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**Profile**

Jeffrey

First Name

J

Middle Initial

Richards

Last Name

captainjjr@gmail.com

Email Address

5 Tucker Street

Street Address

Suite or Apt

Natick

City

MA

State

01760

Postal Code

**What Precinct do you live in? \***☒ Precinct 4

Home: (508) 651-3569

Primary Phone

Mobile: (508) 314-0005

Alternate Phone

Alnylam Pharmaceuticals, Inc

Employer

Senior Director, Environmental  
Health & Safety

Job Title

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**Applicants are encouraged to attend or read the minutes of several meetings of the body to which they are applying, if possible.**

**Which Boards would you like to apply for?**

Conservation Commission: Submitted

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**Are you a registered voter in the Town of Natick?**☒ Yes ☐ No**Have you ever attended a Natick town meeting?**☒ Yes ☐ No**Have you ever served on a board, committee, or commission in the Town of Natick?**☒ Yes ☐ No

**If yes, please list name(s) of board, committee or commissions, along with date(s) of service:**

Reapplying for Conservation Commission

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**Interests & Experiences**

**Why are you interested in serving on a board or commission? Are there any changes you would like to see to these boards, committees and/or commissions?**

Apply my professional experience in support of the town; service to my community. I am also a past Chair/Member of the Master Plan Advisory Committee.

**Are you a graduate of the Natick Community Services Citizen's Leadership Academy?**

☐ Yes ☒ No

**Please list any skills or specialized knowledge you can bring to these boards, committees and/or commissions.**

Environmental & Safety professional within the pharmaceutical and biotechnology industry in eastern Mass for 24+ years, including construction and operation of industrial facilities in and around sensitive wetland resource areas. Lead development & execution of "Plant Pillar" aspect of Alnylam Pharmaceuticals Corporate Responsibility strategy.

**Please list any professional affiliations.**

American Society of Safety Professionals (ASSP), Board of Certified Safety Professionals, Massachusetts Association of Conservation Commissions

**Let us know what other specialized interests or hobbies you might have.**

**Applicants are encouraged to upload a resume, accepted file types are listed below.**

[JJR\\_CV - Mar\\_2021.pdf](#)

Upload a Resume

Jeffrey Richards, CSP  
5 Tucker Street  
Natick, MA 01760  
508-314-0005  
Ltjir@comcast.com

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## SUMMARY OF EXPERIENCE

Pragmatic, experienced and focused EHS Leader, who leverages the power of participatory systems (risk management, behavior-based and EHS Management Systems) to unlock potential and drive sustainable performance. Designated as **Certified Safety Professional (CSP)**, by the Board of Certified Safety Professionals. Over twenty-five years of experience managing, designing, implementing, and delivering occupational safety and health management and solutions, with over twenty years serving in roles of increasing complexity and responsibility within the Pharmaceutical and Biotechnology industries. *Over 30 years of total program management & people leadership experience.* Retired senior naval officer with over 25 years of commissioned active & reserve service compiling a record of proven, successful and effective leadership that culminated with competitive selection to command on three occasions and promotion to the rank of U.S. Navy Captain/O-6 – *a level achieved by only 20% of all Officers within my competitive group.* Highly experienced and skilled people manager, applied across a broad range of roles, situations, and geographic locations.

## EDUCATION

<b>M.S.</b>	Management	Lesley University
<i>Thesis: Predicting the Effectiveness of Waste Minimization/Pollution Prevention Teams</i>		
<b>Certificate</b>	Environmental Management	Bentley College
<b>B.S.</b>	Marine Transportation	Massachusetts Maritime Academy

