

TOM PELHAM
787 Rowell Hill Road
Berlin, Vermont 05602

Education

Harvard University, Graduate School of Design, Department of City and Regional Planning

- Masters Degree in City Planning, June, 1976;
- Awarded Environmental Protection Agency Fellowship

Tufts University, B.A., Urban Studies, June, 1971; Magna Cum Laude

Arlington Memorial High School, Arlington, Vermont; Diploma, 1967.

Work Experience

- January, 2011 –
Current Founding member and Treasurer of Campaign for Vermont, a non-partisan citizen advocacy organization focusing on Vermont's fiscal and issues. Transitioned a 138 acre dairy farm I owned in Berlin Vermont to new owners who now produce organic and GMO free yogurt, grains including wheat and oats, and pasteurized whole milk. Semi-retired.
- July, 2009 -
January, 2011 Deputy Secretary of Administration, State of Vermont: Provided key support to the Secretary of Administration overseeing the operations of state government. Special area of focus was on the development and implementation of strategies in key policy areas including health care to respond to extraordinary budget and recessionary pressures and a pending operating deficit.
- September, 2003 –
July, 2009 Tax Commissioner, State of Vermont: Oversaw the implementation of Act 68, a complex restructuring of Vermont's property tax system; oversaw drafting of legislative change and then implemented Unitary Combined Reporting in Vermont; crafted the reform of Vermont's major tax credit program for economic development (VEPC); increased delinquent tax collections at the annual rate of 14% from 3%; downsized the Department's position allocation by 9.7%, developed strategies to increase personal income tax e-filing from 26% to 56% of filers, among others.
- January, 2003 -
September, 2003 State Representative – Washington 6 District: Elected as an Independent to represent the Towns of Calais, Marshfield and Plainfield, serving on the Appropriations Committee.
- August, 2000 -
January, 2003 Transitioned 94 years old father to nursing home; Calais School Board (1994-2002); coached soccer and basketball; organized Country Coalition effort; ran for State Representative; among other activities.
- October, 1991 -
August, 2000 State of Vermont
Commissioner, Deputy Commissioner
Department of Finance and Management

Served as chief financial officer for the State of Vermont from 1994 to 2000 and deputy from 1991 to 1994. Responsible for management of overall fiscal policy associated with the State's multi-billion dollar budget. During my tenure in these positions, a \$65

million deficit was eliminated, all the State's reserve funds were filled, state retirement accounts were near fully funded and Moody's Investors Service, Standard and Poor's and Fitch rating agencies all increased Vermont's bond rating to the highest in New England. Also during this period, Act 60 was established and made operational, both the income and sales taxes were reduced, Vermont's health care coverage for low and moderate income people was expanded three fold, and the State sustained its overall high level of quality services within a sustainable rate (2.9% annually) of budget growth. Additionally, the Department successfully completed the functional analysis and contractor selection for the integrated enterprise VISION financial management system upon which state government's financial management resides.

November, 1989 -
October, 1991

State of Vermont
Commissioner, Deputy Commissioner
Department of Housing and Community Affairs

Successfully designed and implemented the restructuring of the Vermont Community Development Program, a major grant program on the verge of dysfunction; developed policy and legislative initiatives in the areas of economic development growth centers, affordable housing, and community development; instituted a management by objective and personnel evaluation system, consistent with the union contract, throughout the Department's four programmatic areas; managed a reduction of 35% in General Fund resources for personnel and operating costs without a significant reduction of services to the public; initiated cost saving and cost sharing opportunities in the State's affordable housing delivery system.

January, 1988 -
November, 1989

Massachusetts Water Resources Authority (MWRA)
Director, Development Department

The MWRA was created in 1985 to provide water and wastewater services to 60 Boston area communities and to comply with a federal court order to meet effluent standards for Boston Harbor. My principal responsibilities were to establish and manage the Development Department and to acquire necessary real estate to support construction activities for the \$4 billion harbor clean-up effort. Such real estate included land for the "staging and laydown" of construction materials and the transportation of over 2,200 construction workers. These critical acquisitions were completed on time. Additional responsibilities included the acquisition of a permanent 210,000+ square foot headquarters facility and the routine negotiations and management associated with MWRA's real estate interests and assets.

January, 1980 -
January, 1988

City of Somerville, Massachusetts
Director, Office of Planning & Community Development

Responsible for policy and program management of this major municipal department staffed with 35 professionals and skilled technicians. Significant programmatic areas include: economic development; zoning and land use; commercial areas revitalization and small business expansion; capital improvements to street, water, sewer, park and municipal building systems; reuse of vacant school and municipal properties; housing rehabilitation and new construction; municipal and residential energy conservation; historic preservation; social service program funding; grantsmanship; and budget

oversight. Additional duties include advising the Mayor on critical public policy and political developments.

January, 1986 -
May, 1986

Somerville (Massachusetts) Housing Authority
Interim Executive Director

Delegated complete managerial responsibilities by the Board of Commissioners for this 2,700 unit public housing authority during a period of fundamental transition. In addition to daily operational decision-making and preparation of complex annual state and federal budgets, my major accomplishment was coordinating an open hiring process for a permanent Executive Director. The selected candidate brought both professionalism and responsiveness to the management of this important agency.

November, 1977 -
December, 1979

Metropolitan (Boston) Area Planning Council
Director, Department of Energy & Environmental Quality

Responsibilities included development and supervision of MAPC technical planning and organizing activities involving the issues of air quality control, hazardous materials transportation, noise abatement, energy conservation and solid waste disposal. MAPC is the regional planning agency for the Boston Metropolitan Area and is comprised of 101 city and town members.

April, 1976 -
October, 1977

Massachusetts Bay Transportation Authority
Senior Transportation Planner

Responsible for market share and cost analysis relative to MBTA services, coordination with municipal officials relative to MBTA service improvements and adjustments, providing technical analysis for innovative programs such as the MBTA's Pass and Staggered Work Hours Program.

Project Manager, South Shore Area Service Study.

Responsible for providing supervision and direction to a staff of professionals conducting a comprehensive review of MBTA services in seven South Shore communities. Components of this study included market analysis through survey research, consultation with municipal leaders, community meetings, and interviews with drivers and supervisors - resulting in the development of specific, near time recommendations for service improvements and promotional strategies.

February, 1972 -
August, 1974

Mayor's Office, City of Somerville, Massachusetts

Responsibilities included: analysis of the economic and social impacts of interstate highway and heavy trucking on residential streets, development of a strategy for remedial action and implementation of strategy; supervision of contracts; I-93 Beautification and Noise Abatement Program; advocacy for new Davis Square Red Line subway route; MBTA budget analysis; bus route design. Memberships: Working Committee, Boston Transportation Planning Review. Joint Regional Transportation Committee; MBTA Advisory Board; Board of Directors, Somerville-Cambridge Elderly Home Care Corporation; Working Committee, I-93 Amenities Program.

Page 4
Tom Pelham

November, 1971 - Urban Planning Aid, Cambridge, Massachusetts
January, 1972 Community Organizer

Provided technical assistance to community groups in resolving local transportation problems.