



DEPARTMENT OF THE NAVY
COMMANDER NAVY REGION SOUTHWEST
937 NO. HARBOR DR.
SAN DIEGO, CA 92132-0058

IN REPLY REFER TO:

COMNAVREGSWINST 3120.3A
N03R

JAN 29 2002

COMNAVREGSW INSTRUCTION 3120.3A

Subj: STANDARD ORGANIZATION AND REGULATIONS WITHIN
NAVY REGION SOUTHWEST

Ref: (a) CINCPACFLTINST 5450.74 (series)
(b) OPNAVNOTE 5450
(c) CINCPACFLTINST 5400.12N
(d) SOPASDINST 5000.1
(e) OPNAVINST 3120.32C
(f) OPNAVINST 1000.16H
(g) ATP 1 Volume 1C
(h) OPNAVINST 5400.24D
(i) COMNAVREGSWINST 5400.2A
(j) COMNAVREGSWSNOTE 5215
(k) OPNAVINST 5354.1E
(l) OPNAVINST 1040.11
(m) NAVMILPERSCOMINST 1610.10

Encl: (1) Navy Region Southwest (NRSW) Standard Organization
and Regulations Manual (SORM)

1. Purpose. To issue guidance on the organization, responsibilities and conduct of base operating support (BOS) shore installation management within the Commander, Navy Region, Southwest (COMNAVREGSW) area of responsibility (AOR). This instruction has been completely revised and should be read in its entirety.

2. Cancellation. COMNAVREGSWINST 3120.3

3. Background. Reference (a) assigns mission, functions and tasks to Commander in Chief, U.S. Pacific Fleet (CINCPACFLT) echelon III shore commands. Reference (b) announces title and mission changes for regional Commanders. Reference (c) provides guidance for the implementation of military command and area coordination responsibilities in the CINCPACFLT AOR. Reference (d) is the Senior Officer Present Afloat (SOPA) Regulations for San Diego. Reference (e) is the Chief of Naval Operations (OPNAV) Standard Organization and Regulations Manual (SORM). Reference (f) is the OPNAV Manual of Total Force Manpower Policy

and Procedures. Reference (g) describes operational control of forces. Reference (h) is the OPNAV Command, Area Coordination and Command Relationships instruction. Reference (i) is NRSW Regional Coordination instruction. Reference (j) is the Annual List of COMNAVREGSW Directives. Reference (k) is the Department of the Navy (DON) Equal Opportunity Policy. Reference (l) is the Navy Retention Program. Reference (m) is the Navy Performance Evaluation and Counseling System.

4. Guidance. Regionalized BOS shore infrastructure management was implemented in NRSW on 1 October 1998. Regionalized management represents a significant change from previous BOS shore infrastructure management practices. This instruction promulgates organizational guidance to promote the most efficient and effective execution of regionalized BOS shore infrastructure management in the NRSW. The guidance contained herein neither supercedes nor replaces established regulations. All methods and business practices employed in NRSW must fully comply with U.S. Naval Regulations and applicable federal, state and municipal law.

5. Action. All NRSW activities, shore activities with additional duty responsibilities to NRSW, and members of the NRSW BOS shore establishment shall comply with guidance contained herein, as applicable.

6. Administration. Reference (j) provides a listing of effective regional directives, instructions and notices. New CNRSW directives will be posted on CNRSW website (www.cnrsw.navy.mil/admin/menu.htm).



F. R. RUEHE

Distribution: www.cnrsw.navy.mil/admin/menu.htm
Copy to:
CINCPACFLT



COMMANDER, NAVY REGION SOUTHWEST
STAFF ORGANIZATION AND REGULATIONS MANUAL

**COMMANDER, NAVY REGION SOUTHWEST
STANDARD ORGANIZATION AND REGULATIONS MANUAL**

TABLE OF CONTENTS

CHAPTER 1 - GENERAL

- Section 1 - Navy Region, Southwest Strategic Plan
- Section 2 - Regionalized Shore Infrastructure Management
- Section 3 - Command, Mission, Functions and Tasks
- Section 4 - Shore Infrastructure Management in the Navy Region Southwest

CHAPTER 2 - DUTIES AND RESPONSIBILITIES

- Section 1 - Commander and Immediate Staff
- Section 2 - Regional Business Office
- Section 3 - Assistant Chiefs of Staff and Program Managers
- Section 4 - Directors

CHAPTER 3 - POLICY STATEMENTS

- Section 1 - Management of White Space Issues
- Section 2 - Chain of Command and Individual Identity
- Section 3 - Military Performance Evaluations and Fitness Reports

TABLE OF CONTENTS

CHAPTER 1 - GENERAL

SECTION 1 - COMMAND, MISSION, FUNCTIONS AND TASKS

<u>Article</u>	<u>Page</u>
1101 Command	1-1-1
1102 Mission, Vision and Guiding Principles.	1-1-1

SECTION 2 - REGIONALIZED SHORE INFRASTRUCTURE MANAGEMENT

<u>Article</u>	<u>Page</u>
1201 Command Objectives.	1-2-1

SECTION 3 - COMMAND, MISSION, FUNCTIONS AND TASKS

<u>Article</u>	<u>Page</u>
1301 Command	1-3-1
1302 Functions and Tasks	1-3-1
1303 Mission and Vision.	1-3-1
1304 Navy Region Southwest Command Relationships	1-3-1
1305 Navy Region Southwest Area Coordination Responsibilities	1-3-5

SECTION 4 - SHORE INFRASTRUCTURE MANAGEMENT IN NAVY REGION SOUTHWEST

<u>Article</u>	<u>Page</u>
1401 BOS Functions	1-4-1
1402 Regional Management Model	1-4-5
1403 Regional Business Office.	1-4-6
1404 Assistant Chiefs of Staff (ACOS).	1-4-6
1405 Program Managers (PM)	1-4-8
1406 Program Site Managers	1-4-9
1407 Directors	1-4-9
1408 Installation Commanding Officers (CO)	1-4-10
1409 Regional Executive Steering Committee (ESC)	1-4-11
1410 Regional Customer Advisory Board (CAB)	1-4-12

CHAPTER 2 - DUTIES AND RESPONSIBILITIES**SECTION 1 - COMMANDER AND IMMEDIATE STAFF**

<u>Article</u>	<u>Code</u>	<u>Page</u>
2101 Commander, Navy Region, SouthwestN00	2-1-1
2102 Deputy/Chief of Staff	N01	2-1-1
2103 Flag AideN00RA	2-1-2
2104 Flag Writer	n00RW	2-1-3
2104 Flag Secretary/Executive Assistant	N00RE	2-1-3
2105 Regional Command Master ChiefN00RM	2-1-4
2106 Regional Equal Opportunity Advisor	N00RO	2-1-5
2107 Regional Command Career Counselor	N00RR	2-1-7

SECTION 2 - REGIONAL BUSINESS OFFICE

<u>Article</u>	<u>Code</u>	<u>Page</u>
2201 Regional Business ManagerN02	2-2-1
2202 Deputy Regional Business Manager	N02RD	2-2-1
2202 Competition/Privatization Support ManagerN02R1	2-2-2
2203 Business Process Reengineering Manager	N02R2	2-2-3

SECTION 3 - ASSISTANT CHIEFS OF STAFF (ACOS) AND PROGRAM MANAGERS (PM)

<u>Article</u>	<u>Code</u>	<u>Page</u>
2301 ACOS Public Safety	N20	2-3-1
2301A Program Manager for Regional Security.N21R	2-3-1
2301B Program Manager for Regional Safety	N22R	2-3-2
2301C Program Manager for Regional Fire.N23R	2-3-3
2301D Program Manager for Regional Emergency Management	N24R	2-3-4
2302 ACOS Air Operations	N31	2-3-6
2302A Program Manager for Airfield Operations	N31RD	2-3-6
2303 ACOS Port Operations.	N32	2-3-7
2303A Program Manager for Port OperationsN32RR	2-3-8
2304 ACOS Ranges	N33	2-3-9
2304A Program Manager Ranges	N33F	2-3-10
2305 ACOS LogisticsN41	2-3-10
2305A Program Manager for Freight Transportation	N41RT	2-3-11
2305B Program Manager for Procurement	N41RP	2-3-11
2305C Program Manager for Retail Supply	N41RS	2-3-13
2306 ACOS WeaponsN42	2-3-13
2306A Program Manager for Weapons	N42R	2-3-14
2306B Program Managers for Explosive Safety	N43R	2-3-15
2307 ACOS Infrastructure Acquisition	N44	2-3-16
2307A Program Manager for Facilities Acquisition	N44RA	2-3-16

2307B	Program Manager for Regional Base Realignment and Closure (BRAC)N44RB	2-3-17
2307C	Program Manager for Real Estate	N44RR	2-3-18
2308	ACOS Environmental	N45	2-3-18
2308A	Program Manager for Environmental Programs and PolicyN45R1	2-3-19
2308B	Deputy ACOS for Environmental Plans and ProjectsN45R2	2-3-20
2309	ACOS Facilities/Regional Engineer	N46	2-3-20
2309A	Program Manager for Sustainment, Restoration & Modernization	N46RM	2-3-22
2309B	Program Manager for Utilities	N46RU	2-3-22
2309C	Program Manager for Vehicle Transportation	.N46RT	2-3-23
2309D	Program Manager for Facilities Planning	N46RP	2-3-23
2310	ACOS Information Technology	N60	2-3-24
2310A	Program Manager for Information Technology.	N60RA	2-3-25
2311	ACOS Dental Services.	N71	2-3-25
2312	ACOS Medical	N72	2-3-26
2313	Regional Comptroller	N00RC	2-3-26
2313A	Resource Management Administrative Officer	.N80RA	2-3-27
2313B	Resource Management Site OfficesRMSO	2-3-28
2313C	Resource Management (Central) OfficeRMO	2-3-28
2313D	Budget Division	N81R	2-3-29
2313E	Financial Services Division	N82R	2-3-30
2313F	Tenant Financial Coordination DivisionN83R	2-3-31
2313G	Disbursing and Examination Division	N84R	2-3-32
2313H	Program Management Support Officers (PMSO) DivisionN85R	2-3-33
2313I	Civilian Personnel and Time & Attendance DivisionN86R	2-3-35
2314	ACOS Support Services	N90	2-3-35
2314A	Program Manager for Food Service.	N91R	2-3-36
2314B	Program Manager for Regional Morale, Welfare and Recreation.	N92R	2-3-37
2314C	Program Manager for Regional Social Services.	N93R	2-3-37
2314D	Program Manager for Military Family Housing	N94R	2-3-38
2314E	Program Manager for Bachelor Housing	N95R	2-3-39

SECTION 4 - REGIONAL DIRECTORATES

<u>Article</u>		<u>Code</u>	<u>Page</u>
2401	Director of Administrative Services.N03	2-4-1
2402	Director of Civilian Personnel.	N04	2-4-1
2403	Director of Legal Support/Staff Judge Advocate	N05/ N00J	2-4-2

2403A	DOD Regional Environmental Coordinator (REC) Counsel	N05RA1	2-4-4
2403B	DON Regional Environmental Coordinator Counsel	N05RA2	2-4-4
2403C	Regional Counsel	N05RA3	2-4-4
2404	Director of Military Manpower	N06	2-4-4
2405	Director of Command Evaluation/ Inspector General.	N07/N00IG	2-4-6
2406	Director of Religious Services	N08	2-4-7
2407	Director of Public Affairs.	N09	2-4-8
2407A	Navy Band Director	N09R1	2-4-10
2408	Commanding Officer, CNRSW Transient Personnel Unit (TPU)	N01RT	2-4-11

CHAPTER 3 - REGIONAL POLICY STATEMENTS

	<u>PAGE</u>
1 Management of White Space Issues	3-1-1
2 Chain of Command and Individual Identity	3-1-2
3 Military Performance Evaluations	3-1-3
4 Civilian Performance Appraisals	3-1-3

CHAPTER 1 GENERAL**SECTION - 1 NAVY REGION SOUTHWEST STRATEGIC PLAN**

1101 COMMAND. NRSW strategic plan, including mission statement, vision statement and guiding principles, is consistent with CNO strategic objectives for shore installation management. The mission statement conveys current objectives of NRSW. The vision statement reflects organizational goals. The guiding principles provide the foundation by which NRSW will accomplish the mission and achieve the vision. NRSW strategic plan is not, in itself, an end-state. It will be revised as required to reflect goals achieved and new strategies established to accomplish future goals.

NRSW MISSION STATEMENT

1102 MISSION, VISION AND GUIDANCE. WE ARE A REGIONAL TEAM DEDICATED TO PROVIDING THE HIGHEST LEVEL OF BASE OPERATING SUPPORT AND QUALITY OF LIFE SERVICES FOR ALL OPERATING FORCES AND SHORE ACTIVITIES IN THE NAVY REGION SOUTHWEST.

NRSW VISION STATEMENT

WE WILL BE RECOGNIZED AS THE LEADER IN SHORE INSTALLATION MANAGEMENT. ONE TEAM, ONE VOICE, ONE MISSION.

NRSW GUIDING PRINCIPLES

1. WE ARE A TEAM:

As a team, we maintain a regional perspective. In a spirit of cooperation, we pool our resources and direct investment effectively to meet the needs of our customers and stakeholders region-wide.

2. WE ARE BOUND BY PARTNERSHIPS:

Our team is founded on partnerships and the continuous, effective communication that these partnerships foster. Communication is an essential element to resolve cross-functional issues and to effect improvement and change.

3. WE VALUE OUR CUSTOMERS AND OUR STAKEHOLDERS:

We maintain strong partnerships with our customers and stakeholders. We request customer feedback and measure customer satisfaction. We are friends with our communities and to the environment. We respect our employees, train them well, and empower them to perform their duties.

4. WE ARE DEDICATED TO QUALITY AND BEST VALUE

We respond to customer feedback to provide the best quality service at the best price. We set high standards. We accurately measure our costs and continuously seek ways to provide better value, including providing NRSW bases and tenants with timely, relevant and concise resource management information in accordance with customer reporting requirements. We compete and privatize services that can be performed better and at a lower cost outside of our organization. We embrace change that benefits our organization and our customers. We benchmark and employ private business practices that make us a better organization. We seek and employ those technologies that allow us to perform most efficiently and effectively.

5. WE EMBRACE CONTINUOUS IMPROVEMENT AND CHANGE

We embrace change that benefits our organization and our customers. We benchmark and employ private business practices that make us a better organization.

SECTION 2 - REGIONALIZED SHORE INFRASTRUCTURE MANAGEMENT**1201 COMMAND OBJECTIVES**

a. Regionalization is a process by which DON strategic objectives for 21st Century shore support infrastructure management will be achieved. The overall goal being twofold:

(1) To reduce total Navy infrastructure costs, while providing equal or better support and quality of life, to free resources for readiness and recapitalization.

(2) To enable shore infrastructure to meet evolving needs of the naval forces for the 21st Century.

b. Regionalization is a continuous process founded on the following principles:

(1) No tenant should do what a host command can do more cost effectively.

(2) No host command should do what a regional complex can do more cost effectively.

(3) No regional complex should do what the surrounding community can do more cost effectively.

(4) The number of host commands and tenants providing services should be reduced to the minimum.

- (5) Goal: ME²O - Most Efficient & Effective Organization
- QOS for our Sailors
 - Improve Fleet Support
 - Preserve Sea/Shore Rotation
 - Create New Opportunities for Civilian Employees

c. Regionalization in NRSW follows two programs implemented to consolidate and reduce the cost of shore infrastructure management:

(1) Base Realignment and Closures (BRAC) resulted in the closure of several naval facilities in central and northern California and the disestablishment of COMNAVBASE San Francisco.

