

# MICHAEL MONTE

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## PROFESSIONAL EXPERIENCE

- 2021-present      **Chief Executive Officer**  
Champlain Housing Trust (CHT), Burlington, Vermont
- 2007-2020      **Chief Operating Officer / Chief Financial Officer**  
Champlain Housing Trust (CHT), Burlington, Vermont  
*Lead all operations & financial planning for Vermont's largest non-profit housing organization, including property management, real estate development and homeownership.*
- 1993-Present      **Co-founder/Partner**  
Burlington Associates in Community Development, LLC, Burlington, Vermont  
*National consulting firm providing assistance in planning, programming, and evaluation to municipal governments, state governments, and nonprofit organizations.*
- 1999 - 2007      **Director**  
1989 - 1993      Community and Economic Development Office (CEDO), Burlington, Vermont  
*Directed the City of Burlington's award winning programs and policies in the areas of economic, housing, community and neighborhood development.*
- 1983 - 1989      **Assistant Director**  
Community and Economic Development Office (CEDO), Burlington, Vermont  
*Assisted the Director. Program responsibilities concentrated on waterfront planning and development, neighborhood revitalization activities, and citizen participation.*
- 1982 - 1983      **Community Development Specialist**  
Planning Department, Burlington, Vermont  
*Managed City's CDBG Program as well as relocation and acquisition procedures; developed and managed citizens' participation program; assisted in the development and management of Home Improvement Program and Rental Rehabilitation Program.*
- 1983      **Community Development Specialist**  
Department of Housing and Community Affairs, State of Vermont  
*Management staff for Vermont's Small Cities CDBG Program and the Vermont Futures Municipal Consortium Program. Assisted in the development of Vermont's Small Cities CD Program; field representative to three Vermont communities; developed and managed the Vermont Futures Municipal Consortium Program.*
- 1978 - 1982      **Executive Director**  
King Street Area Youth Program, Burlington, Vermont  
*Directed neighborhood based youth programs. Responsibilities included grant proposal writing and fundraising; budget management; program planning and development, staff supervision and training; public relations, and public speaking; and property and facility management.*
- 1974 - 1976      **Executive Director**  
Farnham Crisis and Counseling Center, Oswego, New York  
*Directed crisis and counseling center. Responsibilities included grant proposal writing, budgeting, record keeping and reports; program planning, development, supervision, and training; staff and volunteer supervision and training; publicity and public speaking.*

## COMMUNITY SERVICE

|                |   |
|----------------|---|
| 2021 - present | National NeighborWorks Association (Board Member)                         |
| 2010 - present | HPlex (a nationwide insurance captive for affordable housing) (Chair)     |
| 2021 - present | Grounded Solutions Network (Board Member)                                 |
| 2000 - 2005    | Lake Champlain Housing Development Corporation (Board Member)             |
| 2000 - 2005    | Burlington Friends of Education (Steering Committee)                      |
| 2003 - 2005    | Chittenden County Alcohol & Drug Alliance (Co-Chair)                      |
| 2002 - 2004    | Greater Burlington YMCA (Board Member, Vice President)                    |
| 2002 - 2003    | Vermont Italian Cultural Association (Board Member)                       |
| 1994 - 1996    | Burlington City Councilor   |
| 1989 - 1993    | Downtown Partnership of Burlington (Co-Chair)                             |
| 1989 - 1993    | Burlington Community Banking Council (Co-Chair)                           |
| 1976 - 1993    | United Way of Chittenden County (Planning, Fund-raising, and Allocations) |
| 1983           | Burlington Community Land Trust (Incorporator)                            |

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## EDUCATION

### **Bachelor of Arts**

*Goddard College, Plainfield, Vermont, 1979*

### **NeighborWorks Achieving Excellence Leadership Program**

*Harvard University, Kennedy School of Government*

### **Continuing Education**

*Numerous seminars, trainings and conferences in the following: asset and property management, housing rehabilitation, personnel management, total quality management, budget management, program evaluation and mediation*

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## PERSONAL AWARDS

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| 2014 | <i>Con Hogan Award (Vermont Community Foundation)</i>                |
| 2023 | <i>Mollie Beattie Award (Vermont Housing and Conservation Board)</i> |

