

**FY13 CHIEF OF NAVAL OPERATIONS
ENVIRONMENTAL AWARDS**

ENVIRONMENTAL QUALITY – TEAM/INDIVIDUAL

Background:

Nominee's Name: Dr. Awni M. Almasri
Title: Regional Environmental Coordinator (N40/N45)
Employing Organization: Naval Facilities Engineering Command Europe Africa & Southwest Asia (NAVFAC EURAFSWA)
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Position Description:

Subsequent to the transition of Navy Region Southwest Asia (NRSWA) and Navy Region Europe (NRE), Dr. 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 Director (IEPD) for Naval Support Activity (NSA) Bahrain, Waterfront Development (NSA II), Isa Air Base, United Arab Emirates ports of Jebel Ali and Fujairah; Bahrain ports of Mina Salman and Khalifa Bin Salman; 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), Dr. Almasri has also been assigned the management of the Regional Environmental Coordinator (REC), Navy On-Scene Coordinator (NOSC), and Lead Environmental Lead Component (LEC) 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, Dr. 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 1,800 service calls providing support to more than 210 U.S. Navy and coalition ships in managing more than 590 tons of shipboard hazardous waste (HW) offloaded in Bahrain and the United Arab Emirates (UAE).

Under Dr. 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 adding recently adding a new Installation, Waterfront Development (NSAII), to his already wide AOR had little or no impact to the ENV, which is a testament to his successful management and leadership.

Dr. 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 re-declaring conformance to ISO 14001:2004 EMS.

Dr. Almasri provides multifaceted support in what currently is the most dynamic military theater in the world. He has successfully coordinated with the Host Nations (HN) and other stakeholders the revalidation of the Final Governing Standards (FGS) documents for the UAE and Bahrain. Without his efforts, the two countries will still be using outdated FGS documents that were developed in early 2000. As soon as NAVCENT delegated the LEC authority to the CNREURAFSWA, Awni worked with CNIC to obtain the required funding and immediately started coordinating with HNs and other stakeholders. The end result was two, up-to-date, FGS documents that CENTCOM signed in March 2012. Dr. Almasri is already planning the FGS update every 5 years in accordance with the recently signed DODINST 4715.05, Management of Environmental Compliance at Overseas Installations. .

Fostering good relations and working closely with our Host Nations combined with focusing on the mission are behind Awni's successful leadership and management. He has worked diligently with our HNs to form a plan to properly manage oil spills and to ensure the Navy's and Host Nation plans are compatible. Maintaining this highly successful 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. Dr. Almasri represented the US Navy at various workshops and meetings with the HNs and continues to conduct environmental and oil spill management workshops and exercises each year to formulate a plan to prevent, and if necessary, properly respond to oil spill incidents.

Despite his busy work schedule and other responsibilities, Dr. Almasri persevered over the past two years to complete the requirements for the Doctorate program in Business Administration. He worked closely with the Gulf Cooperative Council (GCC) Marine Emergency and Mutual Aid Center (MEMAC) to complete his dissertation on the management of oil spills in the Regional Organization for the Protection of Marine Environment (ROPME) Sea Area. The ROPME Sea Area covers the area that is known as the Arabian or Persian Gulf. His thesis was well received and has been added to the MEMAC's library.

What is particularly noteworthy in reviewing Dr. Almasri's accomplishments is the fact that the programs did not sacrifice other areas of environmental compliance to increased regulatory scrutiny or operating expense. By specifically targeting source reduction and recycling, the programs he designed and managed actually reduced costs by over 6 million dollars over the past two years. The implemented programs also target the life cycle nature of the activities thereby assuring continued savings into the future.

Reaching New Heights of Excellence

- Recipient of the UAE Emirate of Fujairah letter of recognition and plaque for outstanding environmental training program.
- Recipient of the Qatari Armed Forces (QAF) plaque in recognition of support and assistance in developing the QAF waste management plan.
- Winner of the FY 2011 CNO Environmental Quality Award for team/individual.

Taking Action and Delivering Results...

Dr. 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 90 tenant commands, and the Fleet.

