



The Municipal Waste Management  
Association  
Fall Summit 2003  
Detroit, Michigan

Rich Hays, Director, Environmental Services  
City of San Diego

Biographical Profile

Thirty-seven years of progressively responsible and complex management experience in municipal government. Fifteen years focusing on municipal solid waste, waste reduction and diversion, sustainability, recycling, environmental protection and energy conservation and management. First Director of the City of San Diego's Environmental Services Department, specializing in the development of creative solutions to environmental challenges, a department-wide commitment to outstanding customer service, and the use of financial monitoring and bench marking to ensure cost effectiveness. Demonstrated leadership skills resulting in the attraction and retention of exceptional employees dedicated to environmental protection and "doing what's right." Able to envision future environmental issues and work to find entrepreneurial and financially responsible solutions.

Experience:

Environmental Management

Driven by a commitment to "continuous improvement," successfully transformed the City's traditional solid waste management functions into a state-of-the-art system, and expanded the Department's responsibilities to include a city-wide energy management program and a broad-based community sustainability program. Directed the implementation of several award winning projects which resulted in:

- o Receipt of the nation's first Energy Star® award for buildings for the departments "green" headquarters facility which has saved over \$750,000 in energy costs;
- o The nation's first municipally-operated landfill to receive ISO 14001 certification (which has saved \$2,162,000 annually since July 2001);
- o The siting of the regions first Liquefied Natural Gas (LNG) fueling station at the Department's operations yard;
- o Fleet conversion of refuse collection packers from diesel to LNG to reduce nitrogenoxides of nitrogen (NoX) emissions and promote employee health;
- o The first Energy independent municipal building in the city of San Diego using photovoltaics, and off the shelf energy conservation equipment.

Fiscal Management:

Responsible for developing and administering the Environmental Services Departments \$90 million operating budget and \$6 million Capital Improvement Budget. Established two independent Enterprise Funds and supervised the development of an Energy Conservation and Management Fund. Initiated and oversees the

management of two significant City franchise systems which bring in over \$12 million annually and implemented the use of complex financial modeling to determine future economic conditions for planning purposes. In addition, taught budgeting and finance at the U.S. Army Academy of Health Services Master Degree Program with Baylor University.

#### Human Resource Management:

Responsible for all personnel actions involving the Departments 500 plus employees including recognition, professional enrichment and discipline. Continually engaged with various employee groups and labor organizations to avoid or reach consensus on potential labor issues.

As the Director of the City of San Diego's first Organization Development Program, initiated and managed organization development and productivity improvement programs for City departments. Designed and implemented training programs related to human relations, equal opportunity and sexual and gender issues. Both as a first line supervisor and as a manager, successfully conducted numerous complex and contentious personnel actions resulting in various degrees of discipline up to and including termination. Functioned as a member of the City Managers Labor Relations Advisory Committee for fifteen years.

#### International Activities:

Based on reputation as an innovator, served as a consultant in environmental issues to South Africa, Saudi Arabia and the Marshall Islands at the request of such agencies as the United States Agency for International Development (USAID) and the International City/County Management Association. At USAID's request, participated in a forum on transparency in government and various aspects of public participation, which was held in Brazil. Participated in the United Nations Chinese Mayors Seminar on Municipal Solid Waste Management and Landfill Gas Utilization held in Nanjing, China at the request of the U. S. Environmental Protection Agency and made presentations at the last three Mayors Asia - Pacific Environmental Summits sponsored by the City of Honolulu, Hawaii. Established a close long-term working relationship with San Diego's Sister City, Tijuana, Mexico and initiated the first Border WasteWi\$e project, a public-private partnership funded by the U.S. Environmental Protection Agency. Also provided in-depth training on solid waste management through AMMAC (The Association of Mexican Municipalities) in Mexico City and for Capacitas (The Institute of Education and Training International Symposium of Successful Programs) in Mazatlan. Additional joint projects with the City of Tijuana include various environmental conferences, staff exchanges and feasibility studies. Provided Technical assistance regarding landfill siting issues and funding options for municipal solid waste management.

#### Other Professional Accomplishments:

Active and have served as the past president of the United States Conference of Mayors Municipal Waste Management Association. Was appointed as the first chair of the California Integrated Waste Boards Local Government Technical Advisory Committee. Currently serve as Chair of the Solid Waste and Litter Committee for Keep America Beautiful, and Treasurer of Keep California Beautiful. Also, currently serve as a Board Member of the National Center for Housing and the Environment (NCHE) and the San Diego Regional Energy Office. Appointed by the U.S. Department of Energy's Secretary to the Federal Energy Management Advisory Committee (FEMAC). Taught in Environmental Science Program at UCSD. BS and MS in Public Administration - San Diego State University