## CEDO AWARDS AND RECOGNITION

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|------|---|
| 1987 | <i>National Award for outstanding leadership in citizen volunteerism</i>                    |
|      | <b>U. S. Conference of Mayors</b>   |
| 1988 | <i>Citation Award for the Burlington Urban Design Study</i>                                 |
|      | <b>Progressive Architecture Magazine</b>  |
| 1989 | <i>Excellence on the Waterfront Honor Award</i>   |
|      | <b>The Waterfront Center</b>  |
| 1990 | <i>Special Appreciation Award</i>   |
|      | <b>Downtown Burlington Development Association</b>  |
| 1991 | <i>Finalist: Innovations in State &amp; Local Government: Housing Programs</i>              |
|      | <b>Ford Foundation / JFK School of Government</b>   |
| 1993 | <i>Citation Award</i>   |
|      | <b>Northern New England Tradeswoman</b>   |
| 1998 | <i>Best Practice Award: CDBG Advisory Board</i>   |
|      | <b>U.S. Department of Housing and Urban Development (HUD)</b>                               |
| 1999 | <i>Best Practice Award: McClure Multi-Generational Center</i>                               |
|      | <b>U.S. Department of Housing and Urban Development (HUD)</b>                               |
| 2000 | <i>Semi-Finalist: Innovations in State &amp; Local Government: Community Justice Center</i> |
|      | <b>JFK School of Government</b>   |
| 2002 | <i>Community Impact Award: Burlington Truancy Task Force</i>                                |
|      | <b>United Way of Chittenden County</b>  |
| 2002 | <i>Best Practice Award: AmeriCorp*VISTA Program</i>   |
|      | <b>Corporation for National Service</b>   |
| 2003 | <i>Best Practice Award: A*VISTA</i>   |
|      | <b>National League of Cities and Town</b>   |
| 2003 | <i>The Guide to Doing Business Best Special Purpose Publication</i>                         |
|      | <b>The International Economic Development Council</b>                                       |
| 2004 | <i>Community Impact Award: Study Circles on Racism</i>                                      |
|      | <b>United Way of Chittenden County</b>  |
| 2005 | <i>Best Practice Award: Increasing Access To Affordable Housing</i>                         |
|      | <b>U.S. Department of Housing and Urban Development (HUD)</b>                               |

# Champlain Housing Trust

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## *Illustrative Activities*

Since 2007, both in leadership and in collaboration with CHT's Executive and Leadership team:

- Provided leadership to all department heads and managers.
- Led CHT's Strategic Planning efforts since 2008.
- Established corporate balanced budgets with reasonable net incomes in every year.
- Strengthened our balance sheet and met all financial outcomes for CHT such as days cash, etc.
- Strengthened CHT's asset management capabilities resulting in increasing CHT's partnership budgets incentive fees from \$70,000 in 2008 to \$1.3M today.
- Created new sources of capital and new methods of financing property development.
- Established new forms of development, such as the conversion of motels and the purchase of NOAH properties.
- Created new initiatives to serve the homeless such as Harbor Place, Beacon Apartments and the Belle Aire, including increasing the number of homeless households served in our rental portfolio .
- Transforming property management to better serve our residents, including community building activities, eviction prevention measures and enhanced resident services.
- Continued the practice of conversion of rental properties where appropriate to homeownership.
- Pursuing new forms of homeownership development.
- Strengthened partnerships with local developers and municipalities, including the creation of master planned developments such as Cambrian Rise.
- Oversaw the expansion of CHT into the mobile home loan business.
- Led the transformation of homeownership education to financial education and counseling for all residents, including establishment of Ready Set Rent and On Track.
- Established new community facilities such as St. Joes, sold assets to non-profits to support other community facilities, and continued to pursue new relationships with others.
- Centralized and decentralized office functions.
- Oversaw staff growth, from 67 FTE's to 104 today.
- Helped create CHT as a Best Place to Work.
- Led with humor and an open heart

## Community and Economic Development Office

### *Illustrative Projects & Activities*

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- Led the City of Burlington's efforts in the area of economic and downtown development. Burlington continues to see economic growth, as measured by a number of indicators: continued job growth; continued growth in gross receipts and rooms, meals & alcohol taxes (and retaining our share of county receipts); and continued growth in property values, with a healthy tax base reflecting a healthy local economy.

Programs included: Technical Assistance for Business, Commercial Space Database, Business Loan Program, Business Call Program, and various business partnerships. CEDO uses a variety of tools in supporting development: the Brownfield program, Tax Increment Financing, Renewal Community tax credits, the Burlington Community Development Corporation, the Downtown Program, and transportation funding.

- Led the effort to create the Center for Community and Neighborhoods, a comprehensive civic engagement and quality of life effort that involved citizens in every aspect of community life.

