

Advancing Diversity, Equity, and Inclusion

Tuesday, September 28, 2021
3:00 - 4:00 pm ET



Panelists



Debbie Herrera
Director, Human Resources
Colorado Housing and Finance
Authority



Dr. Dwinita Mosby Tyler
Chief Catalyst and Founder
The Equity Project

Connecting Framework Elements

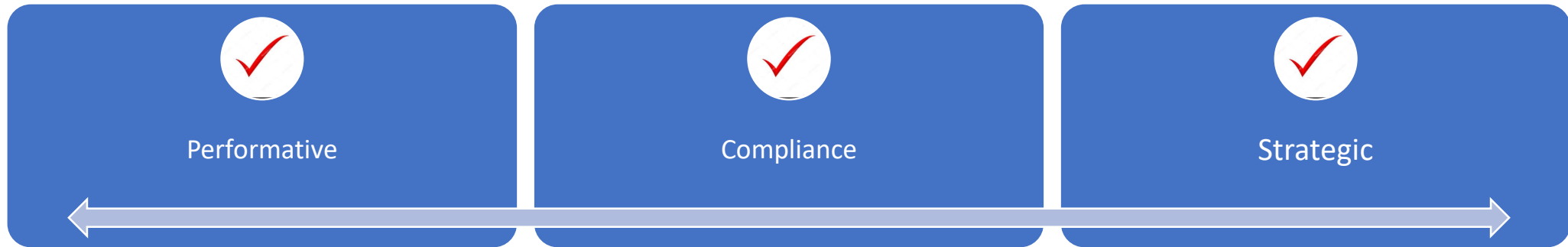


Liberatory Consciousness

FRAMEWORK TO DEVELOP A
LIBERATORY CONSCIOUSNESS
BY DR. BARBARA J. LOVE

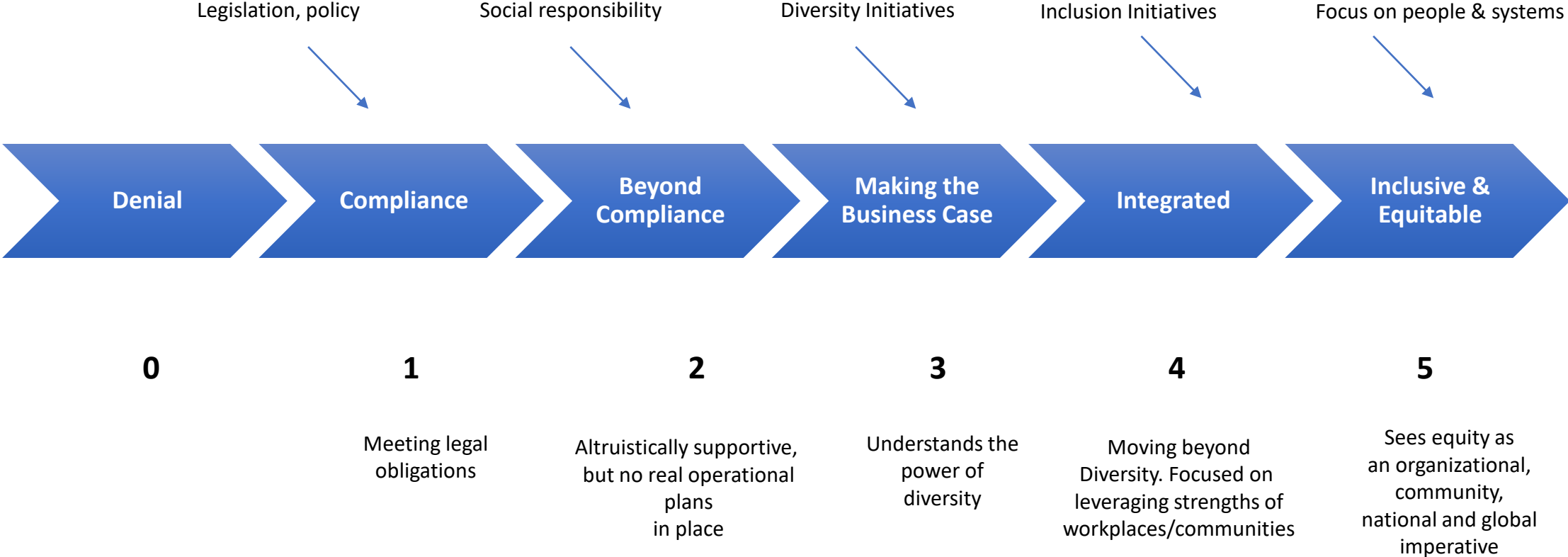


To be actionable requires a constant assessment...



