaster relief efforts will not diminish in the future. Most, if not all, of these deployments have included elements of the reserve component, in both voluntary and involuntary Presidential Selective Reserve Call-Ups (PSRCs). In the same period, the Department of Defense budget has been cut 38%. This increase in operations tempo and reduced funding are the driving forces behind initiatives like the Revolution in Business Affairs, which are designed to introduce improved business practices to DoD operations. Initiatives such as these necessitate a thorough review of the Supply Reserve to ensure that it is structured, organized, sized and shaped to meet the needs

of the Navy. In fact, there are dramatic structural changes underway within the active component that will impact on "what and how" Supply Reservists will support the active component in both the short and long terms. Such initiatives like enterprise resource planning, regionalization, leveraging logistics information and teaming with industry are redefining the processes and procedures by which the Navy, and especially the Navy Supply Community, will do business in the 21st Century. The increased emphasis on the affordability of logistics support, use of third party logistics, focus on competitive outsourcing, and joint shore-based logistics support of the warfighter will all have a significant impact on the size and shape of the Supply Reserve in the future.

While the Supply Reserve has led the way in aligning itself with its active component or gaining command customer in the past, the game has changed, as have the players. These changes necessitated a fresh look at the roles, missions, functions and structure of the Supply Reserve and realistic approaches to meeting both Title 10 USC mobilization responsibilities and the peacetime and crisis challenges of the next century.

Supply Reservists assist with numerous projects.

OBJECTIVE

The objective of this study is to identify the appropriate strategies, tactics and organizational structure to best meet the needs of our customers for the next ten years. The end result is a conceptual plan that summarizes what form the Supply Reserve must take to best support current and emerging missions without prescribing the details of "how to" implement structural changes within the Supply Reserve. The final product identifies functional areas and a conceptual structure that serves as a vision for a Supply Reserve organization capable of responding to the changing requirements of tomorrow's Navy. It further outlines appropriate strategies and tactics to meet the demands of the active component in the 21st Century.

SCOPE

The working group was encouraged to conduct comprehensive, independent research. No restrictions were placed on the scope of their analysis or on customers targeted for interview. While experience gained since the 1991 vision study provided valuable lessons learned, the group was challenged to shed the constraints of the past and examine all existing or emerging mission areas where the Supply Reserve could possibly provide contributory or crisis response support. The scope of their analysis included selected active duty commands and a broad range of Naval Reserve programs where use of Supply Reserve assets is considered appropriate.

ASSUMPTIONS

Our vision of the Supply Reserve for the 21st Century is consistent with guidance provided in the National Security Strategy, National Military Strategy, Defense Planning Guidance, the Department of the Navy 1999 Posture Statement, selected warfighting scenarios as well as the Naval Supply System Command's SUP21 Vision. The 1999 Navy Posture Statement portrays the Navy-Marine Corps Team of the 21st Century and provides the impetus for shaping the Supply Reserve in support of a forward-deployed naval force capable of responding anytime, anywhere around the globe. Key assumptions employed in formulating our vision to meet the needs of the Navy in the new millennium are discussed in the Executive Summary. Key assumptions include continued threats to our national interests with plans for the non-traditional employment of active and reserve forces; joint, allied and coalition operations as well as the increased reliance on host nation support; the increased use of reserve personnel to meet both short and long term active component requirements; competing with the private sector to recruit, train and retain quality personnel; leveraging technology and improved business practices to become more efficient and effective; and sizing and shaping Supply Reserve units to ensure maximum agility, flexibility, availability and readiness at all times.

APPROACH

The SR-21 Working Group used a similar approach in conducting this study as pioneered by previous vision study working groups in 1991, 1995 and 1997. Previous studies served as a primary source for developing the methodology for conducting customer interviews. At its initial meeting, the working group identified commands to be contacted, defined a project methodology and received training in SUP-21 Reengineering and Quality Document Systems (QUADS) communication protocol. The team also received training in the development and management of Activity Manpower Documents (AMDs) and the Navy Manpower Mobilization System at the Navy Manpower Analysis Center. The raw data developed by the Logistics Vision Division working group in 1997 for the (unpublished) Naval Surface Reserve Force Vision Division Project was used extensively in the customer interview process. References cited in the SR-21 Charter (see Appendix C) were reviewed and used as primary guidance documents. Finally, field visits and customer interviews were conducted at fleet, various supply, and supply-related commands.

After completing data gathering and analysis, the working group formulated common findings, recommendations and strategies for the future. Once the results of this study have been approved, we will move into the implementation of SR-21 … a vision for a Supply Reserve for the 21st Century.

SR-21 … A vision for a Supply Reserve for the 21st Century

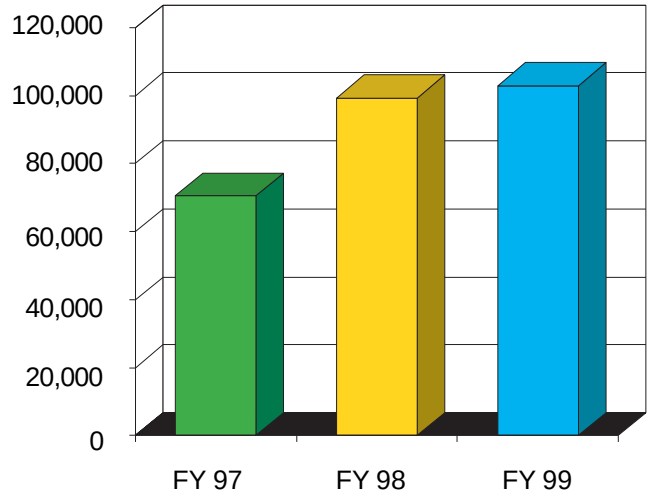
SECTION 2 - CUSTOMER PERSPECTIVES ...

THE CORNERSTONE OF OUR VISION

Like the private sector business world, customers drive the requirement for the employment and the success or failure of the Supply Reserve. Our reserve units must be totally and seamlessly integrated into the active component as it strengthens existing initiatives and begins a number of new efforts to ensure that Naval Forces can perform the mission the country is likely to ask of them. The active component should look to the Supply Reserve as a way to minimize the impact of personnel shortfalls and count on their support as a part of their everyday workforce. The Supply Reserve can continue to be expected to perform a significant role as the Department of the Navy is "taking a more expansive look at our Reserve Forces with regards to potential efficiencies."

The Supply Reserve is well positioned to take advantage of implementing new initiatives as the Department of the Navy "… continues to enhance opportunities for Navy and Marine Corps Reserves to perform critical missions where minimal active duty capability exists."

DAYS OF CONTRIBUTORY SUPPORT



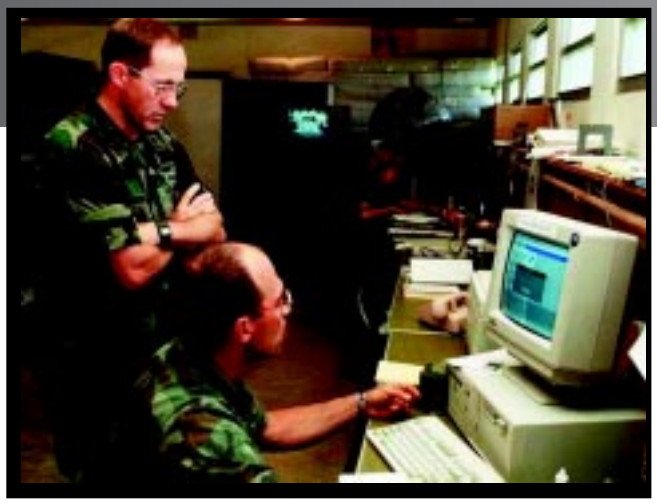
Days of operational, direct fleet, exercise, and command support provided by Supply Reserve Units and Supply Reservists.