Programs included: Neighborhood Planning Assemblies, Burlington Neighborhood Project, Community Justice Center, Neighborhood Grants Program, AmeriCorps\*VISTA Program, Community Support Program, Neighborhood Improvement Night, Neighborhood Night of Successes, Foundation for Civic Engagement and the Hospitality Resource Panel.

- Provided leadership for the City's nationally recognized comprehensive housing policy.

Programs included: grants, loans, and assistance for buying homes, building affordable housing, doing home improvement and accessibility projects, improving apartment buildings, reducing lead paint hazards, and installing smoke detectors.

- Centrally involved in creating the conceptual and policy framework for the city's sustainable development efforts. Served as a member of the core organizing group that initiated the Burlington Legacy Project, which incorporated thousands of citizens in strategically planning the city's future and resulted in a long-term action plan for the community's economic, environmental, and social health.
- Developed and implemented effective outreach campaigns to bolster public support for issues such as tax increases, bonding authority, development initiatives, and changes to the city's charter.
- Authored the City's Waterfront Revitalization Plan (1990 and 1998) that guided the City's effort for the comprehensive redevelopment of the Waterfront, including a fishing pier, boathouse, bike path, parkland, public infrastructure, marinas as well as public private partnerships.
- Led the City's efforts in developing public private development partnerships, including:
  - Using Section 108, Tax Increment Financing and Certificates of Participation Lease financing, negotiated a Development Agreement that will result in a new 140 room hotel, 32 units of luxury housing, 30 market rate and affordable units, 460 additional parking spaces and 20,000 sq. ft. of commercial space.
  - Using Section 108 loan and the Burlington Community Development Corporation, negotiated a Development Agreement that will result in a 32 Units of Co-Housing, ½ affordable, and 3 acres of conservation land.
  - Using City owned land, Section 108 financing, Tax Increment Financing, and Brownfields money, negotiated a Development Agreement that resulted in becoming the first LEED certified residential project in the State of Vermont, and creating housing for 40 families and individuals.
  - Using City owned land, Section 108 financing and the Burlington Community Development Corporation, created opportunity for the establishment of a moderate sized cooperative owned full service supermarket in downtown Burlington.

## **Burlington Associates In Community Development**

### ***Services provided by Michael Monte***

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#### ***Areas of Specialty***

Strategic planning  
Nonprofit board training  
Facilitation of staff & board retreats  
Nonprofit collaborations & mergers  
Organizational audits & assessments  
Evaluation of collaborative networks  
Neighborhood planning  
CDBG policies & procedures  
Economic development  
Work-out plans for troubled projects  
Property & asset management  
Development: commercial facilities  
Development: nonprofit facilities  
Waterfront & CBD revitalization  
Grantwriting

#### ***Clients***

Addison County Community Land Trust/Addison County Community Action Group (Middlebury, VT)  
Albany Community Land Trust (Albany, NY)  
Burlington Co-Housing Group (Burlington, VT)  
Burlington Community Land Trust (Burlington, VT)  
Burlington Housing Authority (Burlington, VT)  
Burlington Youth Employment Program (Burlington, VT)  
Champlain Senior Center (Burlington, VT)  
Champlain Valley Mutual Housing Federation (Burlington, VT)  
Champlain Valley Office of Economic Opportunity (Burlington, VT)  
Concord Area Trust for Community Housing (Concord, NH)  
Covington Community Center (Covington, KY)  
Holmberg Construction (Brandon, VT)  
Homeownership Centers of Vermont (Burlington, VT)  
Housing Vermont (Burlington, Vermont)  
Hudson River Greenway (New Paltz, NY)  
Institute for Community Economics (Springfield, MA)  
Laconia Area Community Land Trust (Laconia, NH)  
Lake Champlain Housing Development Corporation (Burlington, VT)  
Milton Family Community Center/Town of Milton (Milton, VT)  
National Gardening Association (Burlington, VT)  
Neighborhood Reinvestment Corporation (Boston, MA)  
New Hampshire Charitable Fund (Concord, NH)  
Old North End Community Technology Center (Burlington, VT)  
Renaissance Development Corporation (Huntington, VT)  
Sawmill Community Development Corporation (Albuquerque, NM)  
Scenic Hudson (Newburgh, NY)  
Simeon Center (Hillsdale, NY)  
Twin Pines Housing Trust (Hanover, NH)  
The Schoolhouse (So. Burlington, VT)  
Time of Jubilee (Syracuse, NY)  
Trinity College (Burlington, VT)  
United Tenants of Albany (Albany, NY)  
Vermont Community Loan Fund (Montpelier, VT)  
Vermont Energy Investment Corporation (Burlington, VT)  
Vermont Housing and Conservation Board (Montpelier, VT)  
Vermont Housing and Conservation Coalition (Montpelier, VT)  
Vermont Housing Finance Agency (Burlington, VT)  
Vermont Tenants Inc. (Burlington, VT)  
Visiting Nurse Association (Colchester, VT)