## PROFESSIONAL REGISTRATIONS/CERTIFICATIONS/QUALIFICATIONS

Certified Safety Professional (CSP), Board of Certified Safety Professionals (BCSP), CSP No. 18465  
OHSAS 18001 OHSMS Lead Auditor Course, October 2008  
ISO 14001 EMS Lead Auditor Course, June 2010  
TapRoot® Incident Investigation and Root Cause Analysis  
ISPE Potent Compounds Containment Fundamentals Course, June 2009  
RCRA for Hazardous Waste Generators and USDOT  
Hazardous Waste Operations & Emergency Response Incident Commander  
Capital Safety Fall Protection Competent Person, Program Administrator and Climber/Rescuer

## PROFESSIONAL AFFILIATIONS

Professional Member, American Society of Safety Professionals (ASSP)

## PROFESSIONAL EXPERIENCE

**SENIOR DIRECTOR, ENVIRONMENTAL HEALTH & SAFETY**  
**ALNYLAM PHARMACEUTICALS, INC**  
**CAMBRIDGE, MASSACHUSETTS**  
**APRIL 2016 – PRESENT**

*Engaging employees as key stakeholders, Enabling a strong and meaningful EHS culture to take root, and Enhancing productivity and EHS performance, resulting in injury rates at/or below 50% of industry average for this period.*

Global responsibility for the evaluation, development, planning and execution of the environmental, health and safety strategy, performance improvements and engagement across all Alnylam Pharmaceuticals' locations (US – Cambridge/Norton, MA; Field-Based US staff across 40 States; Primary ex-US locations in Amsterdam, NL; Maidenhead, UK; Paris, FR; Tokyo, JP; Zug, CH; Other select Asia-Pacific, Canadian, EU and Latin America locations). Developed and implemented a hybrid EHS Management System framework, purpose-built and fully aligned with Alnylam's culture and corporate branding. Authored first company EHS Policy Statement with overwhelming corporate officer support and signed by all nine officers. Led EHS oversight and permitting strategy for a new construction 200,000 FT<sup>2</sup> high hazard manufacturing site. Established framework to ensure compliance with Federal, State & local/Country environmental and safety regulations and practices. Continually foster EHS programs, processes and respective EHS team to provide industry leading support to all facets of our business, including research and development laboratories, GMP manufacturing, offices and satellite or Country HQ's. Oversee and develop Crisis Management and Incident Response plans and support Business Continuity and Risk Management activities. Lead and execute "Planet Pillar"

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aspect of Alnylam's Corporate Responsibility strategy. Direct staff of three FTE EHS professionals and associated on-site and remote consultant support world-wide.

**ASSOCIATE DIRECTOR, HEALTH, SAFETY & ENVIRONMENT**  
**SHIRE PHARMACEUTICALS – MASSACHUSETTS MANUFACTURING SITES**  
**LEXINGTON/CAMBRIDGE, MASSACHUSETTS**  
**OCTOBER 2012 – APRIL 2016**

***Built sustainable risk identification & mitigation systems while implementing robust HSE improvement strategies. First Year Impact: 50% reduction in recordable injuries and significant reductions in other lagging indicators; Dynamic growth in leading indicators (engagement & participation; risk reduction activities; process improvements).***

- Supported and advised two separate manufacturing Senior Leadership Teams with managing their respective HSE programs.
- Developed and implemented a comprehensive Health, Safety & Environmental strategy, with supporting programs and procedures for Shire's Massachusetts manufacturing facilities in line with the global HSE strategy and management system.
- Collaborated with site management and the regional/Massachusetts HSE Director to develop and implement plans for continuous improvement in HSE across all manufacturing, labs and support functions and champion the development of a culture based on HSE being an integral part of each employee's job and Shire's processes.
- Ensured facility wide compliance with applicable federal, state and municipal HSE regulatory requirements for each facility.
- Led the implementation of a robust HSE Management System and worked to achieve the highest levels of HSE performance through leadership, mentoring, training, measuring and supporting expeditious change.
- Spearheaded significant reorganization of Shire Massachusetts Incident Command & Emergency Response System, including training of key managers to fulfill critical roles. Wrote Contingency Plans for Lexington & North Reading Sites.
- Compliance oversight for two industrial waste water treatment systems, hazardous waste management across the Massachusetts business (Large/Small Quantity Generator Status at 8 sites), and National Pollution Discharge Elimination System (NPDES) Permit within the City of Cambridge.
- Provided Restricted Emissions Status (RES) and Limited Plan Application (LPA) emissions data for manufacturing sites and participating in program management evaluations.
- Led initial evaluation/implementation of Massachusetts 527 CMR 1.00 Hazardous Materials Processing compliance program across Shire Massachusetts Sites.
- Managed and professionally developed two HSE professional direct reports (Manager Level) and 3 Contract Hazardous Waste Technicians; mentored entire staff of five HSE professionals.

