

**FY09 CHIEF OF NAVAL OPERATIONS  
ENVIRONMENTAL AWARDS**

**ENVIRONMENTAL QUALITY – TEAM/INDIVIDUAL**

**Background:**

Nominee's Name: Mr. Awni M. Almasri  
Title: Regional Environmental Program Manager (N40/N45)  
Employing Organization: Naval Facilities Engineering Command, Europe Africa Southwest Asia (NAVFAC EURAFSWA)  
E-mail: [awni.almasri@me.navy.mil](mailto:awni.almasri@me.navy.mil)

**Position Description:**

Subsequent to the transition of Navy Region Southwest Asia (NRSWA) and Navy Region Europe (NRE), Mr. Almasri continues to serve in a Regional capacity providing quality, timely and cost effective environmental services to installations and operating sites within Southwest Asia (SWA). He also continues to serve as the Installation Environmental Program Manager (IEPM) for Naval Support Activity (NSA) Bahrain, United Arab Emirates, and Camp Lemonier in Djibouti (CLDJ). As a result of the COMFIFTHFLT and COMUSNAVCENT delegation of N40 environmental functions to Commander, Navy Region Europe Africa and Southwest Asia (CNREURAFSWA) earlier this year, Mr. Almasri has also been assigned the management of the Regional Environmental Coordinator (REC), Navy On-Scene Coordinator (NOSC), and Environmental Lead Service Component (ELSC) programs in the NAVCENT Area of Responsibility (AOR).

As the single most important installation in Southwest Asia, NSA Bahrain is the epicenter of all support operations in the turbulent Middle East. Despite the continual increase in operational tempo, coupled with Department of Defense budget and manpower constraints, Mr. Almasri continues his Regional and Fleet support in this extremely dynamic and vitally important AOR.

The NSA Bahrain Environmental Team (ENV) provides the full spectrum of environmental services in support of U.S. and Coalition Forces operating throughout the CENTCOM AOR - the importance of which is aptly illustrated by our increasing operations tempo: ENV responded to more than 1,200 service calls providing support to more than 155 U.S. Navy and coalition ships in managing more than 320 tons of shipboard hazardous waste (HW) offloaded in Bahrain and the United Arab Emirates (UAE).

Under Mr. Almasri's proactive leadership, ENV continues its unwavering support by adapting to tenant commands' and Fleet needs, initiating new programs and improving existing ones to enhance the Quality of Life (QOL) for NSA Bahrain personnel, tenant commands, FIFTH Fleet, and the surrounding communities. Additionally, the impact of the return of dependents to SWA for the first time since 2004 had little or no impact to the ENV, which is a testament to his successful management and leadership.

Mr. Almasri continually manages broad and complex multi-media environmental programs in diverse cultural, physical and geo-political environments. His hard work and tireless efforts were the main reasons for NSA Bahrain to successfully pass the recent external Environmental Management System (EMS) audit resulting in the base declaring conformance to ISO 14001:2004 EMS.

Mr. Almasri provides multifaceted support in what currently is the most dynamic military theater in the world. He has been diligently working on launching a new program authorizing COMFIFTHFLT vessels

operating in the Horn of Africa (HOA) to offload HW in Djibouti. This program will reduce FLEET's HW management cost and storage requirement making offloading HW possible in the HOA rather than waiting to come to Bahrain or UAE (the current two authorized HW offload locations for the FLEET). Establishing this new program has required exercising considerable judgment and ingenuity in interpreting, adapting and applying the broad and general policy guidance already in place throughout the AOR. Mr. Almasri successfully coordinated this effort with all stakeholders which resulted in the Host Nation (HN) providing approval to use their ports for the offload the Fleet's HW.

A key to supporting the long-term mission of NSA Bahrain is to ensure that new programs are maintained and transferred between changes in command. Through the development of a user-friendly Environmental Management System (EMS) and frequent training of base personnel, the longevity of beneficial waste reduction, pollution prevention, environmental training, and spill response programs will be maintained. In time, lessons learned and pitfalls overcome will become standard tools that others will learn from and apply to other areas of environmental management.

### *Reaching New Heights of Excellence*

- Djibouti's Minister of Environment lauded our pollution prevention and awareness training efforts via an unprecedented letter of appreciation.
- Winner of Honorable Mention in the 2008 White House "Closing the Circle" award for superior achievement in pollution prevention.
- Winner of the FY2008 CNO Environmental Award for Pollution Prevention.

### *Taking Action and Delivering Results...*

Mr. Almasri took action and delivered results by increasing the operational tempo of environmental personnel to meet and exceed the Fleet's needs. The operational and administrative improvements dramatically improved the performance, efficiency, and capability of NSA Bahrain, its 85 tenant commands, and the Fleet.

During the past two years, NSA Bahrain Environmental Staff responded to more than 1,200 service calls supporting 158 U.S. Navy and coalition ships with processing the disposal and recycling of shipboard HW and HAZMATs offloaded at the Ports of Mina Salman in Bahrain and Jebel Ali in the UAE..