At this point, let's look at some of the more critical comments or concerns offered by our customers as we build our vision for the next century. Our customers are generally pleased with the support they receive from the Supply Reserve and the performance of our officer and enlisted personnel. They stated that they expect to receive properly trained, outfitted and equipped Supply Reservists for periods of Annual Training (AT), Active Duty Training (ADT), Active Duty for Special Work (ADSW) and PSRCs. Additionally, they were unaware that the identification, validation and funding for outfitting and equipping both Advanced Base Functional Component (ABFC) and augmentation (e.g., to gaining commands) units was a significant problem impacting on the timely employment of reserve assets in the event of a crisis. They also voiced a concern about Supply Reservists having current knowledge and technical proficiency in all systems and processes that they use in their normal course of operation. More than a few of our customers were not very knowledgeable of the reserve manpower requirements determination

process, how reserve augmentation billets were identified, validated and funded, nor how to best accomplish changes to their reserve manpower authorization as their own mission, tasks and functions change. Similarly, many customers were confused or not aware of the different types of funding that are or could be used to obtain reserve support. They were unanimous in stating that they had come to rely heavily on reservists not only for crisis or mobilization support, but also for peacetime contributory support and integration into day-to-day operations.

Our customers addressed the requirement for reserve units involved in expeditionary logistics support to have personnel skilled and trained in joint doctrine, systems and operations. Shore-based logistics is truly a joint evolution and the reserve logisticians of tomorrow must be well versed in the other services' processes, procedures and systems to ensure effective support of the warfighters. Additionally, customers talked about the need for joint reserve units, a concept that to date has only been initiated in several selected active Echelon II activities such as the U. S. Transportation Command, the U.S. Joint Forces Command and the Defense Logistics Agency. While most of our customers fully use their reservists' civilian and military skills for contributory support, many are not aware of or able to access a common database that summarizes special capabilities of reserve personnel. Knowledge of and easy access to specialized skills would provide opportunities for increased contributory or specialized support.

Several customers reported that they were not aware of the capabilities or mobilization readiness of the reserve units assigned to support them. They expressed a desire to receive Joint Monthly Readiness Report "like" data that reflects readiness assessment data for their assigned reserve units. When asked if reservists participate in their strategic and deliberate planning processes, the answer was too often, "No." With the exception of the Defense Logistics Agency (DLA) and the Naval Expeditionary Logistics Support Force (NAVELSF) supported Advanced Based Functional Component (ABFC) units, very few reserve units are regularly involved during the planning process and are seldom consulted for strategic planning efforts at the gaining command level.



Supply Reservists assist with numerous projects.

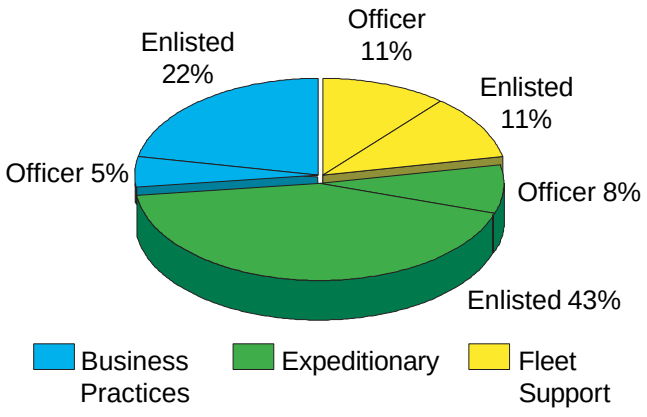
Customers are still concerned about the access to and the availability of reservists prior to a PSRC. Since the vast majority…in excess of 90%…of the Navy's supply, transportation and related combat service support capability resides within the Naval Reserve, customers want assurance that they will have timely access to Naval Reserve assets and that the Navy Mobilization Process System (NMPS) will fulfill their needs. Overall, our customers like the support they are getting from the Supply Reserve and are very willing to work with us in the creation and refinement of reserve corps competencies required for the seamless integration of the Total Force. The initiative is ours to take. The Supply Reserve must work hard to identify those areas where we can provide the best return on investment and become a solution provider and daily force multiplier.

SECTION 3 - FINDINGS ...

POTENTIAL OPPORTUNITIES AND EFFICIENCIES

In 1998, the Supply Reserve was re-aligned into three functional elements: the Expeditionary Logistics Support Group, the Business Practices Support Group, and the Fleet Support Group. This re-alignment provided the structure to enable "one-touch access" to the Supply Reserve. This access will be exercised through reserve Supply Corps flag officers who will provide oversight and act as the single points of contact for the specific functional elements. The findings from this study will be presented in a similar functional alignment.

DISTRIBUTION OF SUPPLY RESERVISTS



Distribution of Supply Reservists in Reserve Programs 6 and 30. The letter "O" reflects officer personnel and the letter "E" enlisted members (i.e., 43% of enlisted reservists are assigned to the Expeditionary Support Group.)

EXPEDITIONARY LOGISTICS SUPPORT GROUP

The Expeditionary Logistics Support Group is composed of the reserve Naval Expeditionary Logistics Support Force (NAVELSF) and the Defense Logistics Agency's (DLA's) reserve Defense Contingency Support Team (DCST) units. Commander, NAVELSF is the single point of contact for reserve, shore-based expeditionary cargo handling, supply, transportation and related Combat Service Support (CSS) Advanced Base Functional Component units. NAVELSF units provide over 90% of the Navy's CSS capability in support of the Navy/Marine Corps Team. The DCST units are the expeditionary arm of DLA and have become an integral part of all military operations around the world, multi-national peacekeeping and peacemaking forces for humanitarian assistance efforts. Supply Reservists make up more than 40% of DLA's DCST capability. See Appendix D for a listing of the specific reserve units making up this functional group.

Placement of the majority of supply, transportation and related combat service support capability in the reserve component is a proven success. It has allowed the reserve component to provide peacetime and crisis response support in functional areas where skills are not as perishable as in more technically demanding fields and where daily involvement in the function is the only way to maintain proficiency. Increasing reserve opportunities in combat service support operations is consistent with current shore-based logistics initiatives and supports the JCS Chairman's Joint Vision 2010 and JCS (J4's) Focused Logistics. Potential areas for new or expanded reserve combat

service support include logistics management information systems support, deliberate and crisis action logistics planning support, and ammunition/non-nuclear ordnance handing support.

FINDINGS

Supply Reservists operating an expeditionary INMARSAT satellite communications system during a recent fleet exercise.

LOGISTICS MANAGEMENT INFORMATION SYSTEMS SUPPORT

The Supply Reserve has extensive private sector experience in all elements of logistics and information technology (IT). Successful initiatives such as the Streamlined Automated Logistics Transmission System (SALTS) are a perfect example of leveraging the reservist's civilian skills to solve problems confronting the active component. Reengineering the mission, tasks, and functions of the existing reserve SALTS units to encompass a much broader role in logistics management information systems support can provide a new, critically needed reserve capability. At the same time, allowing for a more focused role for Supply Reservists in solving logistics and information technology challenges may enhance the opportunity for a better return on investment for the active component.

The use of Global Command Support System (GCSS) applications, Joint Total Asset Visibility (JTAV) systems, Global Transportation Network (GTN), and Worldwide Port System (WPS) as logistics "decision making tools" are a must in 21st Century joint logistics support operations. As briefed at the Joint Chiefs of Staff Focused Logistics 2010 Wargame (FLOW 2010), the current and planned Logistics IT environment falls short from a joint perspective. The access to a trusted, real-time, accurate and responsive Logistics IT capability is an operational necessity for the Expeditionary Logistics Support Group and also plays heavily in the success of the Fleet and Business Practices Support Groups.