(2) Installation Claimant Consolidation (ICC) reduced the number of major claimants involved in shore infrastructure

management and consolidated base operating support (BOS) functions under regional commanders.

d. Regionalization in NRSW is the process by which management of base operating support (BOS) is realigned from geographical footprints (installations) to functional areas managed across the entire NRSW. Regional management of BOS by functional area allows for DON strategic goals to be accomplished by:

- (1) Establishing Most Efficient and Effective Organizations (ME²O).
- (2) Reengineering key processes.
- (3) Setting measurable standards.
- (4) Measuring customer satisfaction and costs.
- (5) Embracing continuous improvement.

SECTION 3 - COMMAND, MISSION, FUNCTIONS AND TASKS

1301 COMMAND. NRSW is an echelon III shore command encompassing Pacific Fleet installation management activities in the NRSW, which includes the states of California, Nevada and Arizona.

1302 FUNCTIONS AND TASKS

a. The functions and tasks assigned to NRSW are outlined by the Commander in Chief, U.S. Pacific Fleet in sections 1 and 2 of this chapter. The scope of these duties was significantly increased by shore installation management streamlining initiatives. Reference (b) established the new title of Commander, Navy Region Southwest and revised the regional commander mission as follows:

To provide consolidated base operations support as defined by the Core Business Model; to own and provide facility and land space management within its designated region and Navy concentration area; to exercise coordination and command of assigned shore organizations; to provide support to home ported and transient ships, submarines and aircraft as well as afloat and ashore tenants, military personnel and family members; and to perform such other functions and tasks as may be assigned by higher authority.

b. Reference (c) assigns the function of regional coordinator for the states of California, Nevada and Arizona to NRSW. Regional coordination for NRSW is discussed in paragraph 1305 below.

c. Reference (d) assigns NRSW the duties of Senior Officer Present Afloat (SOPA) Admin San Diego. These duties are outlined in paragraph 816 of reference (d).

1303 MISSION AND VISION. The NRSW Strategic Plan, including mission statement, vision and guiding principles is provided in section 1 of this chapter.

1304 NAVY REGION SOUTHWEST COMMAND RELATIONSHIPS**a. Definitions**

(1) Command. Reference (e) defines "command" as "the authority which a commander in the military service lawfully exercises over his or her subordinates by virtue of rank or assignment. Command includes the authority and responsibility

for effectively using available resources and for planning the employment, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. Command includes responsibility for promoting readiness, fitness, health, welfare, morale, effectiveness and discipline of assigned personnel."

(2) Military Command. Reference (c) defines "military command" as "the authoritative direction exercised over activities of the naval establishment in military matters, which includes the prerogative to exercise authoritative control over all matters when circumstances dictate. Military Commanders:

(a) Are the primary reporting seniors and primary fitness report authorities for Commanding Officers of assigned subordinate activities;

(b) Review all performance of subordinate activities to ensure that the support and services provided by subordinates are responsive and comprehensive in meeting the needs of customer commands, activities, fleet units, and members of the naval service and their family members;

(c) Set work priorities when circumstances dictate;
and

(d) Evaluate resource and budget issues, which may impact on fleet and customer support, and initiate action to apprise the military chain of command."

(3) Primary Support. Reference (c) defines "primary support" as "the responsibility for provision of resources (funds, manpower, facilities and material) to a shore activity to enable it to carry out its mission. Primary support includes administrative, personnel and material, and guidance in such matters as internal organization, processes, procedures, budgeting, accounting, staffing, and the use of personnel, funds, material and facilities. Support includes the responsibility to assist in evaluating the operational effectiveness of shore activities, and responding to requests for technical assistance as required."

(4) Technical Support. Reference (c) defines "technical support" as "the responsibility for professional advice, guidance and assistance on such matters as the handling and upkeep of equipment and systems, human resource management, supply management and facilities maintenance management, the

establishment of standards and procedures for specialized technical functions and review and evaluation of services rendered."

(5) Primary Duty. "Primary duty" (PRIDU) is the full time functional requirement to which an individual is assigned in support of the mission, functions and tasks (MFTs).

(6) Additional Duty. Reference (f) defines "additional duty" (ADDU) as "part-time functional requirements to which an individual is assigned, and which is in addition to the primary duty."

b. **Action**

(1) CNRSW exercises "command", including "primary" and "technical" support, over the following shore activities:

(a) Naval Base Coronado, includes:

Naval Air Station, North Island
 Naval Amphibious Base, Coronado
 Outlying Landing Field, Imperial Beach
 Naval Auxiliary Landing Field, San Clemente Island
 Naval Radio Receiving Facility

(b) Naval Base San Diego, includes:

Naval Station, San Diego, CA
 Broadway Complex (FISC)

(c) Naval Base Point Loma, includes:

Naval Submarine Base, San Diego, CA
 Fleet Anti-Submarine Warfare Training Center¹
 Fleet Combat Training Center, Pacific¹
 Fleet Intelligence Training Center Pacific¹
 Space and Naval Warfare Systems (SPAWAR) Command¹
 SPAWAR Systems Center Point Loma Complex¹

¹denotes class I and class II property only

(d) Naval Air Facility, El Centro, CA

(e) Naval Air Station, Lemoore, CA

(f) Naval Air Station, Fallon, NV

(g) Naval Weapons Station, Seal Beach, CA, includes:

NWS Seal Beach Detachment Concord
NWS Seal Beach Detachment Fallbrook
NWS Seal Beach Detachment San Diego

(h) Naval Base Ventura County, includes:

NAS Point Mugu
CBC Port Hueneme
OLF San Nicholas Island

(2) CNRSW, in the capacity of Responsible Line Commander (RLC), exercises "military line command" over the following shore activities. These activities continue to receive "primary" and "technical" support from the claimant indicated:

(a) Public Works Center, San Diego, CA
(COMNAVFACENGCOM)

(b) Naval Medical Center San Diego (CHBUMED)

(c) Naval Dental Center Southwest (CHBUMED)

(3) The Commanding Officers of the following activities report ADDU to CNRSW in support of the mission of NRSW:

<u>Command</u>	<u>Claimant</u>
Fleet and Industrial Supply Center, San Diego	(NAVSUP)
Southwest Division, Naval Facilities Engineering Command, San Diego	(NAVFACENGCOM)
Personnel Support Activity West	(CINCPACFLT)
Naval Computer and Telecommunications Station San Diego	(SPAWARSYSCOM)

c. Chain of Command

<u>Echelon</u>	<u>Command</u>
I	Chief of Naval Operations
II	Commander in Chief, U.S. Pacific Fleet

- III Commander, Navy Region Southwest
- IV Commands listed in part (1) of paragraph 1304.b.

d. Command Associations. COMNAVREGSW maintains liaison with U.S. Navy fleet and type commanders and Department of Defense (DOD) tenant activities in NRSW to provide basic BOS services defined in Interservice Support Agreements (ISA)

1305 NAVY REGION SOUTHWEST AREA COORDINATION RESPONSIBILITIES.

Area coordination as defined in reference (h) provides a horizontal overview of shore activities and the relationships between and among such activities. The objective is to ensure a coordinated shore establishment to support the Pacific Fleet, shore activities and personnel in the naval service. CINCPACFLT has assigned regional coordinator duties to regional commanders. In accordance with reference (c), CNRSW is assigned regional coordinator duties for the geographic area of California and Nevada. Current initiatives will include the state of Arizona to this AOR. In accordance with references (a) and (c), all U.S. Navy shore activities in NRSW are subject to direction from CNRSW in the capacity of Regional Coordinator on matters for which there is no U.S. Navy organization with clear mission responsibility. Advance liaison, however, will occur between COMNAVREGSW and the Senior Officer present, and other senior commanders whose commands are affected. Reference (i) assigns local area coordinator responsibilities to U.S. Navy activities within NRSW AOR.

INTENTIONALLY LEFT BLANK

SECTION 4 - SHORE INFRASTRUCTURE MANAGEMENT IN NAVY REGION
SOUTHWEST

1401 BOS FUNCTIONS

a. In NRSW, BOS is managed regionally by functional areas consistent with the Installation Core Business Model promulgated in the Installation Management Accounting Project (IMAP), reference (i). A brief background on the origin of regionalized shore infrastructure management is provided in chap 1 section 2. The objectives of BOS shore infrastructure management in NRSW are to:

(1) Establish Most Efficient and Effective Organizations (ME²O).

(2) Centralize determination of requirements and management of resources.

(3) Establish quality standards for services region wide.

(4) Reduce program costs while maintaining or improving the quality of service.

b. List of Functional Area Programs. The following functional areas are identified for regional management in NRSW:

(1) Medical

(2) Dental

(3) Regional Security

(4) Regional Fire

(5) Regional Emergency Management

(6) Safety

(7) Airfield Operations

(8) Port Operations

(9) Ranges

(10) Freight Transportation

- (11) Procurement
- (12) Retail Supply
- (13) Weapons
- (14) Explosive Safety
- (15) Sustainment, Restoration and Modernization
- (16) Utilities
- (17) Vehicle Transportation
- (18) Environmental Programs and Policy
- (19) Environmental Planning and Projects
- (20) Facilities Planning
- (21) Facilities Acquisition
- (22) Base Realignment and Closure
- (23) Real Estate
- (24) Information Technology
- (25) Bachelor Housing
- (26) Military Family Housing
- (27) Food Service
- (28) Morale, Welfare and Recreation
- (29) Social Services
- (30) Civilian Personnel
- (31) Command Evaluation
- (32) Legal Support
- (33) Public Affairs

- (34) Navy Band
- (35) Religious Services
- (36) Military Personnel
- (37) Administrative Services
- (38) Transient Personnel Unit

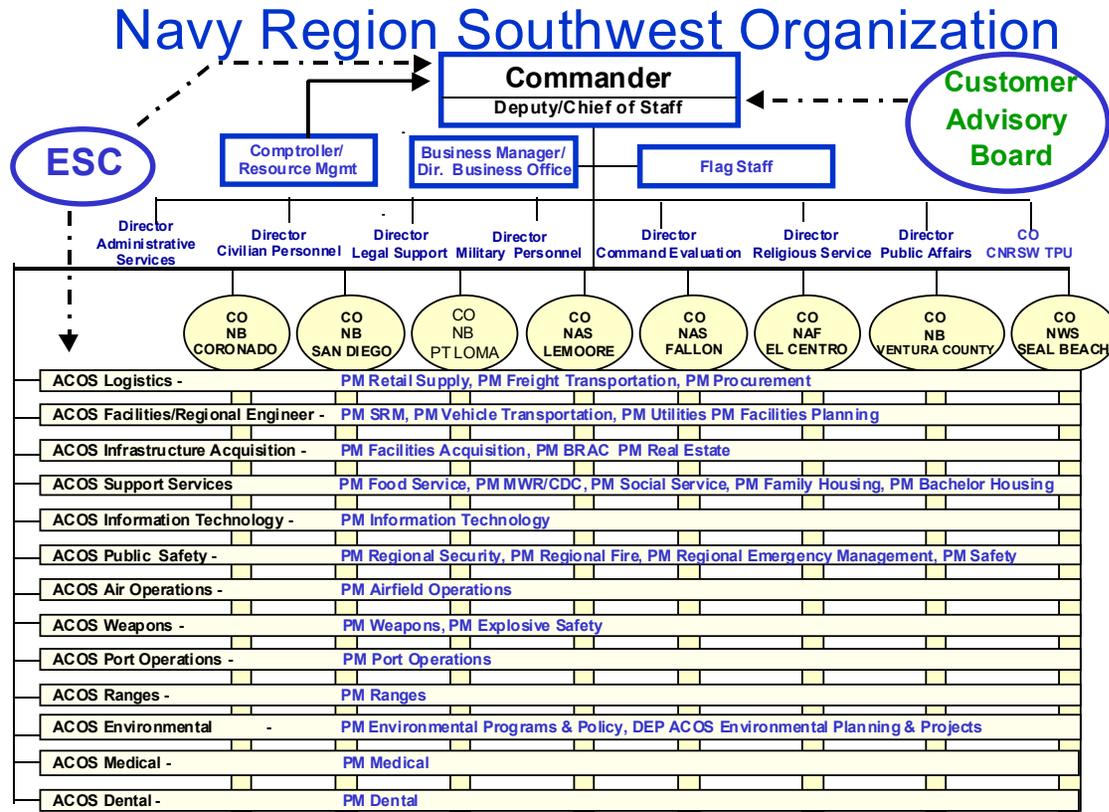


Fig 1-1

1402 REGIONAL MANAGEMENT MODEL

a. Figure 1-1 depicts the organization structure and model for shore installation management in NRSW. Under this model, BOS and internal support functions are managed regionally in support of NRSW mission. Assistant Chiefs of Staff (ACOS) provide general policy, plans and resource allocation for functional programs under their cognizance. Program Managers (PM) set policies and plans for each functional program for the ACOS. Services are provided by Installation Commanding Officers. Coordination of BOS functions occurs at each installation under the auspices of the Installation Commanding Officer (CO). Program Site Managers (Installation Department Heads) report for primary duty to the Installation Commanding Officer and direct the efforts of local functional programs, consistent with policies set by the ACOS to achieve the mission and support requirements of the installation. The CO is the direct link to the customer at their respective installations. Directors who manage regional programs for their respective support function provide internal support to the organization. The Regional Business Office oversees resource management, monitors, facilitates and promotes business process reengineering within the region. The regional Executive Steering Committee (ESC) evaluates and recommends policy and plans to the Commander. The Customer Advisory Board (CAB) provides a forum for major claimants and customers within the region to address customer issues.

b. In effect, NRSW shore installation management model is a three-dimensional matrix organization. It depicts a business orientation to shore installation management and is consistent with CNO strategic objectives for shore infrastructure management. While cost savings and improved services are the goals of this organizational structure, it is inherently more complex than linear management and therefore, highly reliant on common goals, effective communication, and concrete measures of effectiveness. **Although this model was developed to improve business practices, it neither precludes nor supercedes basic military principles inherent in military organizations, such as, chain-of-command, military courtesies and customs, military law, military programs and orders directed by the chain-of-command.** The key elements of this functional matrix organization are described in articles 1403 to 1410.

1403 Regional Business Office

a. The Regional Business Manager directs the activities of the Regional Business Office in its role to facilitate business processes in NRSW. The role of the Business Office is to:

(1) Coordinate the development of strategic and tactical plans in support of the regional mission and vision;

(2) Coordinate the development and execution of regional resource policy;

(3) Facilitate business process reengineering in NRSW;

(4) Coordinate the Regional Reinvention Lab program;

(5) Coordinate the Regional Knowledge Management initiative in accordance with CINCPACFLT directives;

(6) Assist COs, ACOS's and Directors in the development and tracking of performance and cost metrics, and customer and employee satisfaction;

(7) Coordinate outsourcing and privatization initiatives and actions;

(8) Facilitate regional working groups such as the ESC and CAB; and

(9) Develop and foster knowledge management and training for core competencies and other professional development of employees.

1404 Assistant Chiefs of Staff (ACOS)

a. The position of ACOS is an additional duty assigned to an installation or shore activity commanding officer or, in the case of ACOS, Support Services, a primary duty assigned to a major-command-screened individual. The ACOS is a service policy advisor for NRSW in one or more specific functional areas. Functional areas are assigned to an ACOS based on the resources and technical expertise available to the ACOS. The role of the ACOS is to:

(1) Establish individual functional area and inter-functional area policy and plans;

(2) Set service and performance standards;

(3) Advocate for resourcing for their programs, provide timely reports on resource status to the Program Site Managers, make recommendations to the Commander for resourcing needs within their programs.

