

ROBERT "JAY" ASH, JR.

PROFESSIONAL DESCRIPTION:

Engaging. Envisioning. Energetic.

EMPLOYMENT RECORD:

Commonwealth of Massachusetts

Secretary, Executive Office of Housing & Economic Development	2015-Present
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City of Chelsea, Massachusetts:

City Manager	2000-2015
Director of Planning and Operations	1998-2000
Executive Director, Department of Planning & Development	1996-1998

Massachusetts House of Representatives, Representative Richard A. Voke (D-Chelsea):

Staff Director, Majority Leader's Office	1991-1996
District Manager, House Ways and Means Committee	1986-1991
Legislative Aide, House Ways and Means Committee	1985-1986
Assistant Legislative Aide, House Committee on Health Care	1984-1985

RESPONSIBILITIES AND ACCOMPLISHMENTS:

Secretary

- Leading a \$500 million secretariat with a workforce of 600 whose primary areas of focus and responsibility are housing, economic development, consumer affairs, banking and insurance.
- Serving as a member of the Governor's Cabinet, providing counsel to the executive team's top leaders, including the governor, lieutenant governor, chief of staff and other secretaries.
- Chairing or serving on numerous quasi-public boards of state government, including MA Life Sciences Center, MA Technology Collaborative and MA Development Finance Agency.
- Directing public policy review and development, including the formulation of the Administration's "Opportunities for All" plan for the state's economic development.
- Drafting, reviewing and leading adoption efforts on legislation, including the Administration's "Opportunities for All" economic development bill.
- Convening and coordinating stakeholder engagement, including with elected and appointed government officials, business leaders, citizens group and individual residents.
- Representing the secretariat and the executive department, when requested, at official events, providing testimony, for speaking engagements, with the media, and in community meetings.
- Advocating for the Commonwealth, municipalities, businesses, institutions, community based organizations and residents, especially, but not exclusively, around community and economic development issues.
- Delivering results on the Administration's agenda, including: reducing homeless families in hotel/motels by 70%; attracting GE, IBM Watson, Amazon and other major business investment; creating community development opportunities through vehicles such as the Urban Agenda and Lynn Development Partnership; engaging more than 100 communities to

support and/or lead development and municipal operations efforts; promoting stakeholder dialogue, and overseeing the equitable and responsible process of grant-making.

City Manager

- Led a professionally managed local government for a 40,000+ resident municipality with an annual budget of \$130 million and a total workforce in excess of 1,000.
- Partnered with and promoting a solid working relationship with the City Council, and, occasionally, the School Committee, to implement the City Charter and develop the municipal agenda.
- Directed municipal finances, developing balanced budgets and maintaining and expanding core municipal services in a challenging municipal finance era.
- Earned the City's highest credit rating ever from Standard & Poor's, budgetary and financial reporting awards from the Government Finance Officer's Association and audit reports that regularly found no material weaknesses in the financial management of the organization.
- Served as Chief Development Officer, envisioning and securing the opening of the city's first three major hotels, the occupancy of the city's first biotech tenancy, the revitalization of the city's two shopping centers, the negotiations leading to the building of the FBI regional headquarters and the evolution of the city's attractiveness for affordable and market rate residential development, among thirty major projects.
- Prioritized open space additions in an already "built-out environment," including the development of 10-new parks.
- Instituted programs leading to public safety, education, neighborhood enhancement and human services strategies to improve the quality of life for all the city's residents.
- Emphasized the highest ethical standards and openness to and embrace by City Hall for residents, business groups and community based organizations.
- Balanced labor issues with financial realities through the successful negotiation of collective bargaining agreements with eight labor unions.
- Served as the "face of Chelsea" through continuing efforts locally and regionally, including with the media and private, public and non-profit organizations, utilizing traditional means and emerging social media.
- Provided statewide leadership on public policy issues, including public safety, transportation, criminal justice reform, community development and stakeholder engagement.

Director of Planning & Operations/Executive Director, Department of Planning & Development

- Served as top policy advisor to the City Manager, providing research and recommendations on policy and programming initiatives in the areas of operations, finance, administration, education, personnel, capital improvements and intergovernmental and community relations.
- Oversaw four operational departments: Planning & Development (P&D), Inspectional Services, Public Works and Emergency Management.
- Directed economic development, community revitalization and overall planning operations of P&D, expanding the department's effectiveness while reducing staffing levels by 33%.
- Created the "Tax Relief for the Retention and Expansion of Business" Program which reversed decades of stagnate business activity.
- Established the "Anchor Projects Program" to focus intensive and successful redevelopment activities on four major underutilized and/or vacant areas, including an urban renewal district.
- Developed the "Sector Strategy" to direct business expansion focus in the areas of Airport-related, Health Care, Food, Downtown Boston Support Services and Back Office sectors.