DELIBERATE AND CRISIS ACTION PLANNING SUPPORT

Key reserve logistics support personnel must have a comprehensive working knowledge of the deliberate planning process. For example, reserve logistics planners must be trained and proficient in Joint Operations Planning and Execution System (JOPES) procedures to be effective in deliberate planning and in particular if recalled or mobilized in a crisis. To ensure operational and technical proficiency, we must provide extended billet tenure, multiple logistics planning tours and Joint Professional Military Education (JPME) opportunities for a selected number of reserve shore-based logistics support professionals assigned to Joint, Fleet CINC and operational staffs. Extended Annual Training (AT) and Active Duty Training

(ADT) opportunities must be identified, funded and quotas obtained for appropriate reserve logistics planners to attend Armed Forces Staff College or other JPME courses covering Global Command and Control System (GCCS) and Global Command Support Systems (GCSS) training and certification.

Opportunities must be sought out for more extensive reserve participation in the joint and component commander wargames to ensure that reserve logisticians are current, forward thinking, have knowledge of joint operations and provide the active component with reserve shore-based logistics employment expertise. A key point here is that by increasing Supply Reserve involvement in the deliberate and crisis action planning process, shortfalls in reserve outfitting, equipping, war reserve materials and supplies can be addressed, ensuring that, at least, the warfighter will know what to expect and when "a full up reserve round" will be available.

AMMUNITION / ORDNANCE HANDLING SUPPORT

With the recent establishment of the Naval Ammunition Logistics Center (NALC), there is an excellent opportunity to streamline and simplify command and control of expeditionary ammunition/ordnance handling operations. Traditionally, reserve Navy Cargo Handling Battalions (NCHBs) have been tasked with in-theater ammunition/ordnance cargo handling in a wartime scenario and were used extensively during Operations Desert Shield and Desert Storm in this capacity. However, the receipt, segregation, stowage and issue (RSSI) functions were often compromised due to the limited knowledge and technical proficiency of NCHB personnel to perform these

Ordnance handling support is often provided by Reservists.

functions. To ensure that command and control, inventory management, RSSI functions are accomplished and required safety standards are observed in-theater, concepts of support between Fleet CINCs, the NALC and COMNAVELSF must be developed and standard operating procedures implemented. In certain scenarios, the mission, tasks and functions of selected reserve NCHBs could be modified to include augmentation of the DOD civilian work force for the CONUS on-load of ammunition/ ordnance for deploying battle groups without impacting on their OCONUS employment. The expanded mission would provide more capability at no increase in cost or risk.

BUSINESS PRACTICES SUPPORT GROUP

The Business Practices Support Group is composed of Supply Reserve units providing direct support and consulting services to active component customers in such diverse areas as weapons systems support, information technology, retail sales operations and business process reengineering. This group is routinely called upon to bring solutions to

active component issues by leveraging the civilian skills and business competencies of both officer and enlisted Supply Reservists. For example, it involves reservists with backgrounds in executive level management, acquisition and financial management, information technology, logistics and supply chain integration. See Appendix D for a listing of the specific reserve units making up this functional group.

The Naval Supply Systems Command and the Supply Corps officer have long been viewed as the "business managers" of the Navy. As a result of the demand for rightsizing, outsourcing and continued budget constraints, the traditional role of the active duty Supply Corps officer has become more complex. There is an expectation that they provide the bridge to industry, bringing the best of the private sector's goods and services to the Fleet. At the same time, the active component has realized the capabilities of the Supply Reserve and more and more frequently are requesting and tapping the civilian skills of our force in their quest to operate more efficiently and effectively. The Supply Reserve can play a very important role in bringing "best business practices" of the private sector to bear on solving Navy business problems through leveraging their civilian skills on behalf of the military. With one foot in the military and one foot in industry, the Supply Reserve can be a teaching conduit for the fleet, NAVSUP and the joint logistics community in bringing fresh ideas and new perspectives from the private sector.

While maintaining a working knowledge of "what is," the Supply Reserve can be change agents and lead the way for their active duty clients as they forge "what will be." Potential areas for new or expanded support include consulting services, technical services, information technology services, business development services, individual mobilization augmentation, and A-76 (re: OMB Circular) Teams and internal assessment services.

FINDINGS

CONSULTING SERVICES

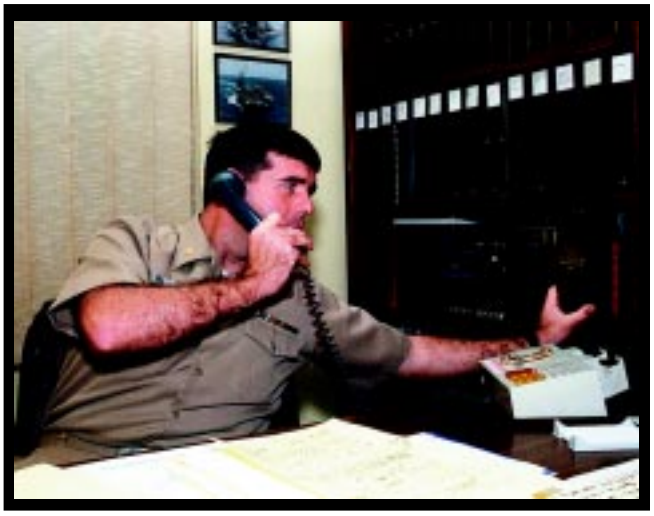
While much valuable project work has been performed for NAVSUP organizations in the past, Supply Reservists have been organized around individual counterparts on the assumption that they would be recalled in the event of a major crisis to perform a specific mobilization job. We suggest a better use of reservists with substantial business skills beyond current Title 10 *USC* demands and expectations might be put to work as "tiger teams" where big payback initiatives sponsored at the command level could be realized. Organizing the Naval Inventory Control Point (NAVICP) reserve units, for example, into an integrated "company" to undertake Commander tasks has provided leverage for the Commander rather than individual

Supply Reservists provide superior consulting servicess.

contributors. Possible areas of support include contracting reform using more commercial procurement techniques such as incentive contracting, strategic partnering, creative use of Government property and non-traditional forms of competition. The same concept applies in areas such as supply chain management, maintenance management, financial management, information technology, business case analysis and change management where the teaming approach provides the best solutions. The issue here is continuing to refine how we capitalize on the talent reservists bring to the table from the private sector while using their skills in much the same manner if they were recalled or mobilized for a crisis.

TECHNICAL SERVICES

As the complexity of modern logistics management and waging war increases, so does the frustration and anxiety of logistics system customers. NAVSUP, learning from the rapid evolution of Internet, merchandising and transportation industries, needs to provide "one-touch supply" to their clients. At the same time, automation and technology alone cannot meet all customer needs. Accordingly, the reserve component of NAVSUP can provide major assistance in modernizing, expanding and augmenting customer assistance centers to provide a "human touch" of well-trained and helpful experts to "one-touch supply."



A Supply Reservist applies civilian skills to military applications.

INFORMATION TECHNOLOGY SERVICES

Fully understanding the impact of technical processing power (doubling approximately every two years), the Department of Defense and the active component have embraced consolidating their information technology capabilities using an Enterprise Resource Planning (ERP) solution. Again, a select number of Supply Reservists have a broad base of experience implementing information technology solutions including ERP. The active component should be able to leverage their experience and avoid common pitfalls associated with such a major change in the way business will be conducted. There are also a number of other areas where Supply Reservists may provide support, including the Navy and Marine Corps Intranet, the NAVSUP Corporate Information System and the new NAVSUP One Touch Support website.