*Workshops, Seminars, & Trainings*

Strategic Planning for Nonprofit Organizations, Institute for Community Economics (National CLT Conference), St. Paul, MN

Strategic Planning, United Tenants of Albany, Albany, NY

Economic Development Strategic Planning, Sawmill CDC, Albuquerque, NM

Asset Management, Institute for Community Economics (National CLT Conference) St. Paul, MN

Durham, NC

Collaborations, Partnerships, and Mergers, Institute for Community Economics (National CLT Conferences), St. Paul, MN, Durham, NC

Board Development Budgeting and Financial Planning, Covington Community Center, Covington, KY

Property Management, Covington Community Center, Covington, KY

Program Development Challenges In Rural Communities, Neighborhood Reinvestment Corporation, (National Training Institute), Denver, CO

Systematizing Nonprofit Operations, Institute for Community Economics, (National CLT Conference), Durham, NC

Board Development Budgeting and Financial Planning, Covington Community Center, Covington, KY

Construction Management, Covington Community Center, Covington, KY

Waterfront Planning and Development, Hudson River Greenway, New Paltz, NY

Procurement & Contracting for Nonprofits, Vermont Housing & Conservation Board, Montpelier, VT

Waterfront Planning and Development, Scenic Hudson, Newburgh, NY

*Major Written Products Representative Examples*

Economic Development Study; Vermont Community Loan Fund, Montpelier, VT (1994).

Head Start Facility Grant Application, Champlain Valley OEO, Burlington VT (1994).

CDFI Program Proposal and Business Plan, Institute for Community Economics, Springfield MA (1995).

“Development Costs of Non Profit Housing” Study commissioned by the Vermont Housing and Conservation Board, Montpelier VT (1995).

Early Head Start Program Grant Application, Champlain Valley Office of Economic Opportunity, Burlington VT (1995).

Implementation Grant proposal for Milton Family Community Center, Town of Milton VT (1995).

Market Study -Downtown / Affordable / "Special Needs" Housing in St. Albans City; Lake Champlain Housing Development Corporation, Burlington VT (January, 1995).

Project Development and Operating Pro-Formas - Food Shelf Buidling/BCLT (1995).

Request for Proposals - Architectural Sevices; Milton Family Community Center (1995)

Request for Proposals - Construction Management Sevices; Food Shelf Buidling/BCLT (1995).

Request for Proposals - Legal Services; Madison Area CLT (August, 1995).

Request for Proposals - Marketing Services: Madison Area CLT (August, 1995).

Business Plan for Institute for Community Economics Revolving Loan Fund (1996).

Childhood Development Program Grant App., Burlington Children’s Space, Burlington VT (1996).

Economic Development and Supportive Services Program Grant Application, Burlington Housing Authority, Burlington VT (1996).

Merger Agreement between Champlain Valley Mutual Housing Federation and Burlington Community Land Trust, Burlington VT (1996).

Merger Study, Addison Co. Community Land Trust and Addison Co. Community Action Group, Middlebury VT (1996).

Section 811 Grant Application, Burlington Community Land Trust, Burlington VT (1996).

Supportive Services for the Elderly and People with Disabilities Grant Application, Burlington Housing Authority, Burlington VT (1996).

Designated Housing Allocation Plan - Burlington Housing Authority (1997).

Request for Proposals - Architectural Sevices; Housing Vermont (1997).

Asset Management Plan, Laconia Area Community Land Trust, Laconia NH (1997).

Business Plan for Jubilee Homes / Time of Jubilee, Syracuse NY (1997).

Policy Manual, Laconia Area Community Land Trust, Laconia NH (1997).

Project Development Pro-Formas - Jubilee Homes, Syracuse, NY (1997).

Status Report on the 1990 Waterfront Revitalization Plan Burlington, VT: 1998.

Urban Renewal Plan for the Waterfront Revitalization District Burlington, VT: 1998.