1. **Performative:** No action; mostly talk or bare-minimum effort
2. **Compliance:** Status quo; doing what we've always done or are told to do
3. **Strategic:** Purposeful, effective, carefully planned

Strategy: Understanding the Continuum of Equity





mission

We strengthen Colorado by
investing in affordable housing
and community development.

vision

Everyone in Colorado will have the opportunity for housing stability and economic prosperity.

advancing equity through awareness and connection

- Internal:

- CHFA D&I Book Club
- Speaker/story telling series

- External:

- Listening Tours
- Outreach Campaigns



diversity & inclusion book club



advancing equity through investment



Equity Tool

- Invested \$30K for the development of a racial equity tool that is being used to engage neighborhoods
- This investment has been used to find safe outdoor spaces for those who have been evicted and/or currently homeless



Reduce Equity Gaps

- Invested \$500K to support FirstBank's Pathway Grant program.
- This program provides additional DPA to Black/AA homeowners to reduce the equity gap within homeownership.



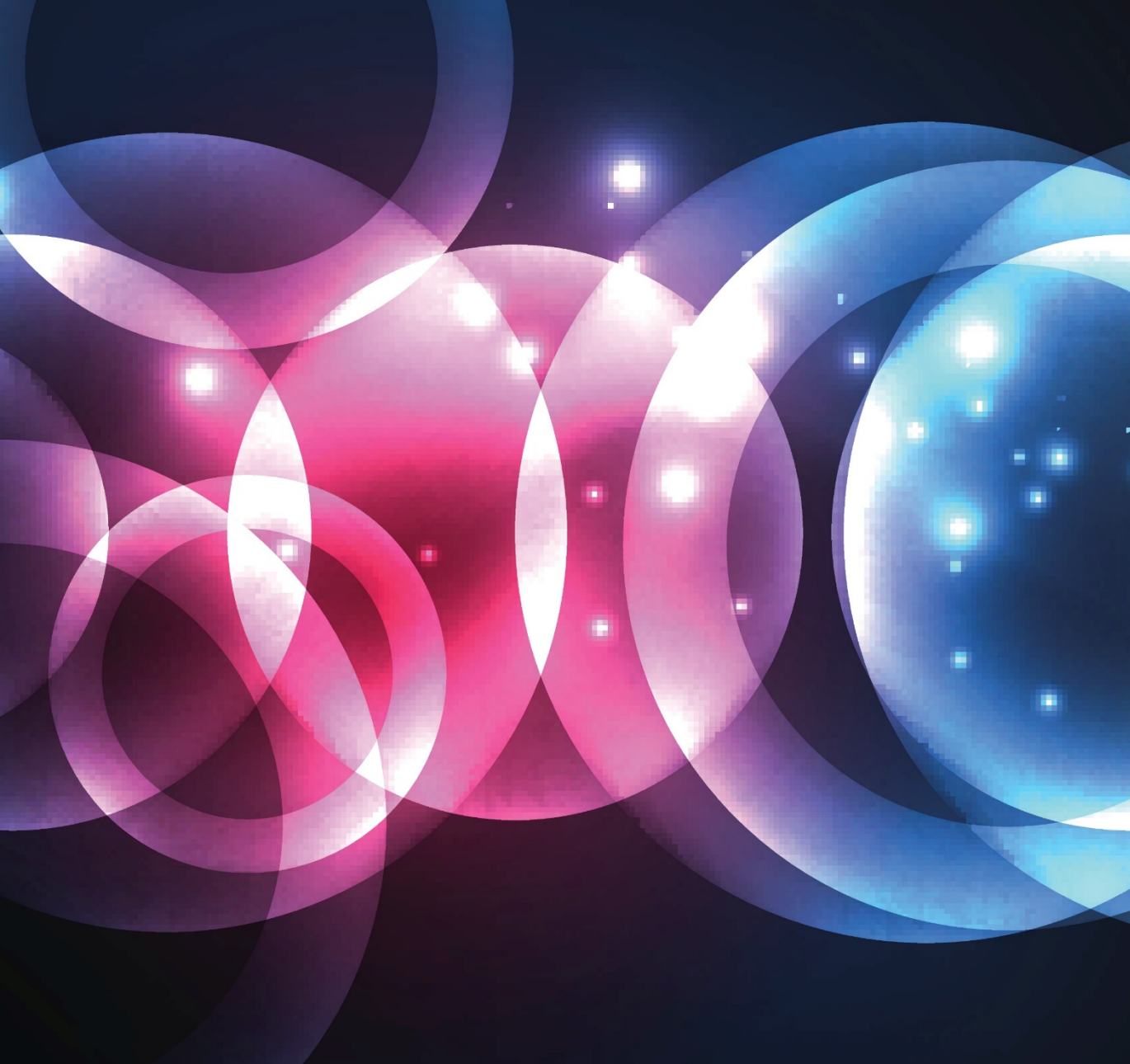
Eviction Prevention

- Invested \$3M in the form of a revolving bridge facility to support the Colorado Eviction Defense Project (CEDP)
- This program aids individuals and families at imminent risk of eviction by providing rental assistance and legal services.



