

Realignment Part II: Further Enhancement of the Navy's Operational Environmental Readiness Posture

The spring 2001 issue of *Currents* discussed the formalization of the Navy's environmental readiness program, and the N45 structural realignment undertaken to support its successful implementation. In the two-plus years that have passed since that article was published, the concept of operational, or "mission," environmental readiness has become a fixed part of our professional lexicon, evolved in scope, and continuously legitimized as critical to the Navy's national defense mission.

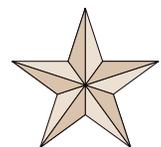
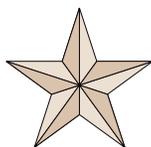
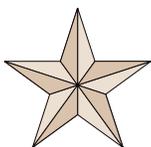
Two events occurred during fiscal year 2003 that clearly and profoundly demonstrate that mission readiness and environmental stewardship have become inextricably linked and interdependent. The first is the Range and Readiness Preservation Initiative (RRPI). RRPI is a major Department of Defense (DoD) legislative initiative designed to modify existing environmental laws to achieve a more rational and scientifically based balance between environmental stewardship and DoD's national defense mission. The second event is the standup of the Commander Navy Installations (CNI) organization (scheduled to occur at the end of FY 2003), a Navy organizational restructuring event that delineates between "mission" and "shore installation management" (SIM) responsibilities, and articulates the Navy's environmental readiness mission afloat and ashore in terms that are fully consistent with the Navy's war fighting mission and the Navy's environmental stewardship responsibilities as articulated in law.

Events like these, and the Navy's constantly expanding focus on operational environmental readiness issues, have validated the organizational changes we made in 2001, and led to another round of organizational review and analysis. Concurrent with this effort, we participated in a Workload Validation Assessment Study sponsored by the staff of the Chief of Naval Operations (OPNAV) in January of 2003.

The latter study resulted in a downsizing of the OPNAV staff including the elimination of 13 work years within our organization via the transfer of Shore Environmental Quality functions to the Navy Facilities Engineering Command (NAVFAC).

Internally, we assessed both the impact of the Workload Validation Study decision and our growing need to focus resources on operational issues. Our analysis was designed to determine how to streamline our existing organization to the maximum extent possible, while identifying those functional areas where additional capabilities were needed. Our overarching goal was to further enhance our ability to successfully address and resolve issues related to operational readiness, while establishing an organizational element dedicated to decreasing environmental program costs through innovation, implementation of best practices and adoption of enterprise solutions.

The resultant realignment of N45 resources was announced by email in July. Our new organization again shifts resources to better address operational readiness and range sustainment issues, and realigns remaining assets to expand our capabilities in selected areas. Our Environmental Restoration and Training Branch (N453) has been converted to the Special Assistant for Installation Restoration & Munitions Response (N45C). Our Operational Environmental Readiness and Planning Branch (N456) has been augmented and realigned to provide expanded support for Range Sustainment, Theater Assessment Program (TAP) implementation, the Navy's new Range Office, the Marine Mammal Program and



National Environmental Policy Act (NEPA) issues. Our Environmental Compliance and Pollution Prevention functions, previously managed by separate “Shore” (N451) and “Afloat” (N452) branches, have been consolidated into a single Afloat/Shore Environmental Systems Integration Branch (N452). Lastly, we established a Strategic Planning, Enterprise and Innovation Branch dedicated to business improvement, innovation, and cost reduction—the new N451.

In response to our downsizing and transfer of functions, and our organizational realignment decisions, NAVFAC has assumed additional responsibilities relative to providing expanded technical support to OPNAV and to echelon two commands. NAVFAC will also play an expanded role in the review and technical validation of environmental resource requirements (projects) during the Capabilities Assessment phase of the Planning, Programming, Budgeting and Execution System (PPBES) process.

services and support that enhances and sustains current and future Fleet Readiness and mission execution. CNI's core responsibility is to provide unified and consistent program management, standards, procedures, practices, and funding to manage and oversee shore installation support to the Fleet. Consistent with its mission and responsibilities, CNI will be the single budget submitting office for all SIM requirements, and will provide direction, resources and oversight for all SIM environmental programs.

Although CNI will assume all responsibility for SIM environmental requirements on 1 October 2003, all other major claimants will retain responsibility for the environmental functions required to ensure the successful completion of their mission. These “mission” environmental functions are those that support and sustain core processes and capabilities integral to Fleet operations and training, as well as research, development, acquisition, testing, operation, maintenance, overhaul and disposal of Navy platforms, systems, and ordnance.

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The changes outlined above reflect the full court press effort being made by Navy's Deputy Chief of Naval Operations for Fleet Readiness and Logistics (OPNAV N4) to match Fleet Readiness requirements to the mission, and to reduce current program costs via enterprise solutions, best practices and innovation. They also reflect the rapidly expanding role played by OPNAV N45, OPNAV N4 and the Navy in operational environmental matters that impact national security.

We are looking forward to and fully support stand up of the Commander Navy Installations (CNI) organization on 1 October 2003. CNI will be the Navy's single claimant for all Shore Installation Management (SIM) functions, and owner of all Navy real property (land, buildings and structures). CNI has been established to provide shore installation

The implementation of CNI, the realignment of CNO N45, and the growing demand from the Fleets to address operational environmental readiness issues will significantly impact how the Navy manages its environmental program. The establishment of CNI will provide opportunities for program efficiencies and improved effectiveness through the identification and implementation of standard procedures and best management practices. With OPNAV N45's increased focus on operational environmental functions, Navy headquarters is better prepared to help the operating forces meet current and future environmental requirements. ⚓

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