(4) Provide functional area technical expertise, training and oversight; and

(5) Establish and track functional area metrics (performance/cost/customer satisfaction).

(6) Ensure the excellent access and best quality of services be provided to active duty military, their families, retired military and DOD civilians.

b. An ACOS is assigned for each of the following functional areas. The functional area programs that fall under each ACOS are listed in the column to the right:

<u>ACOS</u>	<u>Functional Area Program</u>
Public Safety	Regional Security Regional Fire Regional Emergency Management Safety
Air Operations	Airfield Operations Aviation Support Aviation Safety
Port Operations	Port Operations
Ranges	Ranges
Logistics	Freight Transportation Procurement Retail Supply
Weapons	Weapons Explosives Safety
Facilities/Regional Engineer	Real Property Maintenance Vehicle Transportation

	Utilities Facilities Planning
Environmental	Environmental Programs and Policy Environmental Planning and Projects
Infrastructure Acquisition	Facilities Acquisition BRAC Real Estate
Information Technology	Information Technology
Medical	Medical
Dental	Dental
Support Services	Food Service Morale, Welfare & Recreation Social Services/FSC Military Family Housing Bachelor Housing

1405 Program Managers (PM)

a. A Program Manager is assigned to each functional area program listed in the paragraph above. The PM is responsible to the cognizant ACOS for providing policy, guidance and resources for that program throughout NRSW. The role of the PM is to:

- (1) Determine functional area program policies and plans;
- (2) Consolidate functional area program resource requirements as provided by installation CO's for submission to higher authority;
- (3) Set functional area program service and performance standards;
- (4) Measure functional area program performance (cost/customer satisfaction);
- (5) Improve services based on metrics and customer feedback; and

(6) Manage functional area program resources and allocate to Program Site Managers for local execution.

1406 Program Site Manager (Installation Department Head)

a. The Program Site Manager represents the Installation Commanding Officer within a defined geographic footprint supported by the respective ACOS/PM. The Program Site Manager reports primary duty to the Installation Commanding Officer within the geographic footprint. The role of the Program Site Manager is to:

(1) Manage the functional program within the assigned Installation(s) in accordance with regional policy and programmatic resourcing;

(2) Convey site specific program resource requirements to the PM; and

(3) Compile site-specific program metrics (cost, performance, customer satisfaction).

1407 Directors

a. Directorates support NRSW organization in specific internal support functions. Internal support programs are managed regionally under the cognizance of a Director. The role of the Director is to:

(1) Provide support services to authorized customers;

(2) Manage program resources;

(3) Establish regional policy and plans;

(4) Establish and track service and performance standards;

(5) Provide internal support technical expertise and training, and oversight; and

(6) Establish and track metrics (performance/cost/customer satisfaction).

b. A Director is assigned, primary duty, to each of the following internal support functional areas

- (1) Command Evaluation
- (2) Civilian Personnel
- (3) Legal Support
- (4) Public Affairs
- (6) Religious Services
- (7) Military Personnel
- (8) Administrative Services

1408 Installation Commanding Officers (CO)

a. As set forth in U.S. Navy Regulations, Commanding Officers are charged with the responsibility for the operational readiness, mission performance, safety, well-being, and efficiency of their commands. Installation Commanding Officers are the primary reporting senior for regional assets within the geographic footprint of their installation and execute the installation's mission. The role of the CO is to:

- (1) Execute and coordinate functional programs within the installation(s);
- (2) Direct the efforts of Program Site Managers (Installation Department Heads), consistent with regional policy, to accomplish the installation mission;
- (3) Manage cross-functional issues within the installation;
- (4) Maintain liaison with fleet units and tenant commands to ensure that service standards are maintained and that customer requirements are satisfied;
- (5) Represent the installation and the Navy with local communities, Navy stakeholders, other state and Federal government agencies, sister services, foreign guests and Native Americans.
- (6) Maintain military standards, custom and decorum within the installation;

(7) Act as the Commander's representative on all matters concerning the installation, and have signature and commitment authority on support agreements and financial matters executed with other activities relating to the installation's mission requirements;

(8) Administer and enforce discipline pursuant to the Uniform Code of Military Justice (UCMJ) and other state and local laws, regulations, and directives; and

(9) Perform local area coordination, when designated by COMNAVREGSW; and

(10) Manage assigned military programs.

1409 Regional Executive Steering Committee (ESC)

a. NRSW ESC evaluates and recommends policy and plans to the Commander. The role of the ESC is to:

(1) Assist the commander in defining regional policy and strategy;

(2) Monitor performance and customer feedback; and

(3) Identify areas for investment and improvement.

b. The following is a detailed list of ESC members and advisors:

Members:

Commander, Navy Region Southwest (Chair)
Deputy/Chief of Staff, Navy Region Southwest
Regional Business Manager (Facilitator)
All NRSW Installation Commanding Officers

The following Assistant Chiefs of Staff:

ACOS Public Safety
ACOS Air Operations
ACOS Port Operations
ACOS Ranges
ACOS Logistics
ACOS Facilities\Regional Engineer
ACOS Infrastructure Acquisition
ACOS Environmental

ACOS Weapons
ACOS Information Technology
ACOS Dental
ACOS Medical

Advisors:

Director, Civilian Personnel
Director, Command Evaluation
Director, Legal Support
Director, Public Affairs
Director, Military Personnel
Director, Administrative Services
Director, Religious Services
Regional Comptroller
Commanding Officer, Transient Personnel Unit
Band Director
Union Representative (non-voting)
Commander, Naval Reserve Readiness Command Region
Southwest

1410 Regional Customer Advisory Board (CAB)

a. The CAB is the executive link to customers and stakeholders. The role of the CAB is to:

- (1) Conduct periodic regional performance reviews;
- (2) Obtain and evaluate customer feedback; and
- (3) Communicate policies and plans to customers and stakeholders.

CHAPTER 2 - DUTIES AND RESPONSIBILITIES**SECTION 1 COMMANDER AND IMMEDIATE STAFF****2101 COMMANDER, NAVY REGION, SOUTHWEST (N00)**

a. **Basic Function.** The Commander is responsible for the accomplishment of the mission and duties assigned.

b. **Duties, Responsibilities and Authority.** U.S. Navy Regulations, general orders, customs and traditions establish the duties and responsibilities of the Commander. The authority of the Commander is commensurate with responsibilities assigned, subject to the limitations prescribed by law, U.S. Navy Regulations and applicable directives.

c. **Organizational Relationship.**

(1) The Commander reports directly to CINCPACFLT.

(2) The following members of the Commander's immediate staff report to the Commander:

(a) Deputy/Chief of Staff as the Commander's principal assistant;

(b) Flag Aide;

(c) Flag Writer;

(d) Flag Mess Management Specialist;

(e) Flag Driver;

(f) Regional Command Master Chief;

(g) Staff Judge Advocate;

(h) Flag Secretary/Executive Assistant;

(i) Regional Equal Opportunity Advisor; and

(j) Regional Command Career Counselor.

2102 DEPUTY/CHIEF OF STAFF (N01)

a. **Basic Function.** Principal assistant to the Commander.

b. **Assuming Command.** The Deputy/Chief of Staff shall keep apprised of current situations and procedures in order to readily succeed to command when directed by higher authority. The Deputy/Chief of Staff will temporarily assume command in the absence of the Commander.

c. **Specific Duties and Responsibilities.**

(1) Keep the Commander informed and advised on all matters affecting the command;

(2) Administer the policies established for the execution of the Commander's assigned mission;

(3) Coordinate and supervise the work of the staff;

(4) Develop and recommend policy;

(5) Act for and in the name of the Commander in matters within the framework of established policy during the temporary absence of the Commander;

(6) Serve as the immediate superior of the Assistant Chiefs of Staff and Directors;

(7) Exercise Article 15, UCMJ authority for staff enlisted personnel; and

(8) Exercise such other authority as the Commander may delegate;

d. **Organizational Relationship.** The Deputy/Chief of Staff reports to the Commander, Navy Region Southwest. All other staff personnel are subordinate to the Deputy/Chief of Staff.

2103 FLAG AIDE (NOORA)

a. **Basic Function.** Responsible to the Commander for such personal duties as may be assigned.

b. **Duties and Responsibilities**

(1) Administer the use and reporting of Official Representation Funds (ORF) for the Commander;

(2) Handle matters pertaining to official calls, visits, protocol, and ceremonies in which the Commander is involved;

(3) Serve as a personal aide to the Commander;

(4) Arrange appropriate transportation as required by the Commander and

(5) Keep the Deputy/Chief of Staff, ACOS, Directors and the Staff Duty Officer (SDO) informed of the prospective movements of the Commander.

c. **Organizational Relationship.** The Flag Aide reports to the Commander.

2104 FLAG WRITER (N00RW)

a. **Basic Function.** Responsible to the Commander for such personal duties as may be assigned.

b. **Duties and Responsibilities**

(1) Handle matters pertaining to official calls, visits, protocol, and ceremonies in which the Commander is involved;

(2) Arrange appropriate transportation as required by the Commander and

(3) Keep the Deputy/Chief of Staff, ACOS, Directors and the Staff Duty Officer (SDO) informed of the prospective movements of the Commander.

(4) Supervise daily functions of the flag office and enlisted personnel assigned to the personal staff of the Commander

c. **Organizational Relationship.** The Flag Writer reports to the Commander.

2104 FLAG SECRETARY/EXECUTIVE ASSISTANT (N00RE)

a. **Basic Function.** To coordinate the flag administrative activities of the staff, with the exception of those functions specifically assigned to the Director, Administrative Services.

b. **Duties and Responsibilities**

(1) Advise the Commander and the Deputy/Chief of Staff on staff administrative matters;

(2) Screen, monitor and process all correspondence routed to or originated by the Commander or Deputy/Chief of Staff;

(3) Provide administrative support to the immediate staff;

(4) Coordinate staff awards, retirements and change of command ceremonies;

(5) Manage and update the Collective Address Designators (CAD) and the Area Indicator Groups (AIG) for NRSW; and

(6) Perform SOPA ADMIN duties required by reference (i).

(7) Manage daily functions of the flag office and enlisted personnel assigned to the personal staff of the Commander.

c. **Organizational Relationships.** The Flag Secretary reports to the Deputy/Chief of Staff. In the capacity of Executive Assistant, the Flag Secretary reports to the Commander.

2105 REGIONAL COMMAND MASTER CHIEF (NOORM)

a. **Basic Function.** To act as the senior enlisted advisor to the Commander for all matters relating to the accomplishment of the mission, duties assigned and enlisted policy. To strengthen the chain of command as an integral command function and foster a better understanding of the needs and viewpoints of enlisted members and their families.

b. **Duties and Responsibilities.** The Regional Master Chief is responsible for coordinating and facilitating the requirements of the region's base command master chiefs, specifically:

(1) Maintain, promote and strengthen the effectiveness and efficiency of the chain of command;

(2) Actively assist in all matters pertaining to the welfare, health, job satisfaction, morale, utilization and training of enlisted personnel;

(3) Act as Regional Uniform Coordinator for the Commander;

(4) Develop, recommend and formulate policy as required in connection with matters affecting personnel and the command;

(5) Attend meetings as directed to provide a representative enlisted input;

(6) Participate in ceremonies honoring command members including all reenlistment ceremonies;

(7) Represent or accompany the Commander to official functions, inspections and conferences;

(8) Participate in receptions and hosting of official visitors to the command;

(9) Represent the command and the Navy at community and civic functions;

(10) Participate in, coordinate or monitor command boards and committees which affect professional development, health, morale and welfare of command members; and

(11) Perform other duties as the Commander may direct.

c. **Organizational Relationship.** The Regional Master Chief reports to the Commander, Navy Region Southwest.

2106 REGIONAL EQUAL OPPORTUNITY ADVISOR (N00RO)

a. **Basic Function.** To serve as the principal military advisor to the Commander on Military Equal Opportunity (EO) issues and policy. To promote a climate of military equal opportunity readiness which contributes to a superior Quality of Service environment (a balanced combination of Quality of Life and Quality of Work) for Region Southwest military personnel and their families.

b. **Duties and Responsibilities.** The Regional Equal Opportunity Advisor is responsible for providing the Region

sustained, significant and proactive Military Equal Opportunity support. Specifically, to:

(1) Promote the Navy's Command Managed Equal Opportunity (CMEO) program and to provide clarification of reference (k).

(2) Provide training, counseling, and assistance to individual command members, subordinate and regional commands as required or requested

(3) Monitor and maintain current status of the Region's Equal Opportunity (EO) and Sexual Harassment (SH) messages.

(4) Update Region commanders on all EO/SH policies and issues. Closely coordinate with Command Equal Opportunity Advisors (EOAs) within Region and ensure the latest EO/SH information is quickly and effectively disseminated.

(5) Conduct EO training symposium annually for Region EOAs, and CMEO Managers.

(6) Attend meetings/symposiums hosted by Defense Equal Opportunity Management Institute (DEOMI), Chief of Naval Education and Training (CNET), and NAVPERSCOM (PERS-00H) and ensure the Region's issues and concerns are presented;

(7) Provide Region guidance on all Department of Defense (DOD) national heritage observances.

(8) Coordinate administrative actions with claimancy EOAs and CMEO managers, staff judge advocate, staff assistants, and the inspector general as necessary.

(9) Review all claimancy EO congressional and "formal" EO/SH complaints. "Formal complaints" are defined in reference (k)."

(10) Monitor the regions' compliance with reference (k). Provide the commander a written brief annually or as required on claimancy compliance with reference (k). Maintain a copy of executive briefs for three years.

(11) Perform other duties as the Commander may direct.

c. **Organizational Relationship.** The Regional Equal Opportunity Advisor reports to the Deputy/Chief of Staff and the Regional Command Master Chief.

2107 REGIONAL COMMAND CAREER COUNSELOR (NOORR)

a. **Basic Function.** To serve as the principal advisor to the Commander on Retention, Career Information and reenlistment incentives/initiatives. To promote retention throughout the Southwest Region by ensuring adherence to current Navy policies and practices and by encouraging the creation and sharing of new ideas designed to retain Sailors.

b. **Duties and Responsibilities.** The Regional Career Counselor is responsible for supporting Navy retention efforts within the Region. Specifically:

(1) Establish Region Career Information Program Management (CIPM) guidelines to ensure standardization of subordinate command retention programs based upon CIPM methods.

(2) Monitor attendance and provide recommendations concerning TAMP/Transition Assistance Program (TAP) seminars.

(3) Ensure Region commands are pursuing the retention of qualified personnel and are proactive in encouraging conversion from over-manned to under-manned.

(4) Assist command career counselors in coordinating and conducting Career Information Training Course (CITC) for their commands.

(5) Promote the Navy's retention efforts as detailed by reference (1).

(6) Provide counseling and assistance to individual command members, subordinate and regional commands as required or requested.

(7) Monitor, analyze and disseminate region retention statistics. Note trends to allow successful commands to share their success and other commands to obtain support.

(8) Update Region commanders on all retention policies and issues. Closely coordinate with the Force Career Counselor and counselors within the region to ensure the latest retention/career information is quickly disseminated.

(9) Conduct annual training for Region Career Counselors.

(10) Attend meetings/symposiums hosted by the National Career Counselor Association (NCA), Center for Career Decisions (CCD) and Chief of Naval Education and Training (CNET) and ensure the Region's issues and concerns are presented.

(11) Serve as Regional POC for fleet concentration area visits from the CCD and detailers. Ensure maximum participation in training and information sessions.

c. **Organizational Relationship.** The Regional Command Career Counselor reports to the Deputy/Chief of Staff and the Regional Command Master Chief.