### *Environmental Management System*

NSA Bahrain declared conformance to ISO 14001:2004 EMS standard in May 2009. NSA Bahrain Proactive EMS Initiatives:

- Excellent use of multi-media to promulgate the NSA Bahrain EMS. The practice of face-to-face contact, use of bulletin boards, brochures, emails, newspaper articles, Earth Day, and posting on the NSA Bahrain website illustrate a continued commitment to promoting environmental management of significant aspects.
- Environmental Awareness is excellent throughout the base in spite of the difficulties presented by frequent staff rotation. The Environmental staff deploys an aggressive day-to-day hands-on execution and management of the NSA Bahrain EMS, conducting frequent in-house audits providing immediate feedback to ensure continuous process improvement.
- In the most recent EMS external audit, the lead auditor noted the process for finding and correcting compliance deficiencies is excellent and well documented.
- Development and distribution of the COMPLIANCE CHECK – A Practical Guide to Environmental Issues. All Shop Environmental Coordinators receive a laminated copy of the guide. The Guide is an

excellent tool with step by step guidance to achieve all environmental media requirements applicable to NSA Bahrain.

- The NSA Bahrain Commanding Officer signed a memorandum requesting EMS language is incorporated into NSA Bahrain contracts.
- Cross –functional teams are used to find solutions to environmental challenges. For example, “Hazardous Material Usage” is the second most significant aspect at NSA Bahrain. The Target, Strategy and Timeline were developed by establishing a cross-functional team to address the issue. The Environmental Director is a member of the Hazardous Material Control and Management (HMC&M) Committee. This committee meets every month to discuss HM issues. This cross-functional team clearly defined the objective, then established a target, strategy and timeline for completion. A Navy wide goal is to reduce HM used, thereby reducing the amount of HW disposal.
- On the job training is conducted by the environmental staff to ensure newly assigned HW Handlers are supervised until they reach the acceptable level of competency. Daily, weekly, and monthly follow-on site visits and inspections ensure proficiency remains high.
- Document control is excellent. Documents and records inventory is maintained in a strictly controlled library system and each is labeled with an alpha-numeric code for ease in access and control. The entire document inventory is maintained on the NSA Bahrain shared drive.

**Waste Reduction/Recycling Program**

One of the major challenges in this part of the world is the continual rotation of personnel. To minimize the negative impact from lack of continuity, Mr. Almasri developed a COMPLIANCE CHECK– A Practical Guide to Environmental Issues. This guide has been distributed to all shops on base. This guide addresses all media and provides easy to follow, step-by-step, procedures to maintaining compliance. This guide has provided significant help to incoming personnel and detachments.

Mr. Almasri’s close relations with the Host Nations are responsible for obtaining unprecedented approval to utilize the local HW incinerator for the treatment of the HW generated by US Forces in the AOR. In-country disposal of HW has not just reduced HW disposal cost by at least 30%, it has also eliminated potential legal liabilities that may result from exporting HW overseas to Europe or Canada for disposal. In addition, in-country disposal of HW has also eliminated the need for additional storage capacity because the waste is transported to the incinerator facility within days of turn-in to ENV.

Mr. Almasri’s proactive and aggressive approach to recycling and waste minimization has resulted in the massive reduction of approximately 60% in hazardous waste disposal quantity and a reduction of over 79% in HW disposal cost when comparing the past two years data to the baseline.

<b>CATEGORY</b>	<b>QUANTITY (TONS)</b>	<b>DISPOSAL COST (\$)</b>
HW Baseline (For 2 yrs)	360	1,340,000
HW Disposal (FYs 08 & 09)	151	274,146

- Stays in close contact with the FLEET to provide guidance on AFLOAT compliance in the AOR.
  - The HW Minimization program is responsible for the massive decrease in HW disposal quantity and HW disposal cost. Implementing effective Pollution Prevention techniques, this program resulted in a diversion of more than 1,000 tons from the HW stream and reduced disposal cost by over \$2,500,000 over the past two fiscal years.

- More than 3,000 drums with a total of approximately 270 tons of oily rags were **washed and reused** in the past two years resulting in a reduction of over \$800,000 in HW disposal cost and over 50% in disposal quantities.
- Diverted and recycled over 135 tons of aerosol cans, oil filters, batteries, and fluorescent light bulbs reducing the HW disposal cost by over \$370,000.
- Successfully negotiated unprecedented approval from the HN to incinerate over 75% of the HW in-country at a local HW incinerator in Bahrain. In addition to reducing HW disposal cost by over \$205,000 comparing to the Defense Reutilization and Marketing Service (DRMS) disposal cost, this has also resulted in the elimination of the need to expand the current HW storage area to absorb the increase in HW quantities as well as the elimination of potential liabilities that may result from exporting HW to Europe or other locations for disposal.
- Over 10,500 pre-used drums were **washed and reused** in the past two years resulting in a reduction of over \$281,000 in HW disposal cost. The washed drums were issued back to the Fleet free of charge reducing procurement cost by over \$650,000.
- Over 1,350 drums with a total weight of over 240 tons of used oil were recycled reducing disposal cost by over \$550,000
- Provided training to local government officials including security, environmental, safety, and military personnel on numerous environmental topics. The NSA Bahrain environmental program ensures involvement of HN personnel to increase awareness and public understanding of environmental issues.
- Processed over 1,000 tons of hazardous waste, which were reduced to a disposal quantity of approximately 150 tons using Pollution Prevention (P2) techniques to reduce, minimize and recycle.