Capacity Building

- Invested \$1M into the Latino Community Foundation of Colorado's rural community initiative.
- This investment directly supports capacity building for non-profits and ensure access to capital to communities of color and immigrant populations.



equity lens

What is it?

How does it work?

Scenario Brainstorm

We asked these questions:

- What opportunities are there for CHFA to apply the Equity Lens?
 - Internally
 - Externally
- How can the equity lens be applied in your department/division/CHFA?

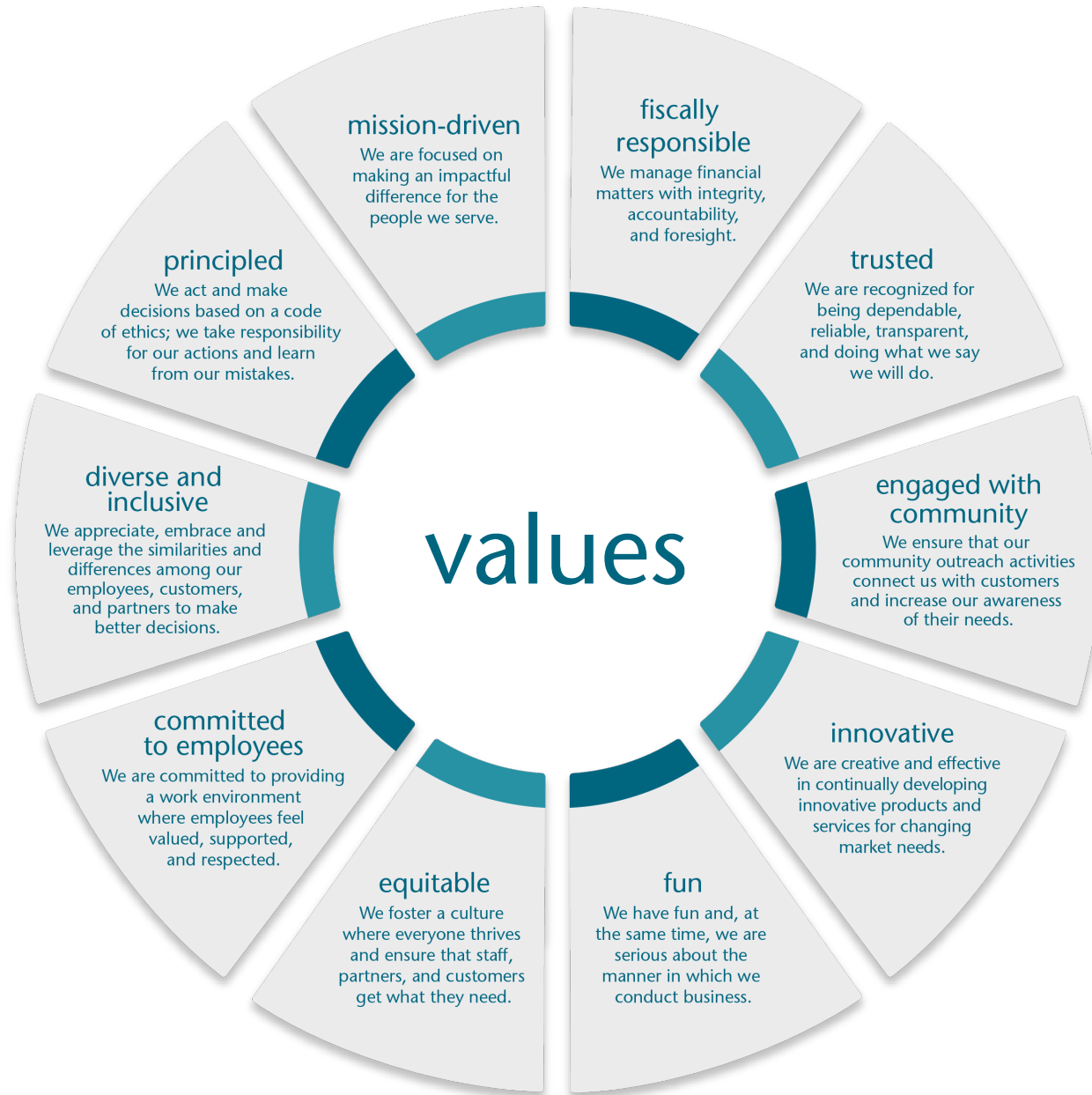
- Are all racial/ethnic groups who are affected by the decision we are making currently at the table? Have we heard the voices of those who are affected?
- How will the proposed decision **affect** each group?
- How will the proposed decision be **perceived by** each group?
- Does the decision advance racial equity or mitigate unintended consequences?
- Based on the above responses, what revisions are needed in the decision under discussion? Have we also considered other groups who might be affected?