BUSINESS DEVELOPMENT SERVICES

All businesses must be alert to quickly trim excess costs during downturns in demand and eras of rapid change. Failure to control costs can be competitively

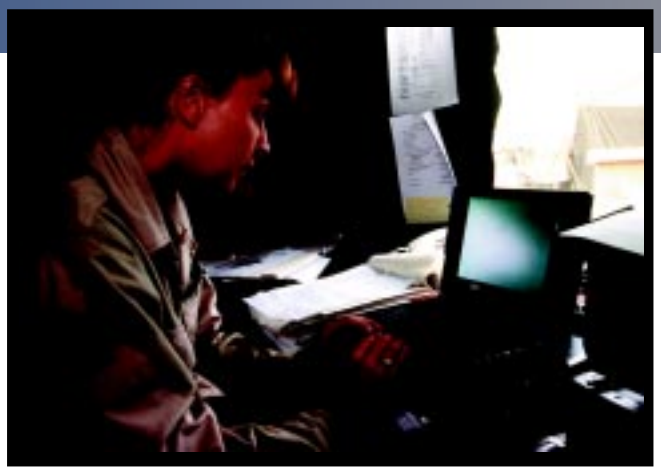
disastrous. At the same time, industry often spends more to expand its business in lean times to replace lost business.

INDIVIDUAL MOBILIZATION AUGMENTATION SUPPORT

The average corporate executive works for approximately seven employers during the executive's career. With each job change, both the employee and the employer gain from new perspectives and adapted ideas. Reservists have been used in recent years to perform regular peacetime jobs within DoD. A limited number of Supply Reservists could easily be realigned to fill active component jobs that could well benefit from being filled by a recalled reservist where leveraging civilian skills and having a detailed knowledge of the activity are critical for success. At the same time, it might be prudent to convert a limited number of validated unit type mobilization billets to Individual Mobilization Assignment (IMA) billets where the same requirements exist and where billet assignment tenure provides the best return on investment.

OUTSOURCING TEAMS AND INTERNAL ASSESSMENT SERVICES

In the past several years, NAVSUP and DLA have used Supply Reservists as the main source of talent to plan and conduct A-76 public-private competitions to determine the most effective organization for performance of traditionally in-house blocks of work. Reservists have excelled in this role at all levels from petty officer to rear admiral. Expanding on this activity, reservists could be invaluable as in-house organizational assessors, offering new ways of organizing, manning, and doing work within the claimancy, and in some cases, recommending that other, more competitive organizations should perform the work.



Reserve personnel provide invaluable business process support.

FLEET SUPPORT GROUP

The Fleet Support Group is composed of trained Supply Reserve units providing direct support to active component fleet customers. These Supply Reserve units provide a wide range of contributory support in such diverse areas as physical distribution, pre-deployment load-out, cost management support of fleet maintenance and financial databases, scheduling of reserve support of shore infrastructure tank farm and fuel distribution projects, aviation supply support, air terminal operations, contract close out management, fleet exercise and operations support, just to mention a few areas of current activity. See Appendix D for a listing of the specific reserve units making up this functional group.

SECTION 3 - FINDINGS ...

As the fleet has been changing in both size and shape over the past ten years, so has the waterfront. Smaller afloat units can no longer turn to home port tenders or their local FISC Customer Service Office for face-to-face help and must rely more heavily on electronic customer service support and leveraging technology to help solve their supply support issues. With the Naval Supply Systems Command's vision of being the customer's choice for best value products and services, where a single request by the customer activates a global network of sources and solutions…One-Touch Supply, there is an exceptional opportunity of employing the Supply Reserve at the waterfront. Supply Reservists could easily be employed in peacetime or in a crisis as points of contact and subject matter experts at the waterfront for overloaded customers afloat. This would provide a new dimension to expediting and fill a void in customer service. Other areas in which the Supply Reserve may provide direct assistance to fleet customers include ship turn-around, waterfront and regional support services.

Supply Reservists in direct support of fleet customer.

FINDINGS

SHIP TURN-AROUND TEAMS

Just recently, the NAVSUP Reserve Liaison Officer was tasked with providing reservists to assist with the pre-deployment load out of USS JOHN F. KENNEDY (CV-67). In less than two weeks, a team of 20 reservists from the reserve SMAT, FISC and NCHB communities reported aboard on Annual Training and were immediately integrated into the Supply Department and were instrumental in completing the load out prior to KENNEDY deploying to the Persian Gulf. This is a perfect example of the need for an expanded capability of Supply Reservists to provide timely supply liaison and augmentation support for ships preparing for deployment or, in a different case, for ships coming out of overhaul or those being returned to service after sustaining major casualties. Like the ground crews at airports, these Supply Reservists could provide expediting support, technical supply assistance, and material handling augmentation to put ships back to sea quickly. Rather than being tied to specific ships, these supply "tiger teams" would be experts at turning around ships leaving overhaul, intermediate repair facilities or for deployment and would operate under a regional type commander or NAVSUP contingency support resource.

WATERFRONT SERVICES

The fleet continues to experience a high tempo of activity coupled with manning shortfalls and retention issues. Supply Reservists have already demonstrated their ability to introduce new solutions to benefit shipboard

personnel. Examples include reserve Supply Management Assistance Teams (SMAT) units under COMNAVSURFLANT and Supply Management Resource Teams (SMART) units reporting to COMNAVSURFPAC. These units assist with pre-deployment planning, material receipt and storage, inventory and location validation audits, in port augmentation of ship's company food service operations and reconciliation of SMART Card purchases. Waterfront support units such as the SMATs/SMARTs could assist with reducing the workload associated with shipboard hazardous material control and management.

Currently, NAVSUP is pioneering a number of initiatives to improve the quality of services afloat including the creation of the Afloat Supply Department of the Future (ASDOF) to eliminate or move ashore functions not required for "fighting the ship." Reducing workload afloat by replicating all supply data ashore into a Logistics Support Center is just the first step in validating this concept.

We anticipate sweeping changes in financial and inventory management afloat, food service, disbursing, postal and ship service functions. Placing active and reserve supply assets at the waterfront as a part of the Logistics Support Centers will allow for person-to-person interface and management between ships at sea and support from the shore. The Supply Reserve has an excellent opportunity to partner with the active component in providing invaluable contributory and direct support to the operating forces by employing increased emphasis towards new concepts of direct fleet support. Supply Reservists could be the primary "seasonal" or contingency military work force to help undermanned ships transition to a home port schedule when they return from deployment. They can help eliminate the "peaks" and "valleys" when ships or aviation squadrons are about to leave for an unplanned or extended deployment. Integrating already trained Supply Reserve personnel assigned to Fleet and Industrial Supply Centers (FISC) with new waterfront support initiatives will immediately impact on ship workload, reduce ship turn around time, and relieve pressure on sailors afloat.

REGIONAL SERVICES

The Navy's move to a regionalized maintenance philosophy, with associated supply functions, offers the Supply Reserve unique opportunities to assist the active component with infrastructure reduction and business process improvement. The vision of the FISC of the Future in which FISCs serve as a single source provider for supply chain and business management and support of the quality of services within a geographic region offers another prime area in which the Supply Reserve is well suited to play a contributory support role.

Supply Reservists in direct support of fleet customer.

SECTION 4 - VISION and STRATEGIES ...

A VISION FOR A SUPPLY RESERVE FOR THE 21ST CENTURY

The Supply Reserve enjoys the reputation as a well led, professionally managed and a highly capable element of the Total Force dedicated to providing quality and responsive support to the operating forces. However, continued improvement in the quality, quantity and accessibility of that support requires that we acutely focus our attention on recruiting, training, retaining, funding and outfitting Supply Reservists to ensure their continued capability in support of the Navy and Marine Corps Team of the 21st Century.

Our vision is to provide highly skilled, flexible, responsive and accessible personnel and units to seamlessly integrate with the active component in delivering the most effective logistics support to the 21st Century Warfighter in peacetime or in a crisis. The fundamental principles that support our vision will continue to be an intensive customer focus, use of best business practice techniques, technical proficiency, operational readiness and teamwork.

In translating our vision into action, we will focus on ensuring that we train and work in peacetime just as we would be expected to perform in a crisis. In peacetime, we will work as a team striving for maximum technical proficiency and mobilization readiness, while at the same time seeking ways to reduce Navy costs through more effective contributory support, eliminating redundant functions, and employing best business practice techniques. In a crisis, we will operate as a team of tailored building blocks that can easily be accessed and combined to respond to contingencies where needed. In short, we leverage our civilian skills and experience as we train to enhance our mobilization readiness for war.