INTENTIONALLY LEFT BLANK

SECTION 2 - REGIONAL BUSINESS OFFICE**2201 REGIONAL BUSINESS MANAGER (N02)**

a. **Basic Function.** To assist and advise the Commander on matters pertaining to resource support, best business practices, functional program implementation and competition/privatization in NRSW.

b. **Duties and Responsibilities**

(1) Serve as the principal consultant to the Commander on matters relating to resource management and business process reengineering in NRSW.

(2) Coordinate the development and management of strategic/financial plans for the region including budget development, fiscal policy execution, cost savings calculations and regional accounting administration;

(3) Provide functional program support including business analysis, activity-based costing/management (ABC/M), strategic/tactical planning, development of metrics (cost/performance), and customer/employee satisfaction measurement;

(4) Act as the Chief Knowledge Officer;

(5) Monitor and report on the state of functional program realignment;

(6) Coordinate competition/privatization studies in NRSW; and

(7) Coordinate and facilitate regional working groups such as the ESC and CAB.

c. **Organizational Relationship.** The Regional Business Manager reports to the Deputy/Chief of Staff.

2202 Deputy Regional Business Manager (N02RD)

a. **Basic Function.** Principal assistant to the Regional Business Manager. Provide senior civilian management and continuity in matters pertaining to resource support, best business practices, functional program implementation and competition/privatization.

b. **Duties and Responsibilities**

(1) Advises CNRSW, Base COs, ACOSs, PMs and Staff Directors on strategic planning, business processes, process improvement methods/initiatives, program management and knowledge management;

(2) Ensures the development and monitoring of a regional strategic plan that is aligned with CINCPACFLT and OPNAV;

(3) Develops and executes a business strategy based on clearly defined priorities;

(4) Provides advice and guidance for strategy and execution of the Region's Strategic Sourcing Plan;

(5) Gives guidance for Business Process Reengineering based on Business Case Analysis;

(6) Provide functional program support including business analysis, activity-based costing/management (ABC/M), strategic/tactical planning, development of metrics (cost/performance), and customer/employee satisfaction measurement;

(7) Acts as Regional coordinator of business concepts and practices among Program Managers and Staff Directors;

(8) Serves as Knowledge Management Team Leader;

(9) Coordinates and facilitates working groups, such as the Executive Steering Committee (ESC), the Customer Advisory Board (CAB), and Program Managers' Meetings;

(10) Act for and in the name of the Regional Business Manager in matters within the framework of established policy during the temporary absence of the Regional Business Manager.

c. **Organizational Relationship.** The Regional Deputy Business Manager reports to the Regional Business Manager.

2203 COMPETITION/PRIVATIZATION SUPPORT MANAGER (N02R1)

a. **Basic Function.** To provide advice and technical support for Office of Management and Budget (OMB) Circular A-76 competition studies and other outsourcing initiatives.

b. **Duties and Responsibilities**

(1) Serve as the principal advisor to the Business Manager concerning NRSW competition/privatization initiatives. Develop A-76 strategy and coordinate studies for specific functions identified for review. Advise the Commander of CA A-76 policy and coordinate regional study execution with claimant representatives;

(2) Coordinate regional A-76 competition and outsourcing initiatives, Plans of Action and Milestones (POA&M), and supporting resources; and

(3) Identify impediments to the efficient completion of fair and rapid A-76 competition and report to Department of the Navy program advocates.

c. **Organizational Relationship.** The Competition/Privatization Manager reports to the Deputy Regional Business Manager.

2204 BUSINESS PROCESS REENGINEERING MANAGER (N02R2)

a. **Basic Function.** To assist and advise the Business Manager in matters of business process reengineering in NRSW.

b. **Duties and Responsibilities**

(1) Provide analytical support for strategic planning, ABC/M, metrics and customer/employee satisfaction;

(2) Facilitate a recurring forum for PM's to effect business process reengineering;

(3) Coordinate the regional Reinvention Lab program; and

(4) Monitor and report on the status of functional program realignment.

c. **Organizational Relationship.** The Functional Team Oversight Manager reports to the Deputy Regional Business Manager.

INTENTIONALLY LEFT BLANK

SECTION 3 - ASSISTANT CHIEFS OF STAFF (ACOS), PROGRAM MANAGERS (PM)

2301 ACOS PUBLIC SAFETY (N20)

a. **Basic Function.** To provide security, fire, emergency management, and safety services to activities within the CNRSW AOR. To assist and advise the Commander on matters related to security, fire, emergency management, and safety.

b. **Duties and Responsibilities**

(1) Plan, budget, execute, coordinate, and report on compliance with security, fire, emergency management, and safety requirements.

(2) Coordinate Navy policy concerning security, fire, emergency management, and safety within the CNRSW AOR.

(3) Coordinate and communicate with Navy operational staffs concerning security, fire, emergency management, and safety matters.

(4) Represent security, fire, emergency management, and safety interests to the chain of command, including the ESC.

c. **Organizational Relationship.** The ACOS for Public Safety reports to the Commander through the Deputy/Chief of Staff.

2301A PROGRAM MANAGER FOR REGIONAL SECURITY (N21R)

a. **Basic Function.** To advise and assist the Commander on all matters pertaining to regional security, force protection, and anti-terrorism programmatic.

b. **Duties and Responsibilities**

(1) Plan, manage, coordinate, implement, and direct the region's physical security, law enforcement, antiterrorism, force protection, security manager and loss prevention programs.

(2) Conduct physical security surveys, vulnerability assessments, inspections and audits on all CNRSW security units.

(3) Develop and maintain a current regional Physical Security Plan in conjunction with the region's Terrorist Threat Assessment Plan and Terrorist Incident Response Plan.

(4) Organize and train the regional security, reserve and auxiliary security forces. Provide terrorist threat awareness training and briefings to all personnel and family members as appropriate for local situations.

(5) Validate the number of posts, fixed and mobile, and identify the end-strength required to sufficiently protect personnel and property, and react to and confront situations and circumstances, which threaten those assets.

(6) Ensure liaison concerning mutual security, antiterrorism, and force protection responsibilities is maintained with federal and civil agencies, host country officials, or military activities.

c. **Organizational Relationship.** The PM for Regional Security reports to the ACOS for Public Safety.

2301B PROGRAM MANAGER FOR REGIONAL SAFETY (N22R)

a. **Basic Function.** To represent and support the Commander in the management and administration of the Navy Occupational Safety and Health Program (NAVOSH).

b. **Duties and Responsibilities**

(1) Establish, coordinate, direct, and evaluate the effectiveness of NAVOSH policies, plans, programs, and procedures.

(2) Serve as the CNRSW focal point for NAVOSH-related matters.

(3) Provide technical advice, direction, and guidance on NAVOSH matters to organizational elements and customer activities.

(4) Evaluate the effectiveness of the CNRSW NAVOSH program.

(5) Serve as the CNRSW representative on safety councils, committees, and working groups established by higher authority and the private sector.

(6) Maintain occupational injury/illness case and claims. Analyze occupational injury and illness cases and reports and initiate appropriate actions to improve the

effectiveness of the NAVOSH program and reduce injury and illness experience.

(7) Foster OSH awareness through appropriate promotional methods and channels of communication.

(8) Ensure adequate consideration of OSH features in the design, purchase, or procurement of items over which CNRSW exercises acquisition authority.

(9) Plan, develop, participate, and evaluate employee OSH training in coordination with cognizant training groups, officials, and organizations.

(10) Review and coordinate budget requirements, requests, and program objective memorandums for OSH and coordinate OSH budget submissions, as appropriate.

c. **Organizational Relationship.** The Program Manager for Regional Safety reports to ACOS Public Safety.

2301C PROGRAM MANAGER FOR REGIONAL FIRE (N23R)

a. **Basic Function.** To perform the duties of Regional Fire Chief and senior fire protection authority within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Plan, manage, coordinate, implement and direct the region's fire program, including:

(a) Structural fire protection.

(b) Shipboard and wildland firefighting.

(c) Aircraft crash rescue operations.

(d) Fire prevention services.

(e) Hazardous material response.

(f) Emergency medical/defibrillator response and transport.

(g) 9-911 emergency communications (fire, police and medical).

(h) Arresting gear maintenance.

(2) Assess and develop program related policies for the region ensuring compliance with related executive orders, public law, regulations, and DOD requirements, to include developing and maintaining local instructions and directives.

(3) Establish, effect, maintain, negotiate and support mutual aid assistance agreements with neighboring city, county and state fire departments.

(4) Develop, maintain, and administer ongoing regional training and education programs for fire personnel and indoctrinate command civilian and military personnel in the fundamentals of fire safety.

(5) Assess and develop a plan for fire apparatus and equipment and determine the need for replacement, repair or survey.

(6) Conduct investigation of all fires to determine cause and report findings to proper command authority.

(7) Provide technical assistance to commands in all fire-related programs. Perform required fire inspections of operations, facilities and buildings.

(8) Assist and advise all commands in fire program related directives consistent with the requirements of the DON.

(9) Review and recommend approval/disapproval of construction projects relative to technical adequacy of fire protection, suppression and life safety features.

c. **Organizational Relationship.** The PM for Regional Fire reports to the ACOS for Public Safety.

2301D PROGRAM MANAGER FOR REGIONAL EMERGENCY MANAGEMENT (N24R)

a. **Basic Function.** To develop, manage, and periodically assess a comprehensive regional emergency management program which coordinates people and resources to protect lives, property, and the environment of Navy Region Southwest using an all-hazards approach through mitigation, preparedness, response and recovery from disasters and emergencies in accordance with DOD, SECNAV, OPNAV, and CINCPACFLT directives, Executive Orders, and Presidential Declarations on all Navy commands and

activities within States of California, Arizona and Nevada regardless of normal chain of command and resource sponsor.

b. **Duties and Responsibilities**

(1) Lead the region in developing and maintaining a regional emergency management program that helps people protect themselves, their families, homes and businesses from all hazards.

(2) Be the regional single source and point of contact for all emergency management related issues within the region, including employing DON resources in support of civil emergencies, civil disturbances, homeland defense emergencies, and foreign disasters.

(3) Communicate and coordinate with the Principle Planning Agent (PPA), other Regional Planning Agents (RPA's), Army, Air Force, Marine Corps, and Coast Guard commands, Type and Fleet Commanders, activity commanders, and federal, state, and local officials, as appropriate, for emergency management planning and execution.

(4) Establish a regional command center capability based on the concepts of the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) in accordance with current Navy-wide guidance.

(5) Develop and provide a mobile command center and/or a communications platform for special events and special operations for all Navy commands and activities within the region.

(6) Coordinate the regional response to actual emergencies and disasters that exceed the capabilities of the local commands, and assist in their recovery for all Navy commands and activities within the region.

(7) Coordinate the regional response to requests for assistance in all civil emergencies as directed by the PPA for all Navy commands and activities within the region.

(8) Designate Sub-Regional Planning Agents (SRPA's) as necessary to carry out a functional sub-region-wide emergency management program, conduct emergency management assist visits on all SRPA's within the region to assist in developing the overall local program, and develop and conduct emergency

management exercises for all SRPA's within the region to evaluate the overall regional program.

(9) Plan, coordinate and supervise the activities and training of all Navy Emergency Preparedness Liaison Officers (EPLO's) and all Navy reserve units assigned to Navy Region Southwest by COMNAVRESFOR for the purposes of emergency management consistent with Title 10 USC Sections 12301 to 12321.

(10) Designate a Regional Chemical, Biological, and Radiological Warfare Defense (CBR-D) Officer with Navy Officer Billet Classification (NOBC) 2715 (or civilian equivalent) to develop, manage, and evaluate the regional CBR-D program in accordance with current DOD and Navy directives.

c. **Organizational Relationship.** The PM for Regional Emergency Management reports to the ACOS Public Safety.

2302 ACOS AIR OPERATIONS (N31)

a. **Basic Function.** To assist and advise the Commander on technical matters related to the support of operational aviation units requiring airfield and other aviation support in the conduct of their assigned tasking.

b. **Duties and Responsibilities**

(1) Provide airfield infrastructure support to activity, tenant and transient aircraft units conducting training and operational tasking as assigned by CINCPACFLT.

(2) Provide logistics, supply, and aviation maintenance support to activity and tenant aircraft units assigned to Commander, Naval Air Force, U.S. Pacific Fleet (COMNAVAIRPAC).

c. **Organizational Relationship.** The ACOS for Air Operations reports to the Deputy/Chief of Staff.

2302A PROGRAM MANAGER FOR AIRFIELD OPERATIONS (N31RD)

a. **Basic Function.** To manage the manpower and infrastructure issues necessary to sustain operational airfield capability in support of U.S. Pacific Fleet aviation units within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Provide air traffic control services for training and operational aviation units.

(2) Provide flight-line services for tenant and transient aviation units.

(3) Procure and maintain communications equipment for assigned squadrons.

c. **Organizational Relationship.** The PM for Airfield Operations reports to the ACOS for Air Operations.

2303 ACOS PORT OPERATIONS (N32)

a. **Basic Function.** To direct the overall mission of port operations within the CNRSW AOR in support of home ported ships including other elements of the operating forces and transient units.

b. **Duties and Responsibilities**

(1) Provide command leadership and management for the port operations organization.

(2) Establish and enforce plans and policy for regional port operations mission, personnel and assets.

(3) Direct the administration and operational functions of port services and fleet support.

(4) Direct the operation and maintenance of service craft, small boats and oil recovery assets.

(5) Coordinate environmental and oil spill recovery training to home ported ships.

(6) Maintain liaison with SOPA, TYCOM and shore activities in the area of port operations.

(7) Allocate resources to port operations San Diego, Port Hueneme, Seal Beach, Concord and Port Hadlock.

(8) Direct the expenditure of authorized funds for port operations.

(9) Set the standards for service and performance for the port operations organization.

(10) Establish and track port operations metrics.

(11) Coordinate the development of dredging plans and maintenance of piers within the CNRSW AOR with ACOS Facilities.

c. **Organizational Relationship.** The ACOS for Port Operations reports to the Deputy/Chief of Staff.

2303A PROGRAM MANAGER FOR PORT OPERATIONS (N32R1)

a. **Basic Function.** To coordinate and provide policies for harbor operations and berthing services within the NRSW AOR. To provide tug, fuel, oil-spill control and waste offload for ships and maintain regional service craft.

b. **Duties and Responsibilities**

(1) Coordinate all Navy harbor operations and fleet support requirements to meet the needs of the fleet. Determine short and long term port loading;

(2) Coordinate and arrange ship berthing spaces and berthing support, including electrical power, water, air, sewage, cranes and line handlers and customs and agriculture inspections;

(3) Train and direct maintenance personnel for regional service craft, dockmasters and pusher boat crews and oil spill response teams.

(4) Direct and coordinate maintenance, preservation and cleanliness of waterfront area including piers, camels, paint floats and designated laydown areas;

(5) Assign harbor pilots

(6) Receive and respond to logistics requests.

(7) Operate and assign support craft to receive, transport store and deliver fuel.

(8) Provide continuous ship's information via telephone answering system and provide current ships present and pier SOPA listing.

(9) Perform the duties of the Contracting Officer Technical Representative (COTR) for the operations of six civilian contract tugs and one surface craft contracted by the Military Sealift Command.

(10) Determine and manage regional manning and budget requirements.

(11) Maintain port operations service and performance standards by measuring cost and customer satisfaction with pier services such as cranes and utilities, and tugs, pilots, refueling and oil spill recovery operations.

c. **Organizational Relationship.** The PM for Port Operations reports to ACOS Port Operations.