**ASSOCIATE DIRECTOR, HEALTH, SAFETY & ENVIRONMENT**  
**GENZYME CORPORATION – A SANOFI COMPANY**  
**FRAMINGHAM, MASSACHUSETTS**  
**APRIL 2007 – SEPTEMBER 2012**

***Impact Leader: Delivered 54% reduction in recordable & lost time rates and a 24% absolute reduction in total number of cases, all during a time of significant change (two new facilities built and a 28% increase in employee population). Developed and delivered talented HSE professionals to the business; 5 former direct-report employees selected as HSE Managers for critical Genzyme R&D, Logistics and Manufacturing facilities.***

- Progressive site HSE leadership, with accountability for all aspects of health, safety and environmental management for mixed use facilities within the Framingham Campus, including 2000L/160L/340L Scale Perfusion Reactors and related Purification Process (GLSP), Bioengineering, Gene Therapy Development (BSL2), Cell Banking (BSL1), QC Chemistry/QC Microbiological labs (BSL1), biosurgery and related Waste Water Treatment Systems.
  - Implemented and sustain an OHSAS 18001/ISO 14001 combined HSE Management System for a 1000+ employee Biologics Manufacturing facility. System confirmed as conforming to ISO/OHSAS standards by a third party consultant.
  - Coordinated Emergency Action & Integrated Contingency Plans for assigned facilities; co-Facilitate Incident Command Training for various business units Senior Leadership Teams within the Genzyme Framingham Campus.
  - Developing and implementing HSE policies, programs and procedures specific to my site that comply with all federal, state and local regulations. Oversee compliance & conformance audits and inspections.
  - Site Chemical Hygiene Officer and site Biosafety Liaison to Genzyme Biosafety Officer.
  - Developed innovative and informative Key Safety & Environmental Performance Indicators to help educate Senior Leadership Team and to drive overall HSE performance.
  - Conducted HSE oversight of a Biological Waste Water Treatment Plant and local pH Neutralization Systems, through a process of proactive auditing and program review, to ensure that it conforms to all MWRA and other regulatory body permitting requirements.
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-Worked collaboratively with Corporate Lab Support Services and Corporate Environmental to manage oversight of Hazardous Waste requirements, including inspections of accumulation areas, reviewing waste profiles for waste minimization opportunities, Storm Water Management and Air Permitting.

-Liaison with State and Local regulatory officials in the performance of my duties to establish trust and rapport.

-Provided necessary HSE oversight responsibility for design, build and commissioning of new or refurbished facilities, including responsibility for design and construction safety for a newly leased 225,000 FT<sup>2</sup> facility that will serve as Genzyme's new Operations Center in Northborough, MA. Facility contains a 175,000 FT<sup>2</sup> GMP Distribution Center, Raw Materials Testing Laboratories and Clinical Product Support business unit.

-Managed and professionally developed up to five HSE Staff members (2 H&S Managers; 1 Principle Environmental Associate; 1 Environmental Associate III; 1 H&S Associate I).

-5 previous direct reports promoted to HSE Manager/Associate Director/Director levels and leading HSE systems at Manufacturing, Distribution and R&D facilities within the Genzyme and Sanofi Massachusetts network.