The following sections describe each of the five strategies that will be used throughout the Supply Reserve to implement our vision. They are the end product of a group assessment of the assumptions, environmental factors and key customer concerns and issues identified by the SR-21 Working Group. The active duty and reserve Supply Corps flag officer community concurs with these findings and strategies and agree that they are what is needed to effectively support the Supply Community and the Warfighters in the 21st Century.

We chose our strategies for the future very carefully in order to provide a clear, concise focus for the reserve Supply Corps flag officers in the oversight of their respective implementation teams. These strategies are critical to the accomplishment of our roles in support of the Total Force. Achieving acceptance and approval of our vision and supporting strategies will let us move forward rapidly with development of a comprehensive business and implementation plan supporting the execution of the vision in each functional area.

With our primary focus and goal being mobilization and operational readiness, strategies for both increased reserve support and/or redirected support have been identified. These strategies include areas where reserves can both assume a major responsibil-

ity, as well as provide additional support as an integral part of the Total Force. The key strategies deemed most important for achieving the full capabilities of the Supply Reserve are:

- Ensure continuing excellence in customer support.
- Integrate "jointness" into the way we do business.
- Maximize contributory support.
- Participate in the active component's planning process.
- Improve the availability and accessibility of the Supply Reserve.

These strategies and their supporting tactics are featured in the pull out portion in the center of this book.

STRATEGY - ENSURE CONTINUING EXCELLENCE IN CUSTOMER SUPPORT

Adopting best business and management practices as a culture, the Supply Reserve has placed a primary focus on aggressively assisting our customer in the identification of emerging requirements. Excellence in support to the warfighter requires us to adapt the size and shape of the Supply Reserve to satisfy their needs. At the same time, we must address the needs of all Supply Reservists to ensure that they have the opportunity for enhanced professional and technical education and advancement in their Naval Reserve career.

The Supply Reserve of the 21st Century must be suitably sized and shaped to be capable of meeting an entire spectrum of customer requirements yet lean enough to allow for agility, flexibility, compatibility and most importantly, accessibility. Continuous improvement in the assignment, training and use of our Selected Reserve (SELRES) and Full Time Support (FTS) personnel will enhance our ability to meet our customers' requirements. Reserve FTS billets must be used in FTS roles. Changes to the current FTS structure are needed to ensure our success in the Expeditionary Logistics, Business Practices and Fleet Support Groups.

We must orient and educate FTS officers who are assigned as Reserve Liaison Officers (RLOs) at all active component levels of the mission, tasks and functions of all Supply Reserve units. Supply Corps RLOs must be fully aware of the capabilities available in our existing reserve programs so they can become a "marketing and employment arm" of the Supply Reserve. The current indoctrination and training pipeline must be refined to ensure that both line and staff RLOs are knowledgeable of the capabilities of the Supply Reserve, understand the requirements and validation process and represent the Naval Reserve Force at the budget table.

Using feedback from RLOs, we must continually search for new opportunities to satisfy customer needs. We must also work closely with our customers to restructure reserve units and capabilities that do not directly benefit them in order for us to have the personnel and financial assets available to re-capitalize and modernize current and future reserve capabilities. ***In short, we must size and shape the Supply***

OPERATIONS JOINT GUARDIAN & FORGE
FY 97 - FY 99

Reserve to satisfy our customers's needs and then consistently deliver what they want, when they want it. *Using RLOs as the "bridge" between the identification and validation of reserve requirements and the establishment of reserve force structure will go a long way in ensuring the "real world" employment of reserve assets.*

STRATEGY - INTEGRATE "JOINTNESS" INTO THE WAY WE DO BUSINESS

The National Military Strategy and supporting Defense Planning Guidance, coupled with a continuing austere financial climate, place a renewed and very valid emphasis on joint capabilities and interoperability. Warfighting in the future will demand a partnership and teamwork among the joint and allied communities.

The Supply Reserve must take the lead in identifying personnel for validation by higher authority to meet the expanding role of joint logistics operations addressed in Joint Vision 2010 Focused Logistics Challenges. It is imperative that reserve shore-based logistics support planners be involved in all aspects of joint planning, training, and real world support operations. Where feasible, we must establish or integrate into joint logistics support units to capitalize on multi-service capabilities and eliminate unnecessary and costly redundancies. We must consider assigning additional reserve shore-based logistics support personnel to major Unified Commands and Warfighting CINCs in order to increase their awareness of combat service support capabilities resident in the Naval Reserve operations. Possibly, some reserve end strength should be used as compensation to create additional shore-based logistics support billets in reserve units supporting the Joint Chiefs of Staff (JCS), Fleet CINCs and Navy Component Commanders. This would help to ensure the same awareness of reserve capabilities and provide access to the

OPLAN development and refinement process at the highest level. Another area for a potential increase in joint and allied support is Supply Reserve participation in allied or multi-national logistics exercises and operations, thereby developing a commitment to and expertise in multi-national logistics concepts of support and operations.

STRATEGY - MAXIMIZE CONTRIBUTORY SUPPORT

The Supply Reserve has a long and enviable history of providing significant contributory support to the active component. In recent years, we have expanded this support through employing best business practices and leveraging the civilian skills of our reservists, but at times, at the expense of mobilization readiness and technical proficiency. We must not lose sight that our primary goal is mobilization and operational readiness while we continue to be innovative in seeking opportunities for increased levels of contributory support. Capitalizing on underutilized capabilities in peacetime while gaining the benefits of real world training through contributory support may provide a better balance between pure contributory support and mobilization readiness and operational proficiency.

However, as we have expanded the quantity and quality of contributory support, a need has arisen to quantify the amount and to some extent the value of support provided. A large reserve program that has a wide variety of contributory support possibilities, ranging from warehouse worker support to enterprise resource planning analysis, presents a challenge in tracking and accounting for the contributions provided by its reservists. A corollary measure of mobilization or operational readiness and technical proficiency must be developed to ensure that there is a relationship between the value derived from contributory support and improvements in individual readiness. ***Mobilization readiness and contributory support need not be mutually exclusive*** *if a standard metric is available to capture the value of both functions. Leveraging the civilian skills or capabilities of reserve assets in support of the active component is "smart business" and capturing readiness or technical proficiency gains just adds to the return on investment.*

Due in large part to the success of reservists completing a multitude of complex taskings, and the lack of a centrally managed skills database, it has become more and more difficult for Reserve Liaison Officers to respond immediately to requests for reservists with unique military or civilian skills. Commander, Naval Reserve Force is currently making a sizable investment in time and resources to provide fleet customers with an online database to vastly improve both the availability and accessibility to the ***"Right Reservist."*** *The new skills database, Naval Reserve Skills Online (NRSO), will be operational in early FY 01. Since accessibility to NRSO is web based with reservists expected to update their own skills data, Supply Reserve units must support the adoption of the database and continually ensure the accuracy of data in order to optimize the use of the system by all end users. Our RLOs must receive formal training in use of the NRSO database and then be encouraged to market the database at the active component level.*

We must do a better job of marketing the capabilities of the Supply Reserve to the active component. Many different approaches have been developed to

showcase our capabilities, but they do not always have the desired effect. Our FTS line and staff officers need to become more aggressive in seeking real world and contributory support opportunities. Their day-to-day "place at the table" as Reserve Liaison Officers is essential to maintain a "reserve awareness" at the active component staff and operational levels. With this increased awareness, we should be able to identify more innovative ways to leverage the civilian skills of our reservists against the challenges facing the active component.