2304 ACOS RANGES (N33)

a. **Basic Function.** To assist and advise the Commander on matters relating to regional range assets including, BOS infrastructure investment, clean-up, environmental constraints and civilian issues.

b. **Duties and Responsibilities**

(1) Compile, assess and track regional range infrastructure requirements and recommend courses of action to maintain the readiness of regional range assets.

(2) Coordinate with internal organizations (ACOS Infrastructure Planning, ACOS Facilities, ACOS Environmental, Director Legal Support) to ensure that range infrastructure requirements are addressed and that appropriate action is taken.

(3) Coordinate with other organizations and agencies (CNO, CINCPACFLT, COMNAVAIRPAC, Navy Strike and Air Warfare Center (NSAWC), etc.) to ensure that regional range infrastructure plans are compatible with Navy, fleet and operational unit requirements.

c. **Organizational Relationship.** The ACOS Ranges reports to the Deputy/Chief of Staff.

2304A PROGRAM MANAGER FOR RANGES (N33RR)

a. **Basic Function.** To manage the CNRSW Regional Range Program Office.

b. **Duties and Responsibilities**

(1) Maintain direct liaison with infrastructure managers and range operators of CNRSW regional range assets to ensure that range infrastructure requirements are recorded and addressed at the appropriate level.

(2) Maintain direct liaison with fleet operators and other range users to ensure that customer needs are addressed in regional range planning.

(3) Maintain direct liaison with infrastructure planners, and environmental and legal organizations to ensure that appropriate plans and actions are implemented where warranted to maintain the readiness of regional ranges.

(4) Maintain direct liaison with CINCPACFLT and COMNAVAIRPAC to ensure that BOS investment in regional ranges is compatible with range operating support (ROS) investment objectives.

(5) Compile statistics and data (cost, usage, environmental studies, civilian complaints, etc.) to support planning and investment in regional ranges.

c. **Organization Relationship.** The PM for Ranges reports to the ACOS for Ranges.

2305 ACOS LOGISTICS (N41)

a. **Basic Function.** To assist and advise the Commander on technical and professional matters relating to retail supply, procurement and freight transportation, fuel, household goods and hazardous material management minimization.

b. **Duties and Responsibilities**

(1) Provide supply logistics services to authorized customers.

(2) Allocate resources to assigned programs.

(3) Establish individual functional area and inter-functional area policy and plans.

(4) Set service and performance standards.

(5) Provide functional area technical expertise and training in logistics matters.

(6) Establish and track logistics metrics (performance/cost) and customer/employee satisfaction.

c. **Organizational Relationship.** The ACOS for Logistics reports to the Deputy/Chief of Staff.

2305A PROGRAM MANAGER FOR FREIGHT TRANSPORTATION (N41RT)

a. **Basic Function.** To plan and direct operations necessary to determine transportation requirements and solutions to meet partner/customer needs.

b. **Duties and Responsibilities**

(1) Provide freight transportation services to authorized customers.

(2) Serve as the liaison among customers to address transportation issues throughout the region to maximize the effectiveness of the available resources.

(3) Conduct and/or advise others in and outside the command in system/process improvement studies and provides advisory services on transportation issues of significant scope and impact to the organization.

(4) Establish functional area program service and performance standards.

(5) Monitor functional area program efficiency and effectiveness.

c. **Organizational Relationships.** The PM for Freight Transportation reports to ACOS Logistics.

2305B PROGRAM MANAGER FOR PROCUREMENT (N41RP)

a. **Basic Function.** To provide best value business solutions via acquisition planning, contract award, and contract

administrations support services for all supply and service requirements of partners/customers within the CNRSW AOR. To provide regional procurement management advice/support as required.

b. **Duties and Responsibilities**

(1) Participate in integrated product/process teams with partners/customers to define contractual requirements and identify acquisition strategies for the procurement of supplies and services.

(2) Serve as the contracting officer for outsourcing and privatization studies within the CNRSW AOR.

(3) Perform all contracting functions including advance acquisition planning, technical screening, contract solicitation, proposal evaluation, contract award, and negotiation of contract modifications.

(4) Provide technical contracting advice, assistance, and training to forces afloat and shore based activities within the region.

c. **Organizational Relationship.** The PM for Procurement reports to ACOS Logistics.

2305C PROGRAM MANAGER FOR RETAIL SUPPLY (N41RS)

a. **Basic Function.** To plan and direct operations necessary to determine material requirements solutions to meet partner/customer needs; and manage inventories of assigned material at multiple sites/detachments including items that support major weapons systems, and consumer levels established at remote sites/detachments in direct operational support of partners.

b. **Duties and Responsibilities**

(1) Provide operational management of all retail supply sites and detachments.

(2) Administer, direct, and coordinate the services and products provided at the sites and detachments.

(3) Assure consistency of operations across sites and detachments.

(4) Function as inventory accuracy officer and physical inventory director.

(5) Evaluate and improve the accuracy and reliability of the formal stock record account with attention to accuracy of supply input data, transaction documentation, procedures affecting the stock record.

(6) Manage inventories of assigned material including items that support allowances, major weapons systems, and consumers in direct operational support of partners.

(7) Monitor inventory levels at ready supply stores and shop stores assigned.

(8) Establish functional area program service and performance standards.

(9) Monitor functional area program efficiency and effectiveness.

(10) Execute stock replenishments to maintain appropriate stock levels within allotted stock fund allocations.

(11) Analyze supply effectiveness/customer needs and recommend inventory investment strategies to meet NAVSUP goals and customer requirements.

(12) Define, document, and establish site-specific common measures of effectiveness that contribute to the success of site management operations.

(13) Measure the level of satisfaction and dissatisfaction throughout the organization to continuously improve products and service performance.

(14) Plan and direct operations necessary to determine material requirements and solutions to meet partner and customers' needs.

c. **Organizational Relationship.** The PM for Retail Supply reports to ACOS Logistics.

2306 ACOS WEAPONS (N42)

a. **Basic Function.** To assist and advise the Commander on technical and professional matters within assigned mission.

b. **Duties and Responsibilities**

- (1) Provide weapons/ordnance services to authorized customers
- (2) Provide explosive safety services to authorized customers.
- (3) Allocate resources to weapons functional area programs.
- (4) Establish weapons functional area and inter-functional area policy and plans.
- (5) Set service and performance standards.
- (6) Provide weapons area technical expertise and training.
- (7) Establish and track weapons functional area metrics (performance/cost) and customer/employee satisfaction.

c. **Organizational Relationship.** The ACOS for Weapons reports to the Deputy/Chief of Staff.

2306A PROGRAM MANAGER FOR WEAPONS (N42R)

a. **Basic Function.** To assist and advise the ACOS for Weapons on technical and professional matters within assigned mission.

b. **Duties and Responsibilities**

- (1) Provide weapons services to authorized customers.
- (2) Allocate resources within the weapons program area.
- (3) Recommend weapons program area and inter-area policy and plans.
- (4) Monitor service and performance standards in the weapons program area.
- (5) Provide weapons/ordnance area technical expertise and training to weapons/ordnance regional activities/sites.

(6) Track weapons/ordnance program area metrics (performance/cost) and customer/employee satisfaction and provide reports to the ACOS as required.

(7) Provide weapons regional program administrative support to ACOS and the explosive safety Program Manager as required.

(8) Oversee all weapons/ordnance operations within the CNRSW AOR and other weapons/ordnance related duties as assigned.

c. **Organizational Relationship.** The PM for Weapons reports to the ACOS for Weapons.

2306B PROGRAM MANAGER FOR EXPLOSIVE SAFETY (N43R)

a. **Basic Function.** To assist and advise the ACOS for Weapons on technical and professional matters within assigned mission.

b. **Duties and Responsibilities**

(1) Provide explosive safety services to authorized customers;

(2) Allocate resources within the explosive safety program area;

(3) Recommend explosive safety program area and inter-area policy and plans;

(4) Monitor service and performance standards in the explosive safety program area;

(5) Provide explosive safety area technical expertise and training to weapons/ordnance regional activities/sites;

(6) Track explosive safety program area metrics (performance/cost) and customer/employee satisfaction, and provide reports to the ACOS as required;

(7) Oversee all explosive safety within the CNRSW AOR and other explosive safety related duties as assigned.

c. **Organizational Relationship.** The PM for Explosive Safety reports to the ACOS for Weapons.

2307 ACOS INFRASTRUCTURE ACQUISITION (N44)

a. **Basic Function.** To assist and advise the Commander on technical and professional matters related to acquiring, configuring, maintaining, and disposing of shore infrastructure through shore land and facilities acquisition processes.

b. **Duties and Responsibilities**

(1) Establish and manage infrastructure acquisition procedures and processes;

(2) Serve as the DOD Ex-officio Member of SANDAG on issues involving planning, real estate, MILCON, environmental, BRAC, PPV, regional government, the Tidelands Advisory Committee, Port interface, Coronado Complexes, Base Commander Conferences, and regulatory forums;

(3) Design, acquire and procure facilities for the Navy, other services and Federal agencies;

(4) Provide services as agent for real estate actions. Dispose of excess military real property;

(5) Chair the Regional Environmental Planning Board (EPB); and

(6) Assist and advise the ACOS Facilities/Regional Engineer in order to coordinate and implement regional land use plans actions.

c. **Organizational Relationship.** The ACOS Infrastructure Acquisition reports to the Deputy/Chief of Staff.

2307A PROGRAM MANAGER FOR FACILITIES ACQUISITION (N44RA)

a. **Basic Function.** To assist and support the ACOS Infrastructure Acquisition to design and acquire facilities, serve as real estate agent, and provide planning and acquisition expertise for the Navy, Marine Corps, other services, and Federal agencies and offices within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Assist the ACOS Facilities/Regional Engineer in the development of IPL's for new construction, special projects, demolition, and planning studies.

(2) Oversee design and construction efforts;

(3) Exercise fiduciary responsibilities for design and construction funding;

(4) Maintain liaison with major claimants regarding construction programs and funding;

(5) Serve as primary execution agent to procure/acquire facilities and facilities support;

(6) Serve as primary execution agent for facilities planning actions and lead on projects;

(7) Develop West Coast Environmental Planning procedures and serve as primary execution agent for the NEPA process; and

(8) Coordinate with ACOS Environmental on matters of mutual concern.

c. **Organizational Relationship.** The PM for Facilities Acquisition reports to the ACOS Infrastructure Acquisition.

2307B PROGRAM MANAGER FOR REGIONAL BASE REALIGNMENT AND CLOSURE

(BRAC) (N44RB)

a. **Basic Function.** To dispose of surplus military real property identified by the BRAC commission within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Dispose of closed bases.

(2) Perform base caretaker services from operational closure until disposal.

(3) Manage and oversee environmental clean-up of contaminated sites.

(4) Represent the Navy with community groups on BRAC issues.

c. **Organizational Relationships.** The PM for BRAC reports to the ACOS Infrastructure Acquisition.

2307C PROGRAM MANAGER FOR REAL ESTATE (N44RR)

a. **Basic Function.** To assist, advise, manage, and serve as agent for real estate actions for CNRSW.

b. **Duties and Responsibilities**

(1) Serve as warranted real estate officer and execute real estate actions.

(2) Provide support for mapping and surveying services.

(3) Ensure real estate actions comply with and are consistent with CNRSW policies and procedures.

(4) Coordinate with the PM for Facilities Planning on matters of mutual interest.

c. **Organizational Relationships.** The PM for Real Estate reports to the ACOS Infrastructure Acquisition.

2308 ACOS ENVIRONMENTAL (N45R)

a. **Basic Function.** To assist and advise the Commander on environmental policy, programs, plans and projects.

b. **Duties and Responsibilities**

(1) Plan, budget, execute, coordinate and report on environmental programs;

(2) Establish Navy and DOD environmental policy within EPA region IX under Regional Environmental Coordination (REC) role;

(4) Coordinate the Navy On-Scene Coordination Program (NOSC) within NRSW AOR;

(5) Coordinate with assigned environmental counsel on legal matters;

(6) Ensure that the National Environmental Policy Act (NEPA) is complied with for all current and proposed actions

within CNRSW AOR. In REC role, endorse all EAs and EISs and forward documentation through the chain-of-command.

(7) Coordinate and communicate Navy environmental issues with the Navy operational staffs;

(8) Coordinate environmental issues with Public Affairs Officer.

(9) Represent environmental interests to the chain of command, including the regional ESC. Ensure proper chain-of-command is followed on all environmental matters.

(10) Ensure appropriate Installation Restoration responsibilities are carried out per CNO policy, including preparing and implementing IR Community and Public Relations Programs, proper coordination with EFDSW and review of IR documents, and oversight of EFDSW priorities for site cleanup.

c. Organizational Relationship. The ACOS Environmental reports to the Deputy/Chief of Staff.

2308A PROGRAM MANAGER FOR ENVIRONMENTAL PROGRAMS AND POLICY (N45R1)

a. Basic Function. To assist and advise the ACOS Environmental on policy, and technical and administrative matters pertaining to environmental programs within NRSW AOR.

b. Duties and Responsibilities

(1) Establish environmental policy within CNRSW AOR as delegated by ACOS Environmental.

(2) Manage the planning, budgeting, executing, coordinating and reporting on assigned environmental programs; including air quality, water quality, hazardous waste, solid waste, natural/cultural resources, Navy/DOD regional environmental coordination, community relations, NEPA, and environmental compliance;

(3) Coordinate with the Deputy ACOS for Environmental Plans and Projects on matters of mutual interest;

(4) Coordinate with the Navy On-Scene Coordination Program (NOSC), on matters related to oil spill prevention and response

(5) Coordinate with environmental counsel on legal matters.

(6) Ensure CNO and CPF Environmental Policies are complied with and coordinate with CPF Environmental Program Manager as appropriate.

c. **Organizational Relationship.** The PM for Environmental Programs and policy reports to the ACOS Environmental.

2308B DEPUTY ACOS FOR ENVIRONMENTAL PLANS AND PROJECTS (N45R2)

a. **Basic Function.** To assist and advise the ACOS Environmental on environmental plans and projects within the NRSW AOR.

b. **Duties and Responsibilities**

(1) Overall program management, planning, budgeting, and execution of the Installation Restoration Program.

(2) Recommend strategies on Navy and DOD REC matters. Coordinate with the Program Manager for Environmental Programs and Policy and environmental counsel on matters related to environmental plans and projects.

(3) Coordinate with the PM for Environmental Programs and Policy on matters of mutual interest.

c. **Organizational Relationship.** The Deputy ACOS for Environmental Plans and Projects reports to the ACOS Environmental.

2309 ACOS FACILITIES/REGIONAL ENGINEER (N46)

a. **Basic Function.** To assist and advise the Commander on technical and professional matters related to Class I and II property that include facilities, utilities and transportation within assigned mission.

b. **Duties and Responsibilities**

(1) Coordinate and implement regional land use plans and actions.

(2) Plan, direct, and administer the operation and maintenance of all Class I & II property within the CNRSW AOR.

(3) Provide advice and assistance on all real property management issues.

(4) Assume overall responsibility for resource programming and budgeting real property, transportation and utility requirements for all appropriations funds within the CNRSW AOR. CNRSW will make actual Sustainment, Restoration & Modernization (SRM) funding allocation and prioritization decision.

(5) Establish administrative controls to ensure that established CINCPACFLT policy regarding facilities management and maintenance is carried out.

(6) Ensure cost effective resource expenditures by preparing an annual inspection and maintenance program to assess the material condition of all Class I and II property and developing a Long Range Maintenance Plan (LRMP) to ensure facilities meet their assigned mission.