During the past two years, ENV responded to more than 1,800 service calls supporting over 210 US and coalition vessels in collecting 19,000 drums of shipboard waste weighing more than 590 tons of waste. We also supplied more than 4,000 free reusable drums to the Fleet and more than 25,000 lbs of free-issue clean rags. The cost avoidance realized by providing free issue drums and clean rags was in excess of \$250,000.

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

Environmental Management System

Dr. Almasri continues to achieve excellent environmental awareness throughout the shops and facilities that are part of NSA Bahrain in spite of the challenges presented by frequent staff rotation, and the influx of new activity at the NSA Bahrain Aviation Unit and the US Navy development of the Bahrain waterfront.

NSA Bahrain ENV team is aggressive in day-to-day hands-on execution and management of the NSA Bahrain EMS. Their commitment to applying proactive EMS initiatives for continual improvement in the management of significant environmental aspects is seen in the highly successful use of face-to-face contact and multi-media, resulting in across the board compliance, in spite of the increased mission support activities in the Aviation Unit and NSAIL.

NSA Bahrain re-declared conformance to ISO 14001:2004 EMS standard in May 2013. NSA Bahrain Proactive EMS Initiatives:

- Management review of the EMS is conducted at least twice a year to update the leadership on the status of external and EMS audits, communications from external parties, environmental performance of the installation, objective and targets, significant aspects, resources management and recycling proceeds. In addition, he briefs environmental issues at the weekly Department Head meeting.
- 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.

- Excellent use of EMS language in 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, and 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, Dr. 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.

Dr. 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% (over \$1,000,000 during the past two years), 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.

Established the NSA Bahrain Water Management Board (WMB), chaired by the Commanding Officer, which meets monthly to discuss drinking water issues and to ensure delivery of safe drinking water to consumers. This is a new US Navy criteria to ascertain maximum protection of the health and safety of our troops and families. The Board ensures that drinking water delivered to our troops and families meets or exceeds the Stateside drinking water quality criteria of the Safe drinking water Act *SDWA) . This board brings together representatives of Public Works, Safety, Housing, Preventive Medicine, and MWR to discuss issues related to drinking water and explore solutions in a team approach. The Board reports all findings and recommendations to the Regional Water Quality Board (RWQB) that is chaired by the Regional Commander and the Overseas Water Quality Oversight Council (OWQOC) chaired by the Commander, Navy Installations Command. In addition, the minutes, reports, sample results, and surveys are uploaded to the Overseas Drinking water Database providing the RWQB and OWQOC immediate access to all WMB info.

Dr. Almasri’s proactive and aggressive approach to recycling and waste minimization has resulted in the massive reduction of over 65% 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.

CATEGORY	QUANTITY (TONS)	DISPOSAL COST (\$)
HW Baseline (For 2 yrs)	1,600	2,920,899.00
HW Disposal (FYs 12 & 13)	304.85	610,930.57

- Maintains 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 1,500 tons from the HW stream and reduced disposal cost by over \$6,200,000 over the past two fiscal years.
 - More than 5,200 drums weighing over 370 tons of oily rags were washed and reused in the past two years resulting in a reduction of over \$2,000,000 in HW disposal cost and over 50% in disposal quantities.
 - Diverted and recycled over 210 tons of aerosol cans, oil filters, batteries, and fluorescent light bulbs reducing the HW disposal cost by over \$780,000.
 - Successfully negotiated unprecedented approval from the HN to incinerate over 90% of the HW in-country at a local HW incinerator in Bahrain. In addition to reducing HW disposal cost by over \$1,000,000 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 18,000 pre-used drums were washed and reused in the past two years resulting in a reduction of over \$400,000 in HW disposal cost. The washed drums were issued back to the Fleet free of charge reducing procurement cost by over \$1,000,000.
 - Over 2,975 drums weighing over 598 tons of used oil were recycled reducing disposal cost by over \$1,220,000.
 - Provided training to local government officials including security, environmental, safety, and military personnel on numerous environmental topics. The NSA Bahrain environmental program ensures engagement of HN personnel to increase awareness and public understanding of environmental issues.
 - Processed over 1,800 tons of hazardous waste, which were reduced to a disposal quantity of approximately 305 tons using Pollution Prevention (P2) techniques to reduce, minimize and recycle.