STRATEGY - PARTICIPATE IN THE ACTIVE COMPONENT'S PLANNING PROCESS

With today's increased reliance on reserve forces, involvement of the Supply Reserve in all aspects of planning is necessary. As stated by Secretary of Defense William S. Cohen in September 1997, "Today's problems are more complex and our Total Force must be seamless. We cannot achieve this as separate Active and Reserve components." A key to realizing the Secretary's vision will be the direct involvement and integration of the Total Force in the planning process.

Joint warfare is essential to our nation's capability to fight and win. A comprehensive understanding of the Joint Operation Planning and Execution System (JOPES) is essential to fully participate in the deliberate and crisis action planning processes. Since the majority of the Navy's combat service support capability is resident within the Naval Reserve, the subject matter experts on the employment of reserve ABFCs, Supply Reservists, must be afforded the opportunity to participate in the development and refinement of operations plans.

Resource planning is another venue of the planning process requiring full reserve participation. All echelons must be actively engaged in addressing reserve requirements including manpower, outfitting, equipping and training. Knowledge of and involvement in the Planning, Programming and Budgeting System (PPBS) is required of our senior Reserve and Full Time Support leadership to ensure that reserve funding issues are appropriately addressed during the Program Objective Memorandum (POM) process.

Senior representatives of the Supply Reserve need to be present at the table during deliberations involving strategic planning initiatives. This is appropriate from wargame participation to the development and/or refinement of operation plans and associated concepts of support. The pending Quadrennial Defense Review is an example of future DOD initiatives where senior Supply Reserve participation would add value in helping identify potential mission, tasks and functions appropriate for reserve assignment.

As noted in the Chairman's Joint Vision 2010, "our ability to project power with the most capable forces, at the decisive time and place requires logistics that must be responsive, flexible and precise." Sizing and shaping the Supply Reserve to meet future multi-mission requirements will provide economies of scale and in the case of "deployers" will result in a tailored shore-based logistics support capability with poten-

tially a smaller logistics footprint. Structuring our Supply Reserve ABFCs into functional elements that are more responsive, agile and flexible will be essential to the success of the Supply Reserve in the 21st Century.

STRATEGY - IMPROVE AVAILABILITY AND ACCESSIBILITY OF THE SUPPLY RESERVE

The Supply Reserve was a pioneer and has a long history of providing readily available reservists for contributory and crisis support taskings. As a result of rightsizing and outsourcing, our active component customers have experienced significant reductions in force structure and budgetary support over the past five to seven years. This has placed an increased emphasis on the reserve components to provide more operational, direct fleet, exercise and gaining command contributory support, but often on short notice and without funding to cover the pay and allowances for employing reserve support. Commander, Naval Reserve Force has done an excellent job in funding short-fused requests for help from fleet and shore-based customers with plus ups in Active Duty Training, Annual Training (Special), and Active Duty for Special Work funding, but requirements are far exceeding available resources.

Commander, Naval Reserve Force is currently developing a streamlined Annual Training (AT), Active Duty Training (ADT) and Inactive Duty Training Travel (IDTT) orders writing system to provide a single information system. The system, New Orders Writing System (NOW), will provide a reliable, interoperable and efficient relational open system, leveraging internet/web technology and Graphical User Interface. When implemented, NOW will substantially decrease the time it takes for the active component to "reach out and touch" an individual reservists to satisfy IDTT, AT or ADT requirements.

We must simplify the Navy Mobilization Processing System (NMPS) to ensure that "reserve deployers" can be recalled or mobilized, outfitted, equipped and transported OCONUS to meet OPLAN enabling, surge and sustainment taskings. NMPS must meet similar objectives for CONUS-based enabling, surge and sustainment augmentation reservists. We must continue to attack and change those policies and procedures that are impediments and as Secretary Cohen directed "…eliminate all residual barriers - structural and cultural to effective integration of the Reserve and Active components into a seamless Total Force."

We must also continue to respond to our customers's frequently expressed need for Supply Reservists with specialized skills within a specific area for an extended period of time. We must show imagination and flexibility in providing reserve career paths that permit sufficient functional billet tenure in areas where technical skills are in high demand, but perishable if they are not used on a continual basis. Providing ***"the right reservist, at the right place, at the right time"*** *has become a practice that we cannot afford to discontinue.*

SECTION 5 - CONCLUSION ...

TEAMWORK WILL GET US THERE

Our vision for the Supply Reserve for the 21st Century provides the necessary structure to support the Navy-Marine Corps Team in the early years of the next millennium. The strategies and tactics outlined are the initial building blocks that will ultimately provide the capstone to our vision. This is an exciting opportunity and we will have fun reengineering, restructuring and retooling our product line to meet the future demand of the active component. It will take teamwork as we work the issues in reaching our vision. Just remember … our founding principle is and will continue to be

Service to the Fleet.

READY

RESPONSIVE

RELEVANT

Appendix A
GLOSSARY OF TERMS, ABBREVIATIONS AND ANACRONYMS

-A-

ABFC	Advanced Base Functional Component
ADSW	Active Duty for Special Work
ADT	Active Duty Training
AMD	Activity Manpower Document
ASDOF	Afloat Supply Department of the Future
AT	Annual Training

-C-

CINC	Commander in Chief
COMNAVELSF	Commander, Naval Expeditionary Logistics Support Force
COMNAVSURFLANT	Commander, Naval Surface Forces, Atlantic
COMNAVSURFPAC	Commander, Naval Surface Forces, Pacific
CONUS	Continental United States
CSS	Combat Service Support

-D-

DCST	Defense Contingency Support Teams
DLA	Defense Logistics Agency
DOD	Department of Defense

-E, F-

ERP	Enterprise Resource Planning
FISC	Fleet and Industrial Supply Center
FLT HOSP	Fleet Hospital
FLOW 2010	Focused Logistics 2010 Wargame
FOSSAC	Fitting Out and Supply Support Assistance Center
FTS	Full Time Support

-G, I-

GCCS	Global Command and Control Systems
GCSS	Global Command Support Systems
GTN	Global Transportation Network
IDTT	Inactive Duty Training Travel
IT	Information Technology

-J-

JOPES	Joint Planning and Execution System
JCS	Joint Chiefs of Staff

-J cont.-

JPME	Joint Professional Military Education
JTAV	Joint Total Asset Visibility

-M, N-

MSC	Military Sealift Command
NALC	Naval Ammunition Logistics Center
NAVELSF	Naval Expeditionary Logistics Support Force
NAVICP	Naval Inventory Control Point
NAVSUP	Naval Supply Systems Command
NCHB	Navy Cargo Handling Battalions
NMPS	Navy Mobilization Process System
NRSO	Naval Reserve Skills Online

-O-

OMB	Office of Management and Budget
OPLAN	Operations Plan

-P, Q-

POM	Program Objective Memorandum
PPBS	Planning, Programming and Budgeting System
PRSC	Presidential Selective Reserve Call-Up
QUADS	Quality Document System

-R-

RLO	Reserve Liaison Officer
RSSI	Receipt, Segregation, Stowage and Issue

-S-

SALTS	Streamlined Automated Logistics Transmission System
SELRES	Selected Reserve
SIMA	Ship Intermediate Maintenance Activity
SMAT	Supply Management Assistance Teams
SMART	Supply Management Resource Teams
SUP-21	Supply Reengineering for the 21st Century

-T, U, W-

USC	United States Code
WPS	Worldwide Port System

Appendix B

We wish to thank the members of the Supply Reserve – 21 Working Group for their vision, dedication and personal involvement in developing this Vision for a Supply Reserve for the 21st Century. We also want to thank those far too many to name who spent countless hours in researching, writing, reviewing and editing this document. It is these individuals who made the difference and who will lead us in the 21st Century.

