



2018 Secretary of Defense

Environmental Awards

Environmental Quality, Individual/Team

Mr. Frederick Javier

Background

Mr. Frederick Javier is a Physical Scientist for the 1st Special Operations Civil Engineer Squadron at Hurlburt Field, Florida. He began his 33-year Department of Defense (DoD) career in 1984 as an Avionics Airman and served 22 years in the United States Air Force, working the last four years of his career as a Maintenance Group Environmental Coordinator where he personally led the compliance efforts of 4,000 personnel. Upon retirement from active duty in 2006, he earned his Bachelor's degree in Environmental Science from the University of West Florida. Mr. Javier joined the Hurlburt Field environmental staff in 2008 and holds Florida certifications in asbestos inspection and stormwater management. He is also an Air Force Institute of Technology-certified Environmental Management System (EMS) Auditor. Hurlburt Field is the *Tip of the Spear for Air Force Special Operations*, and accomplishes

missions with 11,000+ dedicated military and civilian personnel, utilizing 55 fixed and tilt-rotor aircraft including the CV-22 Osprey, AC-130U Spooky Gunship, MC-130H Combat Talon II, and U-28A.

Position Description

Mr. Javier is Hurlburt Field's Program Manager for hazardous materials (HAZMAT), toxic substances, solid waste, recycling, environmental training, and environmental planning. Additionally, when civil service employee turnover and contract support loss resulted in a severe personnel shortage, he voluntarily stepped forward to lead the air, water, wastewater, tanks, cultural resources, and natural resources programs for extended periods during the accomplishment period. Despite his increased workload, Mr. Javier did not simply maintain the status quo with these programs. Through hard work and innovation, he took each program to new heights of excellence.



Mr. Frederick Javier

Mr. Javier is a Physical Scientist for the 1st Special Operations Civil Engineer Squadron at Hurlburt Field, Florida. He manages multiple environmental quality programs to protect a biologically diverse Base that is home to many rare species, including endangered flatwoods salamanders and red-cockaded woodpeckers.

Summary of Accomplishments

Mr. Javier's dedication to the mission, community, and environment are unsurpassed. He puts tremendous effort into educating the people of Hurlburt Field and has created an organizational culture of *Compliance through Education*. Evidence of his successful approach include the 2017 Air Force Outstanding Civil Engineer Unit Award, 2016 Major General Dale R. Eulberg Award, National Arbor Day Foundation Tree City Award in 2015 and 2016, Florida Department of Environmental Protection (FDEP) Clean Marina Award in 2015 and 2016, and Bear Wise Community Designation from the Florida Fish and Wildlife Conservation Commission (FWC).



Hurlburt Field Clean Marina

Mr. Javier was instrumental in Hurlburt Field's Clean Marina designation by FDEP for incorporating environmental best practices that exceed regulatory requirements. One of his creative clean-up measures was utilizing Airmen from Hurlburt's Special Tactics Training Squadron to conduct an underwater sweep of the marina basin, smartly combining volunteer service and combat scuba-diving training.

Waste Reduction Efforts

Mr. Javier was directly responsible for resurrecting Hurlburt Field's Qualified Recycling Program (QRP) when falling commodity prices severely impacted the program. To restore the QRP's economic viability, he conducted a comprehensive Commodity Market Analysis and developed a new market-driven QRP budget. He also worked closely with recycling facility leadership to change operating practices necessary to cut costs and improve efficiency. Mr. Javier's efforts transformed Hurlburt Field's QRP from one on the verge of ceasing operations to a self-sustaining program that diverted 550 tons of material from landfills and produced \$369,000 in revenue. He also ensured the QRP made a positive impact on the local community by reusing excess dormitory furniture at seven non-profit organizations, including the local homeless veteran's shelter.

When Mr. Javier observed a significant increase in the amount of waste fuel being generated, he quickly launched a process improvement effort to identify the cause.