strategic plan



2021 strategic map	
	projects
<p>Identify and deploy economic development resources to address targeted community needs including: purchasing opportunities to advance economic mobility using multiple resources and strategies; (S&I outcomes) using the Community Scorecard or other partner tools.</p> <p>Continuously monitor and improve strategy (learning data, capacity building, and investing in the SF Grant area)</p> <p>Identify data-related datasets through multiple sources, following, documenting, through an innovation framework.</p> <p>Developed conversations through research and strategic analysis.</p> <p>Work to support community assessment and bridge knowledge and equity gaps.</p>	<ul style="list-style-type: none"> • CHAMBER Fund Implementation • SF Construction • Mixed income exploration (SF/HR) • SF Voice of Customer Research Project • Equity Housing and Economic Prosperity Data Survey • Black and African American Homeownership • Western Slope Community Engagement
<p>Identify and deploy economic development resources to address targeted community needs including: purchasing opportunities to advance economic mobility using multiple resources and strategies; (S&I outcomes) using the Community Scorecard or other partner tools.</p> <p>Continuously monitor and improve strategy (learning data, capacity building, and investing in the SF Grant area)</p> <p>Identify data-related datasets through multiple sources, following, documenting, through an innovation framework.</p> <p>Developed conversations through research and strategic analysis.</p> <p>Work to support community assessment and bridge knowledge and equity gaps.</p>	<ul style="list-style-type: none"> • Scenario Planning – Usability • Treasury System

Internal Operations	Investment	Investment	Investment	Investment	Investment
<p>Internal Operations Effectiveness</p> <p>More effective internal operations that better meet the needs of our customers</p>	<p>Threshold: \$1.3B Target: \$1.4B Maximum: \$1.5B</p>	<p>Threshold: \$1.3M Target: \$1.4M Maximum: \$1.5M</p>	<p>Threshold: \$1.3M Target: \$1.4M Maximum: \$1.5M</p>	<p>Threshold: \$1.3M Target: \$1.4M Maximum: \$1.5M</p>	<p>Investment: SF first mortgage purchases, MF commitments (including cashflow), and SF (including CHAMER and Evergreen Funds)</p> <p>1. Mitigate innovative ideas effectively through the innovation spectrum to reduce bottlenecks and increase launch success.</p> <p>2. Regularly assess internal operations (housing an internal improve, workflow, cycle times, and response to customer), and then implement improvements accordingly.</p> <p>3. Increase use of dashboards for informed decision making.</p> <p>4. Engage and empower staff to make decisions to reduce bottlenecks and improve operational efficiency.</p>
<p>Culture</p> <p>Strengthen Technology Capabilities</p> <p>Enable our use of technology to improve business value.</p>	<p>Total training hours of employee self-development/benchmark with 20 hours in the following categories with a minimum of 4 hours in each:</p> <ul style="list-style-type: none"> • Technology • D. ESG • Innovation 	<p>Threshold: 40 hours Target: 50 hours Maximum: 60 hours</p>	<p>Investment: 1. Technology knowledge and skill development – increase learning opportunities, develop job aids, knowledge sharing, efficient use of tools/systems.</p> <p>2. Continue to refine technology governance and ensure technology roadmap is strategically aligned by increasing oversight through the Enterprise Risk Management (ERM) Committee.</p> <p>3. Ensure technology objectives are aligned to reported business objectives and value.</p>	<p>Investment: 1. Embrace a hybrid work environment (in person and virtual) that aligns with CHFA's culture.</p> <p>2. Invest in development of all employees to maximize individual and organizational performance.</p> <p>3. Support a culture that continually challenges the status quo, supports experiments, embraces technology, and gets comfortable with failure.</p> <p>4. Continue CHFA's efforts in fostering a diverse, inclusive, and innovative culture to enhance growth in all areas of our business, while advancing the community engagement mission, skills, and practices.</p>	<p>Hybrid Work Environment</p> <ul style="list-style-type: none"> • SF Document Delivery Implementation • Website Implementation • Data Governance Project



2022 areas of focus



Strategic Partnerships

Engage with community and be a catalyst for change



Community Impact

Expand community outcomes by delivering needed products, services, and investments



Operational and Financial Excellence

Innovate and thrive in changing environments



Advance Equity

Address equity gaps and deliver meaningful outcomes



thank you!