NAME	COMMAND
RDML R. Ryland Percy, SC, USNR	Logistics Task Force Atlantic
CAPT Robert E. Davis, SC, USNR	Reserve Naval Inventory Control Point Mechanicsburg Team One
CAPT Richard A. Morriset, SC, USNR	Logistics Task Force Pacific
CAPT Joseph S. Thornbury, SC, USNR	Commander, Naval Supply Systems Command
CAPT John R. Thorpe, SC, USNR	Commander, Naval Expeditionary Logistics Support Force
CAPT Henry B. Tomlin, SC, USNR	Reserve Fleet & Industrial Supply Center
CDR P. Lyman Foster, SC USNR	Navy Cargo Handling Battalion Ten
CDR Louis E. Giordano, SC, USNR	Commander, Naval Supply Systems Command
CDR Kim D. Pooler, SC, USNR	Commander, Defense Logistics Agency
CDR Warren W. Rice, SC, USNR	Commander, Naval Surface Reserve Force
CDR Ronald Roskowski, SC, USNR	Commander, Naval Supply Systems Command
CDR(Sel) Keith M. Jones, SC, USNR	Reserve Navy Overseas Air Cargo Terminal

Appendix C
BIBLIOGRAPHY OF PUBLICATIONS, ARTICLES, REFERENCES, BREIFINGS & STATEMENTS

Air Force's Strategic Information Campaign
Army Theater Support Command Concept (Sep 96)
"Balancing Readiness, Resources & Risk," VADM Hancock Speech
Becoming One Navy (Reservist in One Navy, not a Naval Reserve Force)
Changes Needed to Support Navy Readiness Into the 21st Century (Naval Reserve Working Group of 27 MAR 1998)
CNO/CMC Op-Ed Piece on Forward Presence
CNO (N46) 21st Century Shore Support Infrastructure Vision & Strategic Plan
CNO Reserve Liaison Officer (RLO) Duty, OPNAVINST 1001.23 (2 Mar 99)
CNO Total Force Policy, OPNAVINST 1001.21B (10 Jun 98)
Committee Review of (COMNAVSURFRESFOR) Vision Divisions Working Groups (3 Oct 97)

Appendix C - cont.
BIBLIOGRAPHY OF PUBLICATIONS, ARTICLES, REFERENCES, BREIFINGS & STATEMENTS

Defense Logistics Agency Strategic Plan
DoD's Reserve Component Employment - 2005 (unpublished)
DON Business Vision and Goals (BVG) Document
DON Navy Selected Reserve Policy, SECNAVINST 1001.37A (8 Apr 97)
DON 1999 Posture Statement "America's 21st Century Force"
Executive Summary (Visions Division Working Group Studies of 9 May 97)
Expeditionary Logistics (1997 Navy International Logistics Symposium of 15 July 1997)
Expeditionary Logistics...A Strategic Plan for Navy and Marine Corps 21st Century (Feb 97)
EXPEDITIONARY LOGISTICS TRANSFORMATION, Navy and Marine Corps Annual Logistics Review (1997)
EXPEDITIONARY LOGISTICS, A Strategic Plan for Navy and Marine Corps 21st Century Logistics (Feb 97)
FOCUSED LOGISTICS, Joint Vision 2010...A Joint Logistics Roadmap (undated)
FORCE 2001, A Program Guide to the U. S. Navy (1995 Edition)
FORCE 2001, Vision-Presence-Power, A Program Guide to the U. S. (1997 Edition)
FORWARD...FROM THE SEA, Department of the Navy (1996)
Forward...From the Vision, Supply Reserve Report (unpublished)
FROM THE SEA, Department of the Navy (1992)
JCS Joint Vision 2010
JCS (J4) Joint Logistics Beyond 2010
JCS (J4) Joint Logistics Update (Oct 96)
JCS (J4) Logistics Integration Conference (Dec 96)
Joint Vision 2010, Joint Chiefs of Staff (undated)
"Lean Logistics: Better, Faster, Cheaper," Paul Kaminski Speech
Management of Individual Mobilization Augmentees (IMAs) (DoD Directive 1235.11 of 6 May 96)
Naval Reserve in the 21st Century, The (Research Report)
Naval Reserve Tiger Team Briefing Presented to ADM Clemins (20 Mar 98)
Navy Logistics Initiatives - Making a Difference (1997 Navy Flag Officers Conference)
Reserve Forces Policy Board (Aug 97)
Navy's Strategic Plan, The (1998)
Quadrennial Defense Review...JROC Updates
RESULTS IN ACTION, Naval Supply Systems Command (undated)
Seamless Total Force (Navy Wire Service A — 8 September 1998)
STRATEGIC PLAN, Naval Ammunition Logistics Center (Oct 99)
Strategic Mobility... JWCA Issues
STRATEGIC PLAN UPDATE, United States Navy Supply System (Jan 98)
STRATEGIC PLAN, United States Navy Supply System (Jan 96)
Summary Report of COMNAVSURFRESFOR Staff ESC Review of Vision Divisions Work Groups (COMNAVSURFRESFOR ltr 1000 Ser N5/3355 of 3 Oct 97)
SUP-21 Reengineering Navy Supply, 21 April 1998 (Introduction & Methodology)
SUP-21 Reengineering Navy Supply, 21 April 1998 (SUP-21 Reengineering Presentation)
SUP-21 Reengineering Navy Supply, 21 April 1998 (Survey Instruments)
Supply Reserve Vision Study – Summary Report (Nov 91)
Supply 21 Re-engineering Report (unpublished)
Surface Reserve 2020 Vision Study Questionnaire (SEA 09NR)
Sustaining the Vision (Flash from the Chief 11-96 of 15 May 96)
Unified Command Plan Changes Announced (OSDA-PA No 085-98)
U. S. Navy Supply Corps: Vision for the 21st Century (undated)
VISION...POWER...PRESENCE, A Program Guide to the U. S. Navy (1998 Edition)

Appendix D

In 1998, the Supply Reserve was re-aligned into three functional elements: the Expeditionary Logistics Support Group, the Business Practices Support Group, and the Fleet Support Group. This re-alignment provided the structure to enable "one-touch access" to the Supply Reserve. This access will be through reserve Supply Corps flag officers that provide oversight and elements and act as the single points for the specific functional elements. The following is a summary of the alignment of current Supply Reserve units into functional elements:

FUNCTIONAL ELEMENT/UNIT TYPE	CUMULATIVE ALLOWANCE OFFICER/ENLISTED		NUMBER OF UNITS
EXPEDITIONARY LOGISTICS SUPPORT GROUP			
DLA Contingency Support Team Units	52	101	10
Commander, Naval Expeditionary Logistics Support Force	31	20	1
- Navy Cargo Handling Battalions	156	1,872	12
- Supply Support Battalions	66	694	2
TOTAL	**305**	**1,667**	**25**
BUSINESS PRACTICES SUPPORT GROUP			
Defense Logistics Agency Headquarters Augmentation Unit	16	0	1
Defense Logistics Support Command Augmentation Unit	31	3	1
Defense Supply Center Augmentation Units	71	11	5
Defense Distribution Depot Augmentation Units	36	267	9
Defense Contract Management District Augmentation Units	95	0	6
Defense Finance and Accounting Service Augmentation Units	27	57	2
Naval Supply Systems Command Augmentation Unit	29	3	1
Naval Inventory Control Point Augmentation Units	70	41	5
Naval Audit Service Augmentation Unit	12	0	1
Navy Exchange Service Command Augmentation Unit	7	0	1
Naval Regional Contracting Center Augmentation Units	34	50	3
Asst. Secretary of the Navy (RDA/ABM) Augmentation Unit	9	0	1
TOTAL	**437**	**432**	**36**
FLEET SUPPORT GROUP			
Fleet & Industrial Supply Center (NORVA) Augmentation Units	30	186	7
Fleet & Industrial Supply Center (JAX) Augmentation Units	11	71	3
Fleet & Industrial Supply Center (West) Augmentation Units	49	147	6
Fleet & Industrial Supply Center (OCONUS) Augmentation Units	36	304	9
Navy Petroleum Office Augmentation Units	11	22	2
Naval Air Terminal Augmentation Units	7	112	4
Naval Transportation Support Office Augmentation Units	10	16	1
Military Traffic Management Command Augmentation Units	21	1	2
TOTAL	**175**	**858**	**34**