(7) Advise the major claimant annually on the material condition of assigned facilities and any mission degradation resulting from major deficiencies. Immediately advise Immediate Superior in Charge (ISIC) of any emergent facility condition, which cannot be corrected before mission capability suffers.

(8) Provide recommendations for prioritizing all CNRSW AOR military construction and special projects for submission to CINCPACFLT or appropriate funding sponsor.

(9) Establish and manage a self-help program per CINCPACFLTINST 11000.4 (series). Provide policy, coordination and support to effectively utilize all self-help resources to maximize RPM maintenance dollars.

(10) Establish and manage a cost-effective First Lieutenant program to provide a responsive resource to improve cleanliness and habitability of Navy complexes in the region.

(11) Manage the utility expenditures for CINCPACFLT assets including energy conservation education and development of energy conservation improvement projects.

(12) Manage and coordinate transportation assets as a BOS service for all activities supported by CINCPACFLT.

c. **Organizational Relationship.** The ACOS Facilities/ Regional Engineer reports to the Deputy/Chief of Staff.

2309A PROGRAM MANAGER FOR SUSTAINMENT, RESTORATION & MODERNIZATION (SRM) (N46RM)

a. **Basic Function.** To establish policy, standards, maintenance protocols and service levels for all real property management functions within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Establish policy, standards, and maintenance protocols and service levels for all real property management functions.

(2) Recommend allocation of SRM resources to meet established protocols.

(3) Establish and track SRM metrics.

(4) Develop a LRMP to assess the material condition of all Class I and II property and ensure facilities meet their assigned mission.

(5) Advise CINCPACFLT annually on the material condition of assigned facilities and any mission degradation resulting from major deficiencies.

(6) Provide recommendations for prioritizing all CNRSW AOR region level authority and below projects.

c. **Organizational Relationship.** The PM for Sustainment, Restoration & Modernization reports to the ACOS Facilities/ Regional Engineer.

2309B PROGRAM MANAGER FOR UTILITIES (N46RU)

a. **Basic Function.** To establish policy and standards for energy and utilities within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Establish energy and utility policy and standards for the region.

(2) Manage utility expenditures for CINCPACFLT assets.

(3) Develop and monitor an aggressive energy conservation program to include education and development of energy conservation improvement projects.

c. **Organizational Relationship.** The PM for Utilities reports to the ACOS Facilities/Regional Engineer.

2309C PROGRAM MANAGER FOR VEHICLE TRANSPORTATION (N46RT)

a. **Basic Function.** To establish policy and standards for vehicle transportation within the CNRSW AOR.

b. **Duties and Responsibilities**

(1) Establish transportation policies and standards for the AOR.

(2) Coordinate transportation requirements/services and monitor expenditures for all activities supported by CINCPACFLT.

c. **Organizational Relationship.** The PM for Vehicle Transportation reports to the ACOS Facilities/Regional Engineer.

2309D PROGRAM MANAGER FOR FACILITIES PLANNING (N46RP)

a. **Basic Function.** To coordinate and implement regional land use plans and actions.

b. **Duties and Responsibilities**

(1) Facilitate Fleet and CNRSW long-range planning.

(2) Develop the Regional Shore Infrastructure Plan (RSIP) for the CNRSW AOR.

(3) Establish and implement the regional space allocation process.

(4) Provide recommendations for prioritizing all CNRSW AOR military construction projects, special projects, demolition projects, and RSIP studies through development of the integrated priority lists (IPL).

c. **Organizational Relationship.** The PM for Facilities Planning reports to the ACOS Facilities/Regional Engineer.

2310 ACOS INFORMATION TECHNOLOGY (IT) (N60)

a. **Basic Function.** To assist and advise the Commander on technical and professional matters pertaining to Information Technology (IT).

b. **Duties and Responsibilities**

(1) Provide IT services to authorized customers.

(2) Allocate IT resources to meet CNRSW functional area mission requirements.

(3) Establish individual functional area and inter-functional area policy and plans.

(4) Set IT service and performance standards.

(5) Provide IT technical expertise and training to meet CNRSW functional area mission requirements.

(6) Establish and track IT metrics (performance/cost) and customer/employee satisfaction.

c. **Organizational Relationship.** The ACOS for Information Services reports to the Deputy Commander/Chief of Staff.

2310A PROGRAM MANAGER FOR INFORMATION TECHNOLOGY (N60RA)

a. **Basic Function.** To assist and advise the ACOS for IT on technical and professional matters pertaining to regional execution of IT services.

b. **Duties and Responsibilities**

(1) Determine regional IT requirements.

(2) Plan, design, acquire and manage IT hardware and software necessary to meet CNRSW functional area mission requirements.

(3) Determine IT program resource (personnel and financial) requirements.

(4) Manage IT resources.

(5) Monitor and maintain IT service and performance standards.

(6) Coordinate and execute functional area and inter functional area policy and plans.

(7) Measure IT program performance (cost/customer satisfaction).

c. **Organizational Relationship.** The PM for Information Technology reports to the ACOS for Information Technology.

2311 ACOS DENTAL SERVICES (N71)

a. **Basic Function.** To assist and advise the Commander on all matters pertaining to dental services in the NRSW.

b. **Duties and Responsibilities.**

(1) Provide dental services that ensure operational dental readiness (ODR), optimize dental health (DH) and constitute a total dental benefit that enhances recruiting and retention.

(2) Establish and track performance metrics that measure the quality of, access to, satisfaction with, and cost effectiveness of services provided.

(3) Proactively engage customers, both on an individual beneficiary and unit commander level, in analysis of and accountability for performance metrics.

(4) Coordinate/liaison with dental activities in the region not under the direct cognizance of NDC Southwest; e.g., CINCPACFLEET, MARFORPAC, Army, Air Force, VA, Coast Guard, civilian dental societies/associations.

(5) Coordinate/liaison with medical activities in the region on matters of mutual interest/benefit.

(6) Serve as regional point of contact for TRICARE dental insurance plans.

(7) Provide technical and customer service advice to the regional ESC on dental matters.

(8) Serve as an active member of the NRSW ESC in the absence of the ACOS for Health Services or the Medical Program Manager.

c. **Organizational Relationships.** The ACOS for Dental Services is the Commanding Officer, Naval Dental Center Southwest who reports additional duty to the Commander through the Deputy/Chief of Staff. The Commanding Officer, Naval Dental Center Southwest also serves as the Chairman, Dental Advisory Board (DAB) and a member of the TRICARE Executive Council (TEC) for TRICARE Region Nine under the cognizance of the Lead Agent.

2312 ACOS MEDICAL (N72)

a. **Basic Function.** To assist and advise the Commander on all matters pertaining to health services.

b. **Duties and Responsibilities.**

(1) Provide support, customer service and logistical advice to NRSW and the regional ESC on health matters;

(2) Serve as liaison with military Medical Treatment Facilities (MTF) as needed;

(3) Coordinate regionalization activities involving military MTF's and their resources where appropriate; and

(4) Serve as an active member of NRSW ESC.

b. **Organizational Relationship.** The ACOS Medical reports to the Deputy/Chief of Staff.

2313 REGIONAL COMPTROLLER (N00RC)

a. **Basic Function.** To manage all matters of finance including budget development, financial structure, funding control and fiscal execution in the NRSW.

b. **Duties and Responsibilities**

(1) Act as the Commander's representative on financial and comptroller matters and has signature and commitment authority on financial documents;

(2) Provide advice to the Commander on appropriated fund financial matters;

(3) Interpret and apply legal and regulatory requirements relating to the availability and proper execution of appropriated funds;

(4) Interface with managers of non-appropriated funds and Navy Working Capital Fund (NWCF);

(5) Prepare budget estimates and justifications for submission to higher authority;

(6) Liaison with CINCPACFLT N46 and N80 offices on financial/resource matters;

(7) Coordinate allocation of civilian personnel to programs and staff offices within NRSW in accordance with authorized full time equivalent (FTE) and labor dollar authorizations;

(8) Recommend alternative methods of meeting regional requirements in consonance with cost, feasibility and effectiveness to attain the greatest benefit from any given resource expenditure; and

(9) Review and analyze new legislation and implement new regulations, policies and procedures issued by higher authority.

b. **Organizational Relationship.** The Regional Comptroller reports directly to the Commander on all financial matters.

2313A RESOURCE MANAGEMENT ADMINISTRATIVE OFFICER (N80RA)

a. **Basic Function.** To provide civilian personnel management and office administrative support.

b. **Duties and Responsibilities**

(1) Perform civilian personnel management functions including originating personnel actions for recruitments, promotions, awards, appraisals, position establishment, position changes and position abolishments;

(2) Serve as Resource Management's liaison with the Regional Human Resource Office (HRO) and the Human Resource Service Center;

(3) Oversee the procurement of all office supplies, equipment and services;

(4) Ensure the proper delivery of all mail and office supplies;

(5) Ensure the consistency of administrative processes and procedures including originating instructions, handbooks and notices when required; and,

(6) Direct the training program.

(7) Manage the OPTAR for all regional RM offices.

c. **Organizational Relationship**. The Administrative Officer is a staff position and reports to the Regional Comptroller.

2313B RESOURCE MANAGEMENT SITE OFFICES (RMSOs)

a. **Basic Function**. To provide on-site administration and oversight of base financial operations.

b. **Duties and Responsibilities**

(1) Provide support and guidance to the base Commanding Officer on financial and fiscal program issues;

(2) Hold the OPTAR for the Installation Commanding Officer and related command support functions;

(3) Perform cash collection for all on-site programs;

(4) Certify invoices and ensure they are expeditiously forwarded for payment;

(5) Certify travel claims for all on-site programs;

(6) Provide system support for FASTDATA, STARS-FL and other financial systems;

(7) Perform prior year accounting as applicable;

(8) Coordinate ISA/MOA/MOU issues for tenant commands with the Resource Management (Central) Office RMO; and,

(9) Administer the travel card program, the purchase card program, and the property program at the installation, in accordance with direction given by the Financial Services Division.

(10) Liaison with travel card provider and the purchase card provider on issues concerning the individual cardholders and authorizing officials at the activity.

(11) Act as on-site liaison between Resource Management Central Office (RMO) divisions and Program Management Support Offices on other issues including resolution of payroll problems.

c. **Organizational Relationship.** RMSOs listed below receive financial guidance, training and oversight from the Regional Comptroller and provide direct support to the Installation Commanding Officer they serve. RMSO's and their respective organizational codes are:

(1) NWS Seal Beach RMSO (N80S)

(2) NB Ventura County RMSO (N80V)

(3) NAS Lemoore RMSO (N80L)

(4) NAS Fallon RMSO (N80F)

(5) NAF El Centro RMSO (N80E)

2313C RESOURCE MANAGEMENT (CENTRAL) OFFICE (RMO)

a. **Basic Function.** To provide regional support for those centrally managed budget, fiscal accounting and program analysis functions.

b. **Duties and Responsibilities.** Duties and responsibilities are delineated under each of the four divisions, which comprise the RMO.

c. **Organizational Relationship.** Each of the four division directors reports directly to the Regional Comptroller.

2313D BUDGET DIVISION (N81R)

a. **Basic Function.** To provide all aspects of budget formulation, execution and funds control.

b. **Duties and Responsibilities**

(1) Issue regional budget guidance including establishment of a standardized IMAP financial structure and Job Order number system;

(2) Analyze and consolidate budget input from programs for justification and submission to CINCPACFLT;

(3) Centrally distribute and prepare OPTARs for all funds executed at the program level;

(4) Prepare direct and reimbursable budget execution plans and monitor monthly obligations against the execution plan;

(5) Accept direct and reimbursable funding authorizations; and,

(6) Coordinate reimbursable requirements with reimbursable sponsors.

c. **Organizational Relationship.** The Budget Division Director reports directly to the Regional Comptroller.

2313E FINANCIAL SERVICES DIVISION (N82R)

a. **Basic Function.** To provide all aspects of the fiscal accounting, fiscal services and financial systems support.

b. **Duties and Responsibilities**

(1) Compile, monitor and report on key accounting data;

(2) Provide for monitoring and resolution of reconciliation actions, unliquidated obligations, and suspense issues;

(3) Measure and report accounting performance;

(4) Monitor and work prior year accounts;

(5) Provide operator training for the Standard Accounting and Reporting System (STARS);

(6) Provide oversight and procedures for cash collections;

- (7) Administer the invoice certification process for region;
- (8) Provide liaison to Defense Finance and Accounting System (DFAS) and CINCPACFLT on accounting issues;
- (9) Administer the Navy Purchase Card Program;
- (10) Administer the Navy Travel Card Program;
- (11) Administer the Defense Property Accountability System;
- (12) Provide property accounting policies/procedures;
- (13) Provide travel processing procedures and support;
- (14) Provide interface to project development and policy organizations in the administration of fiscal programs and the development and implementation of financial systems;
- (15) Provide financial systems support for region financial applications including problem resolution;
- (16) Administer contract systems support;
- (17) Provide analytical support for financial problem resolution;
- (18) Provide training to users for financial applications;
- (19) Design and develop new system applications and processes;
- (20) Coordinate IT processing schedules; and,
- (21) Manage the document imaging function.

c. **Organizational Relationship.** The Financial Services Division Director reports directly to the Regional Comptroller.

2313F TENANT FINANCIAL COORDINATION DIVISION (N83R)

a. **Basic Function.** To serve as the primary point of contact for tenant information, to include management of all regional Interservice Support Agreements (ISAs), support and

oversight of Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs) as well as maintaining population and resource data via the Statistical Tracking System. To monitor support requirements, customer profiles, performance data and its interrelationships with regional service levels and associated reimbursable requirements.

b. **Duties and Responsibilities.**

(1) Establish and promulgate policy for all regional support agreements, including establishing and managing a master plan for ISA completion/schedule of review. Serve as central point of contact for tenant information for service providers (i.e. Program Managers) via the ISA web site, REX, and other means.

(2) Negotiate all regional support agreements, analyzing tenant requirements, advising on support services, and assisting Program Managers in identifying required levels of support.

(3) Serve as Resource Management representative to the Regional Space Allocation Committee.

(4) Provide oversight for all regional MOU/As. Determine if MOU/A is necessary, or if ISA is required. Provide guidance to service providers in the correct use of MOU/As.

(5) Manage the collection of population statistics for all regional facilities via Statistical Tracking System (STATS) program. Respond to queries regarding base loading, including support to CINCPACFLT's "Goal on Community Support". Analyze tenant requirements to support base budgets/POMs, etc.

c. **Organizational Relationship.** The Tenant Financial Coordination Division Director reports directly to the Regional Comptroller.

2313G DISBURSING AND EXAMINATION DIVISION (N84R)

a. **Basic Function.** To direct the disbursing examination program of Pacific Fleet ships and shore activities and act as advisor to CINCPACFLT on matters pertaining to military pay and allowances and personnel/administration substantiation documents.

b. **Duties and Responsibilities**

(1) Conduct unannounced fidelity audits of Navy Disbursing Officers;

(2) Perform on-site examination of pay and allowances, payrolls, travel and per diem entitlements and personnel/administration operations and prepare formal reports including examination grade;

(3) Determine the legality and accuracy of receipt, custody, disbursement and accountability of public funds;

(4) Determine the adequacy of security procedures and controls of public funds;

(5) Render assistance or investigative visits related to disbursing functions when requested; and,

(6) Provide Defense Joint Military Pay System training and assistance.

c. **Organizational Relationship**. The Disbursing and Examination Division Director reports directly to the Regional Comptroller.