**SAFETY MANAGER**  
**SAFETY, HEALTH & ENVIRONMENT GROUP**  
**ASTRAZENECA, LP**  
**WESTBOROUGH, MASSACHUSETTS**  
**MAY 2000 – APRIL 2007**

*Led "Target Zero" goal as Process Advisor for behavioral safety & quality continuous improvement initiative. Delivered "best in class" performance as measured against 13 global sites.*

**Aseptic Parenteral Pharmaceutical Manufacturing Facility, Westborough, MA.** Safety Manager for a 750-employee, 3-Shift, manufacturing facility. Worked collaboratively with Environmental Manager and Health Services Manager across many shared areas of responsibility, to deliver an unmatched level of customer service to this AstraZeneca Supply Chain Operations Site. Partnered with line management & supervisors to improve health & safety performance and reduce/eliminate accidents & incidents. Conducted hazard evaluations and risk assessments of jobs and processes, and performed routine inspections of facilities and operations for unsafe conditions and best practices, including several major site construction projects. Executed comprehensive industrial hygiene sampling plan, including potent compound sampling and control strategy development. Coordinated communication of contractor safety requirements and provided training as needed. Performed hazard reviews and preliminary risk assessments for new and existing equipment and processes. Investigated occupational accidents and incidents; analyzed findings to identify cause and corrective actions; followed-up with management and maintain investigation records and data. Coordinated site Emergency Response organization; acted as Emergency Response Coordinator. Co-Lead and trainer for site Chemical Emergency Response Team (CERT) – **member of Westborough LEPC; appointment required approval by Town Board of Selectman.** Performed a variety of industrial hygiene assessments to evaluate the adequacy of engineering controls and increase safety and health conditions for plant employees. Awarded three General Manager Awards for participation on process enhancement teams. **The Westborough Site was the recipient of the 2001 Global CEO Award for best overall SHE performance & the 2004 Global CEO Award for best Behavioral SHE Program – among 13 sites globally.**

**MANAGING CONSULTANT**  
**EBI CONSULTANTS**  
**CAMBRIDGE, MASSACHUSETTS**  
**SEPTEMBER 1996 – MAY 2000**

*Provided value-added EHS solutions, on-site or remotely, to a diverse client base.*

**Biotechnology Firm, Waltham, MA.** Coordinated, resourced, and instructed a tailored 10-Hour General Industry Safety and Health Outreach Program for 100 administrative and laboratory employees during a time of company growth and transition into a new facility.

**Power Generation Plant, Boston, MA.** On-site Safety and Health Management Consultant and member of the Executive Safety Committee and employee safety sub-committee, providing consulting services to EHS Manager. Perform review and revision of current safety and training programs. Conduct hazard analyses and develop safe work practices. Review illness and injury data for trends; conduct accident/incident investigations, prepare reports and develop intervention strategies

**Software Engineering Firm, Burlington, MA.** East Coast Environmental, Health and Safety Manager. EHS responsibilities for a 1200 employee campus and over 15 field sites in the eastern region of the United States. Worked closely with Campus and Project Managers to discuss EH&S issues pertaining to new campus fit-up, construction, and remodel. Supported Transportation Demand Management, ergonomics and Indoor Air Quality programs. Conducted monthly/quarterly safety evaluations in Eastern Region buildings.

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**Chemical Manufacturer, Waterford, NY.** Led a three-person, on-site team contracted to a chemical product manufacturing facility to implement Industrial and Environmental Health and Safety contingency training for plant management and supervisory personnel. Functioned as an integral part of the existing EHS staff, responsible assembling and reviewing existing training materials, identifying job functions to be trained, evaluating the existing program for effectiveness and compliance status, identifying resources available to complete training, designing program training manuals, and participation as an instructor for both general industry and environmental health and safety seminars.