Through field research and meetings with stakeholders, he determined the root cause of the increase was confusion among personnel regarding the distinction between off-specification fuel and waste fuel. This led to commingling of these two products during maintenance activities. While off-specification fuel can be reused for many purposes, waste fuel has little value and is often disposed of as hazardous waste at high expenses. Mr. Javier completely transformed Hurlburt Field's off-specification/waste fuel collection process by educating the workforce and implementing enhanced process controls. The quantity of waste fuel generated plunged from 13,000 gallons per year to less than 1,000 gallons avoiding over \$80,000 in disposal costs alone.



Self-Sustaining Recycling Program

Mr. Javier resurrected Hurlburt Field's QRP when falling commodity prices severely impacted the program. He restored the QRP to economic viability through a Commodity Market Analysis, a market-driven budget, and changing operating practices necessary to cut costs and improve efficiency.

Mr. Javier significantly reduced HAZMAT inventories and waste by ensuring HAZMAT purchases are made in the smallest quantities practical and only by authorized personnel. He accomplished this by completely revalidating all Hurlburt Field specific information contained in the Air Force Enterprise Environmental, Safety, and Occupational Health Management Information System (EESOH-MIS). EESOH-MIS is used to track HAZMAT

requests, authorization, and usage, so up-to-date account information is critical. In a massive undertaking, Mr. Javier wiped the data slate clean and rebuilt all 161 Hurlburt Field EESOH-MIS shop accounts and processed new system authorizations for over 600 Base users. The quality of his work was validated by two Air Force EESOH-MIS account audits that found zero discrepancies in Hurlburt Field's data.

Mr. Javier expanded the use of reclaimed water from Hurlburt Field's wastewater treatment plant. Reclaimed water is treated to a higher level so it can be used to replace potable water in appropriate circumstances such as landscape irrigation. Mr. Javier took reclaimed water usage to the next level by incorporating its use in numerous industrial processes such as aircraft wash racks, fire training pit, and facility cooling towers. Thanks to his forward thinking, Hurlburt Field produced and used more than 89 million gallons of reclaimed water during the accomplishment period.

Environmental Management

Mr. Javier is a driving force in Hurlburt Field's stellar EMS. Each year he assembles a team of cross-functional subject matter experts to evaluate Base EMS goals, objectives, and targets and produce course correction updates as necessary. His deliberate process keeps the program goal-focused and resulted in a successful external EMS audit in 2016 and Unit Effectiveness Inspection in 2017. Both reviews declared the Hurlburt Field EMS in conformance with all 17 elements of the International Organization for Standardization (ISO) 14001 requirements. Impressively, the reviews identified five commendable practices and one Best Management Practice, with not a single negative finding noted. Hurlburt Field's EMS was also one of only 7 of the 86 Air Force EMS appropriate facilities to earn

a perfect score on an Air Force-wide gap analysis evaluation.

Mr. Javier created concise Hurlburt Field-specific training presentations covering EMS, stormwater, HAZMAT, hazardous waste, and water conservation. He used these modules in his in-person trainings and made them available online for shift workers and others unable to attend his classes. Mr. Javier is dedicated to education and goes to great lengths to keep environmental awareness high on Hurlburt Field. He personally briefs EMS fundamentals to every Base newcomer during Newcomers Orientation and reaches over 1,000 military personnel and family members each year.



Keeping Environmental Awareness High

Mr. Javier briefs environmental fundamentals to every new arrival during the Base Newcomers Orientation program and reaches over 1,000 military personnel and family members each year.

Mr. Javier also created and maintains Hurlburt Field's EMS Facebook page which provides a forum for daily information sharing posts and gives the community a great instant feedback loop. Additionally, Mr. Javier built and maintains eDASH, a robust online educational, document management, and communications site, that gives Base personnel constant world-wide access to all Hurlburt Field environmental information. He also published 24 monthly EMS Newsletters during this

accomplishment period. The positive impact of his education efforts were proven during two recent inspections in which an amazing 100 percent of personnel interviewed understood their environmental responsibilities and were aware of Hurlburt Field's Environmental Policy.

Mr. Javier integrated environmental management into the mission by training a team of over 100 Unit Environmental Coordinators (UECs) to serve as the EMS conduit between the Base environmental function and units. UECs manage and monitor EMS requirements at the operational level and ensure compliance, energy, and transportation impacts are considered for each task. Mr. Javier developed Hurlburt Field-specific training materials and personally trains every new UEC so they understand Base environmental goals, objectives, and targets well enough to make them a part of their organizational culture. In addition to being a compliance force multiplier, the UEC program has built strong rapport between the environmental element and other Base organizations.