CATEGORY	(TONS)	Cost Avoidance (\$)	CATEGORY	(TON S)	Cost Avoidance (\$)
Used Oil	526	1,773,134	Aerosol Cans	11	45,105
Dirty Towels	370	2,061,013	Batteries	88	303,573
Fluorescent Bulbs	50	175,977	Toner Cartridges	18	80,503
Fuel/Oil Filters	47	188,609	Used HW Drums	365	470,862
In-Country HW Disposal		1,011,081	Total Qty/Cost Avoidance	1,528	6,261,198

Dr. 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	59.35	Tires	16.87
Cardboard	867.94	PET Bottles	19.86
Scrap Metal	321.2	Mixed Plastic	59.10
Aluminum Cans	15.57	Scrap Wood	683.05
Brass	4.58	Cooking Oil/Grease	68.80
Textiles	6.05	Total Quantity (Tons)	2,122.37
		Total Cost Avoidance (\$)	266,240.76

The addition of the Khalifa bin Salman Port in Bahrain required careful planning and forward thinking to prevent, and if necessary respond, to oil spills involving US Navy assets. As the NOSC Program Manager, Dr. Almasri, working closely with HN counterparts, was able to design a contingency plan and conduct exercises fostering our long standing good relations with the HN and supporting the COMFIFTHFLT mission and readiness.

Education, Outreach, and Partnering

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.

Conducted three Oil Spill TTX and equipment deployment exercises each year in Bahrain, Jebel Ali, and Fujairah. HN engagement in both events was significant and resulted in enhancement to exchange of information and coordination of work. Coordinated NAVSEA exercise of the Emergency Ship Salvage Material (ESSM) equipment in Bahrain with the Host Nation. Participants included representatives of the Bahrain Petroleum Company (BAPCO), Saudi ARAMCO, Bahrain Coast Guard, and MEMAC.

Additionally, Dr. Almasri continues to represent NAVCENT at various HN environmental events. The ENV team attended the Kingdom of Bahrain seminar on energy efficiency and audit, the history of land use and development in Bahrain, and climate change. At the request of MEMAC, Dr. Almasri will be assisting the HN in evaluating various international hazardous waste management companies.

In support of USCENTCOM, Dr. Almasri actively participated in the Defense Environmental International Cooperation (DEIC) workshops held in Jordan and Tampa. He presented the Navy On Scene Coordinator program, provided Hazardous Waste Operations and Emergency Response (HAZWOPER), provided presentation on effective environmental management and was an active participant in assisting the Qatari Armed Forces develop a waste management plan.

Community Service:

Outreach Programs ... Supporting the Local Community

Every Day is Earth Day –This was the theme of NSA Bahrain earth day celebrations lead by Dr. Almasri.

- More than 600 service members, Department of Defense, DoDDS School children and Host Nation personnel participated in the weeklong 2012 and 2013 Earth Week celebrations. Activities included a FOD walk down and other events aimed at increasing awareness and making pledges to protect the environment. Volunteers collected more than 150,000 pounds of trash out of which almost 65% were recycled. Earth Week emphasized that every day is Earth Day – a time to act to protect our planet.
- Each day during Earth Week, Dr. 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.
- Engaged the Host Nations in various ENV training programs fostering our long standing good relations. Provided recycling training and organized a visit to the recycling plant for the Bahrain Chapter of the Girl Scouts of America. They observed first hand the recycling process of various items including plastic, aluminum cans, scrap metals and paper.
- Dr. Almasri's oil spill TTX has proven highly successful in forming coalition of various backgrounds and experiences to combat oil spills. This extremely popular event was attended by more than 100 representatives from the US, HN and other countries to present possible solutions to various spill scenarios.
- Dr. Almasri's good relation with the host nations was key to the success of the 2013 International Mine Countermeasures Exercise (IMCMEX). He worked closely with Commander, Expeditionary Strike Group-5 and staff to formulate a realistic Oil Spill Response (OSR) scenario to be part of an overall explosion incident in the international waters of the ROPME Sea Area. He also invited subject matter experts from MEMAC, Saudi ARAMCO, BAPCO, Bahrain Ports and Maritime Authority, Bahrain Coast Guard, Environmental Affairs, and the UAE. The OSR case study identified shared concerns in a heightened tensions response and familiarized the audience with the response organizations and the military, civilian, and industry Command and Control and decision factors