



## **Vermont Affordable Housing Assessment**

### **Increase Affordable Housing: Consolidation, Loan Repayments and Performance Measures**

*"I was very pleased with the thoroughness of the report on housing prepared by the team at Weidner, Inc. They were able to cut through the various layers of complexity in the Vermont affordable housing delivery system and identify several areas where efficiency and effectiveness could be significantly improved. In a reasonably highly charged political environment it critical as a policy maker to have this kind of unbiased, fact based assessment on which to make decisions. The Weidner team conducted its research, interviews report writing and follow-up in an extremely professional manner and arrived at conclusions that, on the facts, were unassailable."*

***-Kevin Dorn, Former Secretary, Vermont Agency of Commerce and Community Development***

#### **Results as Written by the State of Vermont**

The Weidner Report has set the stage for the first, serious discussion about the organizational structure of the Vermont affordable housing delivery system. Given the budget challenges of our times it is imperative that policy makers break down the programmatic boxes that we have built around favored programs and look for ways to do things more effective ways The Report has focused attention on key areas where efficiency, effectiveness and customer service can be greatly improved and lays out a very clear pathway to improving affordable housing delivery in Vermont.



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## **Project Description**

### **Written by Managing Results, LLC (formerly Weidner, Inc.)**

In 2010, former Vermont Governor Jim Douglas commissioned the Housing Study with the three requirements:

- “1. Conduct an in-depth review of the existing organizational structures and business processes of the five state affordable housing entities and make recommendations to improve their effectiveness and increase efficiencies;
2. Recommend policies and procedures to ensure loan receivables held by the state affordable housing entities are managed in a fiduciary-oriented manner to ensure these substantial assets are available as a current and future resource for additional investments in affordable housing; and
3. Provide a written report to the Governor and the General Assembly no later than September 1, 2010, containing all findings and recommendations to achieve the purposes of this Executive Order.”

Tayt Brooks, the former Commissioner, Department of Economic, Housing and Community Development, solicited proposals in the spring of 2010 and awarded the contract to Weidner in the summer, after which work began immediately.

Review of the existing organization structure and process included gathering information provided by the 5 agencies working on Affordable Housing. Weidner’s review included analysis of agency roles, performance reports, budgets, programmatic and organizational structures. Weidner worked with agency staff to develop inventories of services and performance measures for each program to ensure clarity of services provided by the agencies. Further, Weidner conducted a financial analysis of several major local housing agencies to assess their ability to repay the loans provided by the State.

Mr. Brooks convened a Committee of Housing advocates and stakeholders to provide input throughout the study and to identify measurable results that could be achieved in Affordable Housing.



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Weidner's report focused on:

- Merging housing agencies
- Consolidating and streamline housing delivery
- Requiring loans to be repaid
- Measure performance in terms of results
- Generating savings to produce more affordable homes and apartments



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