Mr. Javier's interaction with regulators is outstanding and is directly credited to the great trust they have in his demonstrated technical expertise. This is especially important since Hurlburt Field is a very complex regulatory environment with Santa Rosa Sound to the south, the vast East Bay River Swamp to the north, and jurisdictional wetlands covering 52% of the Base's 6,000 acres. This unique environment drives greater permitting requirements than many Bases. Hurlburt Field currently manages approximately 150 environmental permits and received zero permit enforcement actions during the accomplishment period.

Effective Use of Funds

Mr. Javier surmounted funding shortages by fully utilizing every available grant and partnering opportunity. He secured a \$158,000 grant from the FWC to restore protected flatwoods salamander habitat at two wetland ponds on Base. He also secured a National Public Lands DoD Legacy Award grant for migratory bird nesting enhancements and coordinated with a local university to conduct a no-cost swordtail fish and apple snail invasive species survey in Base waters. Mr. Javier partnered with Okaloosa County to dispose of over 500 pounds of excess HAZMAT at no cost and also got the county to sponsor two household hazardous waste events on Base with 600 people turning in 56,000 pounds which was disposed of at no cost to the Air Force.

Mr. Javier overcame an environmental manpower shortage by creatively expanding the use of volunteers. His many volunteer projects included training and leading volunteers in sampling 300 acres of endangered species habitat to meet permit mitigation requirements and leading 64 volunteers to upgrade Hurlburt Field's 1.5-mile-long Grace Brown Nature Trail. Volunteers also conducted nine tree planting events with the largest being a complete remake of all landscaping at the Base campground. Mr. Javier also utilized volunteers to remove invasive plants around the Base marina and replace with over 500 stands of native beach grass.

Mr. Javier reduced Hurlburt Field's hazardous waste disposal costs by implementing an innovative process for product reuse. His reuse program directs the reutilization of military specification materials with expired use-by dates in other processes that do not require the extreme specification quality standards. For instance,

many aircraft adhesives and sealants have a firm use-by date that renders them unfit for their intended purpose even though they are still of high quality. Rather than process this expired material as hazardous waste, Mr. Javier ensures these products are used in other equipment with less stringent quality standards. His process eliminates disposal costs and reduces the need to purchase new materials.



Reducing Waste Through Reuse

Mr. Javier reduced hazardous waste disposal costs by implementing reutilization of military specification materials. Materials with expired 'use-by' dates are used in other processes that do not require the stringent specification quality standards.

Mr. Javier also saved money by implementing a hazardous waste training exclusion he identified in Florida's environmental regulations. The exclusion allows Hurlburt Field to conduct fire extinguisher training with expired units rather than disposing of them and their contents as regulated waste. His new process provides a hands-on training opportunity and ensures the dry chemical contents are safely dispensed into collection containers. This greatly reduces cost because now the Base only pays regulated waste disposal rates for the dry chemical and not the weight of the fire extinguisher. Hurlburt Field processed 500 fire extinguishers under this exclusion saving approximately \$30/unit for a total savings of \$15,000. An added benefit is the empty units

are now sold as scrap metal to earn QRP revenue.

Community Relations

Mr. Javier believes education is the key to great community relations and works tirelessly to keep people informed and involved. He presented environmental education at nine Base-wide events reaching over 6,000 people. Youth Center classes are also a key component of his educational efforts and he has presented on subjects including bats, bees, woodpeckers, and native garden pollinator enhancement. He also helped the Youth Center successfully attain Nature Explore Classroom certification for two classrooms.

Mr. Javier improved relations with surrounding communities by setting the gold standard in properly managing the area's black bear population. He hosted three bear aversion training classes attended by over 100 people including local code enforcement and police personnel. He also organized a highly effective town hall meeting with residents to improve public safety, bear welfare, and reduce human/bear conflicts by educating the public on food source elimination. Additionally, he worked closely with the Base public affairs office to create a Hurlburt Field-specific bear safety video that is shown on the Base Commander's television channel and is posted on the Base Facebook page. Never afraid to get his hands dirty, Mr. Javier designed, built, and installed bear proof latches on all 144 Base dumpsters to eliminate a major food source. The FWC designated Hurlburt Field a *Bear Wise Community* in recognition of the positive impacts of his bear management work.