- Advanced strategies to remedy problem properties and provided general oversight of housing initiatives by promoting partnerships with community based developers.
- Supported “life in the city” by securing the Bunker Hill Community College Chelsea Campus, creating the city’s first live theatre in decades, encouraging artist housing, expanding the Senior Center, siting a new Boys & Girls Club and constructing new parks.
- Represented the City on a variety of regional and statewide panels on issues including transportation, employment services, brownfields redevelopment, planning and tax policy.
- Led the local efforts that resulted in the City winning the National Civic League’s 1998 “All-America City” Award and 1998 National Trust for Historic Preservation Award.
- Chaired the Zoning Board of Appeals, served on the Licensing Board, and coordinated the work of the Economic Development, Conservation, Historic, Traffic and Planning Boards.

Legislative Staff

- Coordinated legislative district activities, including constituent requests, issues management, intergovernmental relations, public appearances, community meetings and communications.
- Served as project manager on major local initiatives, including the new Senior Center, the existing Public Library, a new District Court, a temporary and new Police Station, the new Public Schools, the new Bunker Hill Community College Chelsea Campus, the Commuter Rail Station and the new Massachusetts Information Technology Center.
- Acted as primary contact for hundreds of millions of dollars of district grants.
- Directed research, developed initiatives and managed the legislative process on all legislation and budget matters of local concern.
- Managed all aspects of statewide legislative activities, also serving as primary liaison for elected and appointed officials, lobbyists, advocates, citizens and the press.
- Planned special events, including two, multiple-legislator trips to Washington, D.C. to lobby Vice President Al Gore and others for additional funding for water and sewer ratepayer relief.

MAJOR CIVIC LEADERSHIP:

Metropolitan Mayors Coalition – Co-Founder and Vice-Chairman	2001-2015
Metropolitan Area Planning Council – Immediate Past President	2008-2015
MassINC – Board of Directors	2008-2015
Massachusetts Coalition for Jobs and Growth – Co-Chair	2009-2014
Clark University – Board of Trustees	2010-2015

EDUCATION:

1989-1990	Suffolk University School of Management	Boston, Massachusetts
	Coursework in Master of Public Administration Program	
1983	Clark University School of Management	Worcester, Massachusetts
	Coursework in Master of Public Administration Program	
1983	Clark University	Worcester, Massachusetts
	B.A. in Government, Concentration: Public Administration	
1979	Chelsea High School	Chelsea, Massachusetts

AWARDS (Sample):

2015	<i>Boston Business Journal’s “50 Powerbrokers”</i>
2012	Chelsea Chamber of Commerce “Man of the Year”
2011	Roca “Vichey Phoung Peace Awards”

- 1999 *Boston Business Journal's* "40 under 40 Award" given to the region's top 40 "up and coming" private and public sector officials under the age of 40
- 1995 Charlestown Community Appreciation Award Committee's "Public Servant of the Year"

MAJOR PRESENTATIONS (Sample):

- 2015 Boston Fed Conference, Providence, RI – Working Cities Initiatives
- 2014 Greater Philadelphia Leadership Exchange – Leadership Principles
- 2013 Simon Fraser University, Vancouver, BC – Proven Risk Youth & Community Relations
- 2012 Central Falls, RI – Municipal Governance
- 2011 Commonwealth of Massachusetts – Regionalism Conference
- 2010 Harvard University – Sustainable Communities
- 2010 New Jersey – Property Taxation in Massachusetts
- 2009 Northeastern University – Municipal Finance in Massachusetts
- 2009 NEWIRE – City Development – Chelsea-style
- 2008 Clark University – Guest Lecturer
- 2007 UMass Boston – Community Safety Summit
- 2006 International City/County Management Association – Smart Growth
- 2005 Rhode Island Economic Development Council – Municipal Economic Development
- 2004 Urban Land Institute – Developing an Inner Ring Community
- 2003 Northeastern University and Bunker Hill Community College – Guest Lecturer
- 2001 Department of Housing & Community Development – Urban Renewal
- 2000 Massachusetts Municipal Association's Mayors Conference – Developing Downtowns
- 1999 National Civic League – A Regional Perspective on the All-America City Experience
- 1999 National Governor's Association – Brownfields Development
- 1997 Boston Society of Architects – The Urban Ring

EXTERNAL PUBLICATIONS (Sample):

- 2012 Pioneer Institute – Foreword for *Municipal Guide & Utility for Local Budget Analysis*
- 2011 *The Boston Globe* – Letter to the Editor – regarding gaming
- 2010 MassInc - *Commonwealth Magazine* – "Tax cap courts tragedy" – regarding Proposition 2 ½
- 2009 MassInc – *Commonwealth Magazine* – "The 85 percent solution" – regarding afterschool programming