2313H PROGRAM MANAGEMENT SUPPORT OFFICES (PMSOs) DIVISION (N85R)

a. **Basic Function**. To provide on-site financial support of assigned programs.

b. **Duties and Responsibilities**

(1) Assist ACOS's and Program Managers in analyzing program resource requirements for input to the budget formulation process including identification and prioritization of unfunded requirements;

(2) Compile program cost data, financial performance and obligation reports;

(3) Serve as Fund Administrator for STARS-FL and FASTDATA financial systems;

(4) Process reimbursable funding and prepare funds reprogramming requests;

(5) Act as payroll customer service representative;

(6) Assist the Program Managers in the administration and oversight of the travel and purchase card credit card programs, and;

(7) Act as on-site liaison with the Resource Management (Central) Office and Resource Management Site Offices.

c. **Organizational Relationship.** The Program Manager Support Division Director reports directly to the Regional Comptroller. Each Program Management Site Officer reports to the Program Management Support Division Director and directly supports the ACOS's and Program Managers assigned as described below:

(1) Support Services PMSO (N85M8). Supports ACOS Support Services, PM Food Service, PM MWR/CDC, PM Bachelor Housing, PM Military Family Housing and PM Social Services/Family Service Centers;

(2) Command Support PMSO (N85R2). Supports ACOS's Information Technology, PM Information Technology, ACOS Logistics, PM Retail Supply, PM Freight Transportation, PM Procurement, PM Resource Management, Installation Command Staffs and Headquarters Command Staffs including Directors of Administration, Military Manpower, Civilian Personnel, Legal Support, Command Evaluation, Religious Services and Public Affairs, and CO, CNRSW Transient Personnel Unit

(3) Public Safety PMSO (N85P6). Supports ACOS Public Safety, PM Regional Security, PM Regional Fire, PM Regional Emergency Management and PM Safety

(4) Port Operations PMSO (N85M5). Supports ACOS Port Operations and PM Port Operations;

(5) Real Property Maintenance (RPM) PMSO (N85M4). Supports ACOS Facilities, PM RPM, PM Vehicle Transportation and PM Utilities;

(6) Environmental PMSO (N85P7). Supports ACOS Environmental, PM Environmental Programs and Policy and PM Environmental Planning and Projects;

(7) Air Operations PMSO (N85L3). Supports ACOS Air Operations and PM Air Operations;

(8) Weapons/Ordnance PMSO (N85S9). Supports ACOS Weapons, PM Weapons and PM Explosive Safety; and,

(9) Ranges PMSO (N85F1). Supports ACOS Ranges and PM Ranges.

2313I CIVILIAN PERSONNEL AND TIME & ATTENDANCE DIVISION (N86R)

a. **Basic Function.** To manage all aspects of civilian personnel payrolls and labor reporting systems and budget formulation for APF CIVPERS resources.

b. **Duties and Responsibilities.**

(1) Maintain the structure and integrity of labor systems;

(2) Maintain master programmatic database of all APF CIVPERS resources CIVREX.

(3) Monitor labor execution and direction actions to resolve problems.

(4) Serve as FASTDATA fund administrator for labor.

(5) Serve as Customer Service Representatives' point of contact on all civilian pay matters;

(6) Maintain all payroll organization tables, dictionaries and job order numbers;

(7) Monitor the status and take actions to clear labor suspense listings;

(8) Develop reports, which accurately portray the status of civilian labor forecasting and execution; and

(9) Provide the labor cost report to Program Managers.

c. **Organizational Relationship.** The Civilian Personnel and Time & Attendance Division Director reports directly to the Regional Comptroller.

2314 ACOS SUPPORT SERVICES (N90)

a. **Basic Function.** To provide Quality of Life (QOL) life services to Sailors, Marines, their families, civil servants, and retirees within NRSW AOR. To assist and advise the Commander on matters relating to support services.

b. **Duties and Responsibilities**

(1) Provide policy and guidance to installation COs on QOL services including: Military Family Housing (MFH), Bachelor Housing (BH), galley services, family services, family advocacy. Morale, Welfare and Recreation (MWR);

(2) Establish and improve customer service standards for each QOL service. Monitor customer satisfaction. Train employees;

(3) Establish region-wide policies and procedures for providing QOL services. Ensure minimum services standards are met from installation to installation;

(4) Coordinate with installation COs to plan and execute budgets for each QOL area. Coordinate with installation COs to operate Non-Appropriated Fund Instruments (NAFI) budget office for MWR and BH NAFI budgets;

c. **Organizational Relationship.** The ACOS Support Services reports to the Deputy/Chief of Staff.

2314A PROGRAM MANAGER FOR FOOD SERVICE (N91R)

a. **Basic Function.** To manage NRSW consolidated general mess.

b. **Duties and Responsibilities**

(1) Provide general oversight and policy development of regional food service operations;

(2) Issue standards on food service safety, precautions, sanitary regulations, and equipment operations;

(3) Provide guidance to Installation COs on conducting Navy stock fund accounting at activities carrying food in the Navy stock account; and

(4) Coordinate with installation COs to develop and execute food service program budget and provide oversight of region consolidated mess operations.

c. **Organizational Relationship.** The PM for Food Service reports to the ACOS for Support Services.

2314B PROGRAM MANAGER FOR REGIONAL MORALE, WELFARE AND RECREATION (MWR) (N92R)

a. **Basic Function.** To assist and advise the ACOS Support Services on technical and professional matters pertaining to the management and operation of all NRSW Morale, Welfare and Recreation (MWR) activities.

b. **Duties and Responsibilities**

(1) Determine MWR products, services and other requirements that best support the changing needs and preferences of a dynamic customer population;

(2) Provide a customer-oriented environment that includes high quality recreation, fitness and sports activities, family programs and leisure products/services that enhance the QOL for active duty and retired military members and their families;

(3) Establish and maintain regional MWR program policies, plans and performance standards;

(4) Determine regional MWR program resource requirements;

(5) Manage and ensure accountability for regional MWR facilities, equipment, personnel and financial resources; and

(6) Measure MWR program operational and financial performance (e.g. costs, profits and losses, program/facilities utilization, etc.) and customer/employee satisfaction.

(7) Coordinate and oversee the planning, preparation and execution of budgets for the Regional MWR Program.

c. **Organizational Relationship.** The PM for MWR reports to the ACOS Support Services.

2314C PROGRAM MANAGER FOR REGIONAL SOCIAL SERVICES (N93R)

a. **Basic Function.** To assist and advise the ACOS Support Services and authorized customers on matters relating to social service programs within the region. Programs include: Family Services, Family Advocacy, Casualty Assistance, Retired Activities, Navy Drug and Alcohol, QOL, and Community Support.

b. **Duties and Responsibilities.**

(1) Serve as primary staff advisor to the ACOS Support Services and authorized customers on social service programs and initiatives, and provide interpretation and implementation of relevant Federal laws and DOD/DON directives. Ensure social service programs and services remain focused on quality of life for military and civilian personnel;

(2) Provide overall program policy and guidance, program oversight, and resource management. Determine customer requirements and objectives, and analyze current and proposed operating programs to evaluate their actual or potential effectiveness in achieving objectives;

(3) Establish and maintain liaison with representatives from military organizations, local government, community, civic and social organizations;

(4) Manage all issues relating to social service programs including assignment, utilization, operation, maintenance, financial management, inventory control, and customer service. Develop and program long-range maintenance, repairs and improvement requirements;

b. **Organizational Relationship.** The PM for Social Services reports to the ACOS Support Services.

2314D PROGRAM MANAGER FOR MILITARY FAMILY HOUSING (N94R)

a. **Basic Function:** Assist and advise the Commander, ACOS Support Services, and authorized customers on matters relating to housing referral services and military family housing within the NRSW AOR.

b. **Duties and Responsibilities:**

(1) Serves as primary staff advisor to the Commander, ACOS Support Services and Authorized Customers on MFH programs

and initiatives, and provides interpretation and implementation of MFH-related Federal laws and DOD/DON directives. Ensures MFH programs and services remain focused on quality of life for military personnel and their families.

(2) Provides overall MFH policy and guidance, program oversight, and resource management. Determines customer requirements and objectives, and analyze current and proposed operating programs to evaluate their actual or potential effectiveness in achieving objectives.

(3) Manages all issues relating to MFH including waiting lists, assignment, utilization, operations and maintenance, financial management and acquisition. Develops long-range maintenance, repair and improvement requirements and programs accordingly.

(4) Determines long-range military family housing asset requirements through conduct of housing surveys and market analyses, and programs for acquisition or divestiture as required.

(5) Manages private sector Housing Referral Services for accompanied and unaccompanied military personnel and DOD civilians. Establishes and manages affordable housing assistance program such as the Rental Partnership Program.

(6) Ensure rules governing use of military family housing are enforced in a consistent, fair and equitable manner and acts as the authority for priority housing requests, exceptions to policy, letters of caution and termination from military family housing.

(7) Performs special housing-related and sheltering studies including outsourcing and privatization alternative studies and efficiency reviews and provides recommendation for implementation of alternative services.

(8) Acts as Military Family Housing Program liaison with representatives from local government, community, civic and social organizations.

c. **Organizational Relationships**. The Military Family Housing Program Manager reports to the ACOS for Support Services.

2314E PROGRAM MANAGER FOR BACHELOR HOUSING (N95R)

a. **Basic Function.** To assist and advise the ACOS Support Services on matters relating to Bachelor Housing (BH).

b. **Duties and Responsibilities**

(1) Serves as primary staff advisor to the ACOS Support Services concerning Bachelor Housing initiatives. Ensures the Bachelor Housing program and services remain focused on QOL for all authorized customers and staff;

(2) Provides program guidance to Bachelor Housing Program Managers, assuring that customer requirements and objectives are met;

(3) Maintain the liaison with representatives from military organizations, local government, community, civic and social organizations;

(4) Manage issues pertaining to utilization, operations, maintenance, financial management, acquisition, equipment and furnishings, cash collections, resident relations and customer service. Develop long-range maintenance, repair and improvement requirements for the Bachelor Housing program;

(5) Ensure Bachelor Housing rules and regulations governing their use are enforced in a consistent, fair and equitable manner;

(6) Ensure a training program is being performed for all BH staff ensuring that personnel are thoroughly indoctrinated in their duties and procedures in accordance with OPNAVINST 11103 series; and

(7) Establishes policy and provides region-wide guidance regarding the operation of Bachelor Housing per CNRSWINST 11103.1B.

c. **Organizational Relationship.** The PM for Bachelor Housing reports to the ACOS Support Services.

SECTION 4 - REGIONAL DIRECTORATES**2401 DIRECTOR OF ADMINISTRATIVE SERVICES (N03)**

a. **Basic Function.** Manage administrative and military personnel services for the Commander and staff.

b. **Duties and Responsibilities.**

(1) Execute the administrative responsibilities of the Commander, including the direction of administrative programs, the promulgation regional policies and procedures;

(2) Manage incoming correspondence;

(3) Oversee NRSW directives program; and

(4) Manage NRSW military awards program.

(5) Serve as the principal advisor and representative to the Commander and staff in matters pertaining to the classification, safeguarding, transmission and destruction of classified information.

c. **Organizational Relationship.** The Director of Administrative Services reports to the Deputy/Chief of Staff.

2402 DIRECTOR OF CIVILIAN PERSONNEL (N04)

a. **Basic Function.** To advise the Commander and regional management officials on all aspects of Human Resources Management (HRM) programs and services within NRSW.

b. **Duties and Responsibilities**

(1) Provide advice and assistance on HRM objectives, policies, programs, and services;

(2) Provide direction to the Human Resources Office (HRO) staff by assuring internal coordination and integration of the total personnel management program objectives with the mission, functions, operating programs and work processes of the organizations served; command requirements, goals and policies; and other personnel related programs (budget, staff resources, position management); and

(3) Provide overall HRO policies. Set and monitor service and performance standards. HRO managers and staff provide on-site technical advice and services on staffing, classification, employee relations and labor relations services to assigned activities.

c. **Organizational Relationship.** The Director of Civilian Personnel reports to the Deputy/Chief of Staff.

2403 DIRECTOR OF LEGAL SUPPORT/STAFF JUDGE ADVOCATE (N05/N00J)

a. **Basic Functions.** Serve as senior legal advisor to the Commander, and within NRSW; ensure appropriate legal expertise is available to address and resolve all legal issues of the Commander, and within NRSW; and manage, oversee, coordinate, and monitor all legal processes and resources under cognizance of the Commander.

b. **Duties and Responsibilities**

(1) As Director, Legal Support, serve as PM to:

- (a) Develop/implement policies and procedures;
- (b) Plan/allot manpower, material and resources;
- (c) Define/oversee professional development; and
- (d) Conceive/implement best business practices.

(2) As Staff Judge Advocate (SJA), perform statutory and regulatory duties relating to military justice; and exercise discretion/act on matters such as requests for funding, witnesses, depositions and other court-martial and military justice related matters;

(3) As Regional Ethics Counselor, advise and assist the Commander, and other command and functional program officials within NRSW in matters involving Joint Ethics Regulations (JER);

(4) As President of the Armed Forces Disciplinary Control Board (AFDCB), assist and advise the Commander, and other command and functional program officials within NRSW in "off-limits" and related determinations;

(5) Assist and advise the Commander in his role as Designated Commanding Officer (DCO) for foreign criminal jurisdiction/claims involving Navy and Marine Corps personnel within Mexico;

(6) Assist and advise the Commander in his role as Responsible Line Commander (RLC) for oversight of Navy medical, dental, and public works activities within the NRSW AOR;

(7) Assist and advise the Commander in his role as Initial Denial Authority (IDA) for Freedom of Information and Privacy Act requests; and oversee release of official records and other information;

(8) Assist and advise the Commander in his role as Officer Exercising General-court Martial Jurisdiction (OEGCMJ) for administrative discharge review; and for enlisted members, exercise discretion/act on routine administrative discharges, flag reviews, and requests for Other Than Honorable (OTH) discharges in lieu of trial by court martial;

(9) Assist, advise the Commander in his role as Regional Coordinator providing OEGCMJ services to requesting non-CNRSW commands within the NRSW AOR;

(10) Monitor/review/act on the following:

- (a) JAGMAN and administrative investigations;
- (b) Courts and boards of inquiry,
- (c) Detachments for cause;
- (d) Nonjudicial punishment/appeals;
- (e) Complaints of wrong;
- (f) Claims for and against the Navy;
- (g) Legal assistance and notary services;
- (h) Federal magistrate courts;
- (i) Voting matters;
- (j) Legislative review;

(k) Intergovernmental relations and community relations;

(11) And generally, assist, advise, and act for the Commander to ensure proper legal administration and the promotion of good order and discipline within the NRSW AOR.

c. **Organizational Relationship.** The Director, Legal Support reports to the Deputy/Chief of Staff. The Staff Judge Advocate reports to the Commander.

2403A DOD REGIONAL ENVIRONMENTAL COORDINATOR (REC) COUNSEL (N05RA1). The DoD REC Counsel is an Office of General Counsel (OGC) attorney responsible to assist and advise the Commander in all environmental law/compliance issues related to the Commander's role as DoD REC; and to provide liaison and coordination between various federal, state, and local governmental and regulatory agencies. The Counsel reports for day-to-day tasking to the ACOS Environmental and Deputy/Chief of Staff, and for professional oversight, to the Regional and Fleet Counsel.

2403B DON REC COUNSEL (05RA2). The DoN REC Counsel is a Navy judge advocate responsible to assist and advise the Commander in all environmental law/compliance related to the Commander's role as DoN REC; and to provide liaison and coordination between operational fleet activities, as well as various federal, state and local governmental and regulatory agencies. The DoN REC counsel reports to the ACOS Environmental and the Deputy/Chief of Staff; and for military matters and professional oversight, to Director, Legal Support/Staff Judge Advocate.