Mr. Javier is active in the local community and served as a State Science and Engineering Fair project judge for the past two years. He also led Hurlburt Field's participation in the Okaloosa school district's

S.C.I.E.N.C.E. program, a new initiative funded by a \$2.5 million DoD Education Activity grant. He was instrumental in implementing the eMammal portion of this program on Hurlburt Field. eMammal is a cyber-tool for camera trap data management and archiving that enlists the help of local school children and is designed to be useful to scientists for photo collection. The students use their camera trap pictures to identify and study animals and then upload them to the Smithsonian Institute site for review and archiving.

Mr. Javier built community relations by being respectful of neighboring communities and participating in every available partnering opportunity. His active participation in the Tri-County Community Partnership Initiative (TCPI) is an example of Hurlburt Field's unwavering dedication to the community. TCPI is a framework through which military Base, civic, and business leaders collaborate to develop creative ways to leverage respective capabilities and resources to reduce operating costs, increase capabilities, and improve services. Mr. Javier is also Hurlburt Field's liaison to the Sentinel Landscape Partnership. The Partnership is a United States Departments of Agriculture, Defense, and the Interior collaboration dedicated to promoting natural resource sustainability in areas surrounding military Bases by protecting at-risk and endangered species, enhancing critical wildlife habitat, and restoring natural lands.

NEPA Planning, Analysis, and Implementation

Mr. Javier implemented highly effective processes to ensure proposed action subject to National Environmental Policy Act (NEPA) analysis receives methodical scrutiny from a team of subject matter experts. As a rapidly growing Base consisting of 52% wetlands, Hurlburt Field's

environmental analysis requirements are unique in scope and complexity. He led the NEPA Team's evaluation of 112 military construction projects valued at \$378 million. The Team also made environmental analysis an integral part of daily planning and decision-making by thoroughly reviewing the potential impacts of 645 maintenance and repair work requests, 511 dig permit requests, and 282 construction designs.

The NEPA Team brainstormed and implemented innovative ideas for making Hurlburt Field's \$147 million Combat Aircraft Parking Apron (CAPA) construction project as environmentally friendly and cost effective as possible. One outcome was an agreement to exchange 600,000 cubic yards of excavated material from the CAPA construction site for 1.5 million cubic yards of fill material from the Eglin Air Force Base Range saving \$15 million in material acquisition costs. While the CAPA excavation material is not suitable for construction, it is nutrient rich and will be perfect for habitat enhancement projects on the Eglin Range. This agreement is a winner for both Bases, and another example of how Mr. Javier regularly identifies innovative ways to reduce project costs and improve the environment.

Mr. Javier was instrumental in successfully completing a comprehensive update of Hurlburt Field's Installation Development Plan (IDP). This forward-thinking IDP will guide future development to improve mission effectiveness and enhance the natural and built environments to best leverage resources. The NEPA Team smartly grouped 40 potential capital improvement projects scheduled over the next 20 years into a single programmatic environmental assessment. Evaluating all projects simultaneously provided for much better analysis of potential

cumulative impacts and saved over \$200,000 in assessment costs.



CV-22 Flight Operations

CV-22 crews conduct flight operations training above Hurlburt Field's pristine Santa Rosa Sound. Responsibly increasing the number of CV-22s assigned to Hurlburt Field was one of the NEPA challenges successfully addressed in Mr. Javier's update of the IDP.

Mr. Javier and the NEPA Team expertly managed six large environmental assessments costing \$1.4 million, and delivered each on-schedule and on-budget. Another success was negotiating a 107-acre wetland mitigation agreement with the FDEP to facilitate construction of a \$34.7 million aircraft maintenance hangar. He also completed 11 public notices to keep the community informed and maintain their trust and support.

Mr. Javier's superior accomplishments across numerous environmental areas epitomize a DoD environmental thought leader with significant and lasting impacts.