Appendix E
RESERVE SUPPLY CORPS FLAG OFFICER OVERSIGHT AND LIAISON ASSIGNMENTS

RESERVE SC FLAG OFFICER	SUPPLY RESERVE PROGRAM OVERSIGHT / *OTHER RESERVE PROGRAM LIAISON*

BUSINESS PRACTICES SUPPORT GROUP:

RADM Morgan	**NAVSUP Headquarters Augmentation Unit** **NAVICP Augmentation Units**
RDML Dawson	**NAVAUDSVC Augmentation Unit** **NAVPETOFF Units** **NEXCOM Unit** **NRCC Augmentation Units** **OCAG Unit**
RDML Priest	**DLA Headquarters Augmentation Unit** **DFAS Augmentation Units** **Defense Supply Center Augmentation Units** **Defense Distribution Depot Augmentation Units** **DCMD Augmentation Units**

FLEET SUPPORT GROUP:

RADM Hill	*MSC Augmentation Units** **MTMC Augmentation Units*** **NAVAIRTERM Augmentation Units*** **NAVTRANS Augmentation Units*** *USTRANSCOM Augmentation Unit**

*Note: These units also have a CONUS/OCONUS expeditionary shore-based logistics support role.

RADM Morgan	**FISC (Norfolk) Augmentation Units** **FISC (Jacksonville) Augmentation Units** **FISC (West) Augmentation Units** **FISC (OCONUS) Augmentation Units** *Naval Air Reserve Program Augmentation Units*
RDML Allan	*SURFLANT SMAT Units* *SURFPAC SMART Units*
RADM Crates	*Non-NAVSUP Program Sponsored Units*

Appendix E
RESERVE SUPPLY CORPS FLAG OFFICER OVERSIGHT AND LIAISON ASSIGNMENTS

RESERVE SC FLAG OFFICER	SUPPLY RESERVE PROGRAM OVERSIGHT / *OTHER RESERVE PROGRAM LIAISON*
EXPEDITIONARY LOGISTICS SUPPORT GROUP:	
RDML Priest	**DLA Contingency Support Team Units**
RDML Schuber	**Naval Expeditionary Logistics Support Force Units**
RDML Dawson	*Unified, Joint and Fleet CINC Logistics Planning Interface* *OPNAV Augmentation Units*
RDML Percy	*CINCLANTFLT Augmentation Units* *COMLOGWESTPAC Augmentation Units* *COMSERVFORSIXTHFLT/CTF63 Augmentation Units* *COMSERVFORFIFTHFLT/CTF53 Augmentation Units* *COMFAIRMED Augmentation Units* *COMFAIRWESTPAC Augmentation Units* *Reserve Fleet Hospital Program Units* *Reserve Naval Coastal Warfare Program Units* *Reserve Seabee Program Units*
RDML Allan	*JFCOM Augmentation Units* *USCENTCOM Augmentation Units* *USEUCOM Augmentation Units* *USFORKOREA Augmentation Units* *USPACOM Augmentation Units* *USSOUTHCOM Augmentation Units* *USSOCOM Augmentation Units* *CINCPACFLT Augmentation Units* *CINCUSNAVEUR Augmentation Units* *COMUSNAVFORCENTCOM Augmentation Units* *COMUSNAVFORKOREA Augmentation Units* *COMUSNAVFORJAPAN Augmentation Units*

READY
RESPONSIVE
RELEVANT

Appendix F
SUPPLY RESERVE FULL TIME SUPPORT RESERVE LIAISON OFFICERS (RLOs)

Commander in Chief, U. S. Pacific Fleet
(N40R)
CDR Mike Doidge, SC, USNR
COMM: (808) 474-6447
DSN: 315-474-6447
doidgem@cpf.navy.mil

Commander in Chief, U. S. Naval Forces
Europe (N13)
CAPT John Hardy, USNR
COMM: 011-441-715-144605
DSN: 312-235-4605
cnen13@naveur.navy.mil

Office of the Chief of Naval Operations
Supply Operations and Reserve Mobilization (N412D)
CDR Matt Lawless, SC, USNR
COMM: (703) 604-9929
DSN: 664-9929
lawless.matt@hq.navy.mil

Office of Supply Corps Personnel
Director, Reserve Division (SUP-OP2)
CAPT Eric Carlson, SC, USNR
COMM: (901) 874-4619
DSN: 882-4619
p4412e@persnet.navy.mil

Naval Surface Reserve Force
Program Manager, Supply Programs (N52)
CDR Derek Takara, SC, USNR
COMM: (504) 678-5710
DSN: 678-5710
takara@cnrf.nola.navy.mil

Naval Expeditionary Logistics Support Force
Deputy Commander (N00B)
CAPT Don Kline, SC, USNR
COMM: (757) 887-7639 x433
DSN: 953-7639 x433
kline@cnrf.nola.navy.mil

Fleet & Industrial Supply Center (Norfolk)
Reserve Liaison Officer and Coordinator
CAPT (Sel) Gary Lovgren, SC, USNR
COMM: (757) 443-1012
DSN: 646-1012
gary_w_lovgren@nor.fisc.navy.mil

Fleet & Industrial Supply Center (San Diego)
CDR John Erickson, SC, USNR
COMM: (619) 532-4283
DSN: 522-4283
john_f_erickson@sd.fisc.navy.mil

Commander in Chief, U. S. Atlantic Fleet
(N413B)
CDR John W. Horlbeck, USNR
COMM: (757) 836-3775
DSN: 836-3775
horlbeckJW@clf.navy.mil

Commander in Chief, U. S. Naval Forces
Central Command (N4A)
CDR Jeff Nevels, SC, USNR
COMM: 011-973-724-026
DSN: 318-439-4026
n4a@cusnc.navy.mil

Defense Logistics Agency Headquarters
Reserve Readiness Officer (CAIR)
CAPT Brian Haller, SC, USNR
COMM: (703) 767-5320
DSN: 427-5320
brian_haller@hq.dla.mil

Naval Supply Systems Command
Director, Mobilization Plans (SUP-09R)
CAPT Joe Thornbury, SC, USNR
COMM: (717) 605-5122
DSN: 430-5122
joseph_s_thornbury@navsup.navy.mil

Naval Air Reserve Force
ACOS Aviation Logistics & Maintenance (N4)
CAPT Ron Christian, SC, USNR
COMM: (504) 678-0193
DSN: 678-0193
AIRN41@cnrf.nola.navy.mil

Naval Reserve Force
Deputy Chief of Staff, Logistics
CAPT Drew Nienhaus, SC, USNR
COMM: (504) 678-1280
DSN: 678-1280
cnrf4@cnrf.nola.navy.mil

Fleet & Industrial Supply Center (Pearl Harbor)
Reserve Liaison Officer and Coordinator
LCDR Ozzie Guevara, SC, USNR
COMM: (808) 474-4627
DSN: 315-474-4627
oswaldo_guevara@pearl.fisc.navy.mil

Fleet & Industrial Supply Center (Yokosuka)
LT Mike Stiglitz, SC, USNR
COMM: 011-81-311-743-6548
DSN: 243-6548
Michael_J_Stiglitz@yoko.fisc.navy.mil

READY

RESPONSIVE

RELEVANT

WORLDWIDE SUPPORT PROVIDED BY SUPPLY RESERVISTS

During FYs 1998-99, Supply Reserve units and individual Supply Reservists were employed worldwide in support of active component customers. They were directly involved in supporting nearly every major fleet exercise and real world operation over the past two years. In short, Supply Reservists were found in just about every place the active Navy/ Marine Corps Team operated.