2403C REGIONAL COUNSEL (05RA3). Regional Counsel is an OGC attorney responsible to assist and advise the Commander, and other NRSW command and functional program officials, in matters involving contracting and procurement law, civilian personnel and labor law, fiscal and business law, intellectual property law, real estate law, litigation support, and all those areas of legal expertise traditionally handled by Navy OGC. For day-to-day tasking, the Regional Counsel reports to the Deputy/Chief of Staff, and for professional oversight, to the Fleet Counsel.

2404 DIRECTOR OF MILITARY MANPOWER

a. **Basic Function.** To advise the Commander on the most efficient and effective management of military billets and personnel in the NRSW AOR.

b. **Duties and Responsibilities.**

(1) Provide manpower information/recommendations to the Commander, Commanding Officers, Business Manager, ACOS's, Directors and Program Managers;

(2) Coordinate development of and maintain the Mission, Functions and Tasks Statement (MFT);

(3) Maintain the strategic plan for regional total force manpower management;

(4) Coordinate and recommend prioritization of manpower requirements for the Shore Manpower Requirement Determination (SMRD) and Management Advisory Studies (MAS);

(5) Coordinate development of Facts and Justification (F&J) for organizational changes;

(6) Submit Manpower Change Requests (MCR) to and interface with CINCPACFLT for TFMMS input and Activity Manpower Document (AMD) changes;

(7) Interface with EPMAC and NAVPERSCOM on personnel manning and distribution issues in the NRSW AOR;

(8) Coordinate/execute all personnel augmentation requirement taskers from CINCPACFLT in support of joint operations, Navy exercises, and deployments;

(9) Act as principal advisor and assistant to the Commander for Naval Reserve issues; review and comment on policies, procedures and criteria which affect Naval Reserve billets; serve as principal point of contact for reserves assigned to all commands in NRSW AOR;

(10) Coordinate/direct all Local Area Coordinator for Mobilization (LACMOB) responsibilities for the Commander;

(11) Develop/recommend policy and manage the Personnel Tracking System (PERTS) database for all military personnel in the NRSW AOR.

c. **Organizational Relationship.** The Director of Military Manpower reports to the Deputy/Chief of Staff.

**2405 DIRECTOR OF COMMAND EVALUATION/INSPECTOR GENERAL
(N07R/N00IG)**

a. **Basic Function.** Serve as Command Evaluation (CE) advisor and Inspector General to the Commander and all Navy Region Southwest (NRSW); ensure appropriate internal oversight promoting integrity and efficiency throughout the region for all functions.

b. **Duties and Responsibilities.**

(1) As Director of Command Evaluation and Inspector General serve as Program Manager to:

- (a) Develop/implement policies and procedures;
- (b) Plan/allot manpower, material and resources;
- (c) Define/oversee CE/IG professional development
- (d) And conceive/implement best business practices.

(2) As Senior Command Evaluator, advise and assist the Commander and other command and functional program officials within NRSW to:

(a) Ensure compliance with regulations through internal oversight. Review and evaluate operations and functions to assess operational efficiency, integrity and compliance with directives;

(b) Provide safeguards against waste, loss, unauthorized use, and mismanagement of assets;

(c) Develop policies and procedures designed and tailored to achieve intended;

(d) Oversee implementation and maintenance of internal control standards to ensure accurate and timely reporting of information and efficient use of resources to include audits, inspections, management assessments and other methods of evaluation and analysis as appropriate;

(e) Develop and install Management Control Programs;

(f) Coordinate and design Command Inspection Program;

(g) Serve as liaison for all external audit, assessment and inspection teams;

(h) And generally, provide independent and impartial assessments for improving mission accomplishment, integrity of command, and economical use of resources.

(3) As Inspector General, advise and assist the Commander and other command and functional program officials within NRSW to:

(a) Ensure investigation all matters identified as potential waste, fraud or abuse, to include all hotline complaints;

(b) Receive, evaluate and assign for investigation all internal and external complaints within the region;

(c) Review all case investigations, identify regulation violations and make recommendations for corrective action;

(d) Track recommendations presented from audit, assessment, inspection and investigation findings and

(e) Ensure hotlines for waste, fraud and abuse are established and maintained at all installations and at regional headquarters.

c. **Organizational Relationship.** The Director of Command Evaluation/Inspector General reports directly to the Deputy/Chief of Staff.

2406 DIRECTOR OF RELIGIOUS SERVICES (N08)

a. **Basic Function.** To advise the Commander in matters of religion and ministry and oversee the Regional Religious Program (RRP).

b. **Duties and Responsibilities**

(1) Provide professional assistance to the Commander in matters pertaining to the religious, moral and personal well-being of all persons assigned within NRSW AOR;

(2) Oversee the accomplishment of the CNO's Ministry Objectives via CINCPACFLT and NRSW for the region;

(3) Coordinate and oversee professional ongoing training for Chaplains, Religious Program Specialists (RPs), and other personnel assigned to the RPs;

(4) Provide leadership and assistance to the regional ministry teams throughout the Region with Religious Programming;

(5) Oversee regional Plan of Ministry for all stations/bases with consolidated services for worship, sacramental preparation, religious education, counseling and watch standing;

(6) Monitor the continuous development and utilization of appropriate standards for the assessment of ministry effectiveness and efficiency;

(7) Coordinate the consolidated area duty Chaplain watchbill;

(8) Coordinate the funerals/memorials duty Chaplain watchbill, to include reserve chaplains;

(9) Oversee screening boards for RP applicants;

(10) Support civic and professional activities, ceremonies, religious ceremonies and activities including funerals, changes of command, retirements, etc., as appropriate; and

(11) Maintain liaison with local clergy groups concerning the ministry of chaplains within the Navy and community. Particularly address the issue of the shortage of chaplains from specific faith groups such as Roman Catholic, Jewish and Muslim.

c. **Organizational Relationship.** The Director of Religious Services reports to the Deputy/Chief of Staff.

2407 DIRECTOR OF PUBLIC AFFAIRS (N09)

a. **Basic Function.** To serve as principal advisor on public affairs matters and coordinate Navy media relations, internal information, protocol and community relations programs for the Commander.

b. Duties and Responsibilities

(1) Advise and assist the Commander, CO's, ACOS's, Directors, PM's in coordinating and formulating public affairs programs and policy within NRSW AOR. This coordination includes dealing with the Navy's internal audience, communities, news media, other military services and federal, state and local government agencies;

(2) Serve as regional primary point of contact for news media. Coordinate Navy assistance and release of information to news media outlets. Market success stories of NRSW organizations and personnel;

(3) Serve as regional point of contact for requests from the civilian community for Navy assistance, if appropriate;

(4) Serve as NRSW principal community relations advisor and representative with community groups and organizations;

(5) Provide public affairs guidance, policy, assistance, and oversight;

(6) Disseminate public affairs information to NRSW organizations for use in their internal/external public affairs programs;

(7) Oversee administration of Guest of the Navy Cruise program;

(8) Coordinate NRSW participation in community events;

(9) Coordinate itineraries for visits by congressional and DOD-related groups and organizations;

(10) Evaluate speaking opportunities for the Commander, and research, write and edit speeches as required. Maintain communications points and regional statistical database for use by the Commander;

(11) Serve as the executive editor of the consolidated civilian enterprise military newspaper and NRSW web page;

(12) Supervise the Navy band and identify appropriate performance venues;

(13) Implement protocol procedures as necessary for foreign ship visits and other special projects assigned; and,

(14) Coordinate content for CNRSW web site and review regional websites for compliance with DoD web guidance.

b. **Organizational Relationship.** The Director of Public Affairs reports to the Deputy/Chief of Staff.

2407A. Band Director (09R1).

a. **Basic Function.** Assist and advise the Commander on technical and professional matters within assigned mission.

b. **Duties and Responsibilities.**

(1) Musical Director of Navy Band Southwest

(2) Provide technical advice on matters of protocol and ceremonial functions.

(3) Act as Regional Coordinator on all matters pertaining to usage of U.S. and foreign national anthems, whether performed live or on recorded medium, for shore commands and deployable units homeported within the region.

(4) Provide music for official functions of the Commander, Navy Region, Southwest and of the Fleet in accordance with (Mission and Functions of Official Navy Bands) BUPERSINST 5450.37A.

(5) Participate in events authorized by SECNAVINST 5720.44A. Prior approval of the Chief of Staff is required prior to participation in any event not clearly authorized.

(6) The Band Director shall coordinate the band's performances at events of personal interest to the Commander, Navy Region Southwest with the Director of Public Affairs and the Flag Secretary/Executive Assistant.

(7) Schedule performances and resolve all scheduling conflicts for the Band.

(8) Maintain direct liaison with all organizations requesting musical support.

(9) Maintain direct liaison with the staffs of COMNAVAIRPAC, COMNAVSURFPAC, and COMTHIRDFLT in matters relating to performances sponsored by them.

(10) Keep a record of all activities of the Band, shall originate all routine reports, and shall render such other reports of the Band's activities as may from time to time be required.

(11) In accordance with MILPERSMAN, Article 5370-010 and DOD Directive 5500.7-R, Chapter 8, members of Navy Band Southwest are permitted to engage as a musician in civilian employment for remuneration outside a military reservation during off duty hours. When the furnishing of such music results in competition with local civilian musicians, the Band member is prohibited from continuing in such off duty employment where a complaint is received and verified that the member is actually competing with local civilian musicians.

c. **Organizational Relationships.** Under the Director for Public Affairs, the Band Director, or in his absence, the senior enlisted musician shall uphold and enforce the highest standards of military appearance, musicianship, dignity, and conduct at each appearance or performance of the band. The Band Director is Director and de facto Officer-in-Charge of Navy Band Southwest, responsible for all facets of unit operation and management. He reports to Commander, Navy Region, Southwest for additional duty.

2408 COMMANDING OFFICER, CNRSW TRANSIENT PERSONNEL UNIT (N01RT)

a. **Basic Function.** To assist and advise the Commander on all matters pertaining to the safety, well being, and efficiency of Transient Personnel Unit (TPU) San Diego by ensuring the Navy wide transient pipeline remains free from stagnation by administratively processing, without delay, personnel who are:

(1) Enroute to assignment or pending separation.

(2) In a disciplinary status or restricted status.

b. **Duties and Responsibilities.**

(1) Directly responsible for the overall care, safety, discipline, utilization, and uniform processing of transient personnel assigned to TPU; the adequate training and supervision

of staff assigned; and the maintenance and sanitation of facilities.

(2) Develop and review all staffing and budget documents to anticipate deficiencies affecting operations and administrative efficiency.

(3) Establish policies and procedures for proper management of transient personnel.

(4) Authorize all supply purchases over \$500.00.

(5) Chair the Command Retention Team (quarterly).

(6) Chair the TPU Executive Steering Committee.

(7) Conduct NJP on all staff and transient personnel.

c. **Organizational Relationship.** Commanding Officer, CNRSW Transient Personnel Unit reports to the Deputy/Chief of Staff.

CHAPTER 3 - REGIONAL POLICY STATEMENTS

REGIONAL POLICY STATEMENT 1 MANAGEMENT OF WHITE SPACE ISSUES

1. During the regionalization process, a number of issues have arisen which do not fall clearly into one BOS functional area. A number of collateral duties and military functions, which were previously performed at all bases, require disposition within the framework of the new regional organization. We refer to these functions as "white space" issues.

2. The Regional Executive Steering Committee agreed to the following actions concerning specific "white space" issues:

a. All duties and collateral duties currently performed will remain in place until formally relieved or transferred.

b. The following programs will remain geographic programs under the auspices of the Installation Commanding Officer:

(1) Programs:

Watches

Non Judicial Punishment

Command Career Counselor

Command Retention Team

Base/Region Indoctrination

Professional Development Board

Sailor of the Year/Sailor of the Quarter

DAPA

PRT

Urinalysis Screening

CMEO

Frequency Management

Educational Services

Officer Candidate Programs
Tobacco Prevention
Command Financial Specialist
Savings Bond Program
Special Event Coordination (Local)
Navy Relief/Combined Federal Campaign
Ceremonies
Color Guard/Honor Guard
Base Clean-up/Material Condition
General Military Training
Sponsor Program

(2) The Installation CO will be responsible for the execution of these programs within the geographic AOR of the complex and has the authority to draw the resources required to accomplish these duties from functional resources assigned within the complex AOR.

REGIONAL POLICY STATEMENT 2 CHAIN OF COMMAND AND INDIVIDUAL IDENTITY

1. Critical definitions of roles are described in detail in the SORM. These roles have been shaped during regionalization by the input of each and every member of the Executive Steering Committee (ESC). All inputs have been considered and evaluated to ensure the best organization possible is the result. Assistant Chiefs of Staff (ACOS), through Program Managers, and Directors, provide installation policy and coordinate the resources to the Site Manager for each Installation Commanding Officer (CO). The CO of each installation is responsible for cross-functional management and mission execution. Site Managers are PRIDU to the Commanding Officers and ADDU to the ACOS/Directors. The Officers, Chief Petty Officers and Sailors on an installation support and report directly to the Installation Commanding Officer. Officers designated as Program Site Managers (Installation Department Heads) will coordinate with ACOS/PM/Directors, as appropriate, for resource support to

accomplish the specific installation's mission. It is important that each individual's role in the organization is well defined to avoid confusion and enhance team building.

2. Routing of leave chits, special request chits, or any personnel action form will follow the chain of command. A Sailor will submit their action request to their supervisor, who will forward the request through the local chain of command to the designated approving authority.

3. The individual's identity within the organization is of utmost importance. The change process breeds concern for self-identification. All COs are required to ensure all members of the installation and functional organization are briefed and understand their chain of command and role in the matrix organization.

REGIONAL POLICY STATEMENT 3 MILITARY PERFORMANCE EVALUATIONS

1. Installation Commanding Officers are the regular reporting senior to all assigned military personnel and will ensure that a fitness report or evaluation is submitted on the appropriate occasion per reference (m). Feeder reports for Program Site Managers from ACOS's/Program Managers are encouraged.

2. The Installation CO may delegate reporting senior authority to a lower level in accordance with reference (l).

3. In the event an ACOS or Director disagrees with the performance traits, comments, or promotion recommendation for a military Program Site Manager, they may submit a concurrent fitness report via the Installation CO.

4. Any administrative questions that arise should be directed to the Director, Administrative Services.

REGIONAL POLICY STATEMENT 4 CIVILIAN PERFORMANCE APPRAISALS

1. It is CNRSW's policy that the Civilian Performance Appraisal System essentially match the chain of command for the military performance evaluation system. That is, CNRSW civilian employees residing on an installation, and directly supporting the Commanding Officer of that installation, shall be rated by or through the Commanding Officer of that installation. For example, a site program manager for a CNRSW program would be rated by the cognizant installation Commanding Officer or his/her designee. The site manager would be responsible for the

performance evaluations of his/her subordinate CNRSW site employees. Any required approval or any challenge to a site manager's subordinates' appraisals would flow to and through the installation Commanding Officer.

2. There are some CNRSW directorates and programs that do not readily align under an installation Commanding Officer, as they provide a significant portion of their service to tenant and/or off-installation activities and commands. There is also a need for training, mentoring, and career development of the civilian workforce which can be more appropriately done by the Program Manager or Director. In such event, there is a need for flexibility in this policy. Consequently, mutually agreed upon deviations from this policy between the Commanding Officer and Director/ACOS/PM are authorized.

3. In all cases, regardless of who signs an appraisal as rating official, input on the performance of civilian subordinates is required/should be obtained from all associated Commanding Officers, ACOS's, Program Managers, and Directors.