**Open Enrollment and Customized Health and Safety Training Programs.** Program Manager, Training Services. Managed a \$265K custom and open enrollment safety and health training program. Directed a continuing education program for Massachusetts and Connecticut Environmental Professionals.

**COMMISSIONED OFFICER – UNITED STATES NAVY RESERVE (RETIRED)**

**FINAL RANK: CAPTAIN/O-6**

**ACTIVE DUTY: JUL 1987 – AUG 1996; RESERVE DUTY: AUG 1996 – MAY 2013**

**HIGHEST SECURITY CLEARANCE: TOP SECRET/SCI**

*Proven record of successful leadership over a 25-year career, culminating with competitive selection to command on three occasion and promotion to the rank of U.S. Navy Captain – a level achieved by only 20% of all Officers.*

**-Commanding Officer;** Led 25-member, diverse, reserve augmentation unit, providing operational and administrative support to Military Sealift Command afloat and ashore forces that provide ocean transportation of equipment, fuel supplies and ammunition in the Eastern Atlantic to sustain U.S. forces worldwide. Six unit members were promoted or advanced to the next rank and one officer was selected for command.

**-Commanding Officer;** 100-member, diverse, active & reserve unit, providing anti-terrorism/force protection for harbors and approaches, straits, anchorages, and other military significant inshore areas throughout the world. \$500K+ budgetary responsibility and accountability for training, travel, building and equipment maintenance. Recalled to active duty in support of Operation Iraqi Freedom and deployed overseas to protect strategic U.S. and Coalition Naval Forces.

**-Officer-in-Charge;** 25-member, diverse, reserve unit providing ship-to-ship and rotary-wing –to-ship equipment transfers. Expanded unit size by over 250% and cultivated an environment of personal growth and professional development for my crew.

**-Executive Officer;** 130-member unit recalled to active duty and deployed overseas in response to events of September 11, 2001. Developed bi-lateral training exercise and operating procedures with Host Nation Navy Forces. Directed activities of 5 Department Heads.

**-Chief Engineer/Safety Officer;** directed a 25-member shipboard Engineering Department; managed comprehensive safety, training, and maintenance programs, conducted occupational safety and health audits for hearing conservation, electrical safety, confined space, personal protective equipment, and fire safety programs. Performed accident and incident investigations relating to personal injury, fatalities and machinery failure.

Traveled extensively throughout the world, including living abroad in Europe and the Middle East. Conducted bi-lateral coordination with two Host Nation Navy Forces to implement training & qualification process for their internal units.

**CIVIC RESPONSIBILITIES**

**- Member, Town of Natick Conservation Commission (2010-Present)** Requires appointment/re-appointment by the Board of Selectman. Interpret and enforce Massachusetts Wetland Protection Act and Town of Natick Wetlands By-Laws across a range of State, local, business and residential projects. Provided Internal ISO 14001 Environmental Management System Auditing to the Town of Natick's Department of Public Works Water Treatment Facility.

**-Past Chair & Member, Town of Natick Master Plan Advisory Committee (2016 – 2018).** Appointed by the Town Planning Board (elected members). The charge of this committee was to lead the Town of Natick (~35,000 residents) through a Master Planning process (last Master Plan developed in early 1970's) and to actively assist with public engagement, setting of milestones and periodic reporting to Town Boards & Committees. Plan delivered in 2018.

**-Past Chair, Town of Natick 360 Strategic Planning Review Committee (2014-2015).** Spearheaded approval of Town Article for \$200,000 to begin the Master Planning Process. Worked cross-functionally with Planning, Conservation, and Finance Committees, the Board of Selectman and the Town Administrator to develop a roadmap for long term strategic planning for the Town of Natick. As the Secretary and Conservation Commission Representative to the Committee in 2013, planned and executed the Town's first ever *All-Boards & Committees Strategic Planning Meeting*. Facilitator for one of ten working groups.

**REFERENCES & SOCIAL MEDIA**

Provided upon request. Profile available on LinkedIn.

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