CATEGORY	(TONS)	Cost Avoidance (\$)	CATEGORY	(TON S)	Cost Avoidance (\$)
Used Oil	243	577,820	Aerosol Cans	5	10,805
Dirty Towels	271	813,630	Batteries	54	195,008
Fluorescent Bulbs	39	75,601	Toner Cartridges	10	27,594
Fuel/Oil Filters	30	67,865	Used HW Drums	218	281,414
In-Country HW Disposal	137	479,664	<b>Total Qty/Cost Avoidance</b>	<b>1,007</b>	<b>2,529,401</b>

Mr. Almasri's proactive and organized approach to recycling contributed to the remarkable solid waste reduction, pollution prevention, conservation of natural resources and the improvement of the overall quality of life at NSA Bahrain.

- Diverted over 2,000 tons of aluminum cans, scrap metals, tires, wood, plastic bottles, paper, cardboard and others from the solid waste stream achieving a disposal cost avoidance of over \$169,000 generating over \$43,000 of sale proceeds supporting the NSA Bahrain's ENV programs.

CATEGORY	(TONS)	CATEGORY	(TONS)
Mixed Paper	50.50	Tires	13.10
Cardboard	411.20	PET Bottles	3.70
Scrap Metal	157.80	Mixed Plastic	18.90
Aluminum Cans	15.10	Scrap Wood	1,337.70
Brass	14.00	Cooking Oil/Grease	46.60
Textiles	19.90	<b>Total Quantity (Tons)</b>	<b>2,088.50</b>
		<b>Total Cost Avoidance (\$)</b>	<b>160,553.00</b>

## Education, Outreach, and Partnering

As a result of Marine Pollution 73/78 (MARPOL 73/78) declaring the Arabian Gulf as a special area, Mr. Almasri was quick in setting up a 2-day training program assisting the HN in establishing Port State Control (PSC) and surveillance programs aimed at monitoring the Gulf for illegal discharges.

Engaging HN communities and officials proved to be of paramount importance to the success of our programs. Representatives from surrounding communities and private contractors participated in this year's oil-spill drills and a Spill Prevention Table Top Exercise. Representatives from Bahrain, UAE, Saudi Arabia, Kuwait, Oman, Qatar, Iraq, and Djibouti participated in the Navy's various activities including the HAZWOPER training, Oil and Hazardous Substance (OHS) Table Top Exercises (TTX); OHS spill response equipment deployment exercises in Jebel Ai and Fujairah in the UAE, and in the Port of Mina Salman in Bahrain.

Additionally, Mr. Almasri and other environmental staff participated in several HN environmental training and oil spill exercises in the UAE, Bahrain, and Saudi Arabia.

In support of USAFRICOM, Mr. Awni Almasri actively participated in the USAFRICOM sponsored Waste Management Workshop that was held in Djibouti. This workshop combined with other Navy HAZWOPER training has strengthened our long-lasting relationship with the HN and reaffirmed the US Navy's commitment to protecting the environment of Djibouti and surrounding communities

- More than 25 US and Host Nation representatives participated in this interactive, one-day, workshop and discussed various environmental issues related to hazardous, solid, and medical waste management including landfill design, waste minimization, recycling and disposal. The workshop also addressed readiness to respond to oil spills off the coast of Djibouti.

## Community Service:

### Supporting the Local Community...

Every Day is Earth Day –This was the theme of this years weeklong earth day celebration lead by Mr. Almasri.

- More than 500 service members, DoD personnel, DoDDS children and Host Nation personnel participated in the weeklong 2008 and 2009 Earth Week celebrations and Foreign Object Disposal (FOD) walk down activities that aimed at increasing awareness and making pledges to protect the environment.
  - Over 175 tons of trash were removed of which over 21% were recycled. Earth Week emphasized that every day is Earth Day – a time to act to protect our planet.
  - Each day during Earth Week, Mr. Almasri sent out Earth Day articles with information on environmental protection and ways to implement measures that will help protect the environment. Additionally, a booth was set up on the facility and manned by ENV personnel providing passersby with environmental tips such as energy conservation and explained informational posters that were on display to more than 75 visitors daily.
- Represented the US forces in SWA at numerous environmental conferences including the Offshore Arabia 2009 conference which was aimed at protecting the natural resources of the Arabian Gulf.
- Mr. Almasri's oil spill TTX has proven successful in forming coalition of various backgrounds and experiences to combat oil spills. This extremely popular event has attracted 75-100 representatives each year from the US, HN and other countries to present possible solutions to various spill scenarios.