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ENIX

2024

Welcome!
Best of HFAs:
Human Resources



Panelists

Debbie Herrera

Director, Human Resources | Colorado Housing and Finance Authority

Dawn Fisher

DEIB, Employee Engagement, and Executive Communication Officer | Connecticut Housing Finance Authority

Karri Kartes

Director, Human Resources | Illinois Housing Development Authority

Porsche Murry

Assistant Director, Human Resources | Illinois Housing Development Authority

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ENIX

2024

**Aspire to Inspire
Colorado HFA**

Debbie Herrera, HR Director

success factors

- Deepen knowledge and skills – on a personal and professional level – while having fun.
- Gain a new appreciation, knowledge and communication across all divisions and programs.
- Demonstrate improvement in identified competencies, maximizing leadership and organizational effectiveness.
- Enhance CHFA's culture of innovation that challenges the status quo, supports experiments, embraces technology, and gets comfortable with failure.
- Understand what it means to embrace diversity, be inclusive, and ultimately understand the needs internally and externally to further advance equity.
- Develop new tools/ways of doing business that assists in decision-making, prioritization, and collaboration within CHFA through innovative and effective problem solving to advance CHFA's mission.
- Advance the community engagement mindset, skills, and practices.

criteria/application process

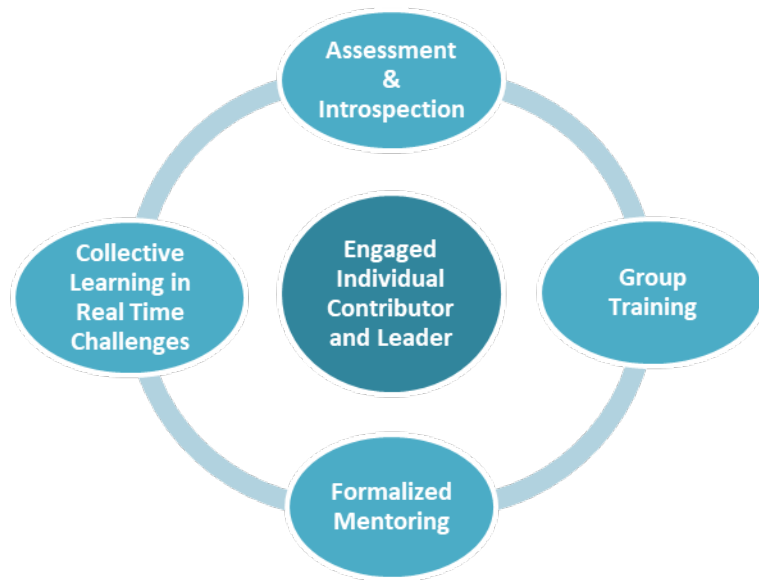
Criteria:

- Must be a regular, full-time employee and employed a minimum of six months.
- Able to participate and actively engage in a hybrid work setting (virtual and in-person), with an estimated time commitment of 1-3 days per month.

Process:

- A formal recommendation(s) by a member(s) of the Leadership Team to participate in the program.
- An essay submission addressing specific questions (maximum four pages):
 - Describe how your role and performance over the last year has contributed to CHFA's success and why you should be considered.
 - Describe an accomplishment (personal or professional) that you are most proud of and why.
 - Describe how this experience would benefit you, the fellow participants and CHFA, through your participation.
- Interviews are scheduled with two panels – members of A2I Alum and Senior Management

framework of the program



Expectation: A hybrid approach with a time commitment of 1-3 days per month

Assessment and introspection

- 360 Degree Feedback
- Emotional Intelligence; Conflict Dynamics
- Mentoring/coaching

Formalized group training monthly

- Effective Communication and Human Relations, Public Speaking, Giving and Receiving Feedback, Energy Leadership, Four Agreements, Empathy, Innovative Mindset; Conversational Intelligence,

Mentoring

- Established relationship– internal or external

Collective learning and listening

- Team Cohorts and team building
- Colorado road tours

Execution

- A2I Team Project
- Story mapping
- Presentations

timeline/structure

Month	Process
May -July	Self Assessment & Introspection <ul style="list-style-type: none"> • 360 Degree Feedback Process <ul style="list-style-type: none"> • Determine raters (1-2 weeks) • Solicit Feedback (2-3 weeks) • Consultation of Report (4-6 weeks) • Emotional Intelligence/Emotional Quotient (EQ-i)/Innovation Quotient • Enneagram
July	Create/Modify Professional Roadmap Formalize Mentors
June –January	<ul style="list-style-type: none"> • Group Formalized Training (Leading Self; Leading Others; Execution) • Offsite Team Building/Learning Activities • Colorado Tours (East, West, South, North)
January– March	Group Project
April	Final project presentation
April	Graduation





A2I experience

Three Cohorts – c/o 2015; c/o 2020; c/o 2023

c/o 2015



c/o 2020

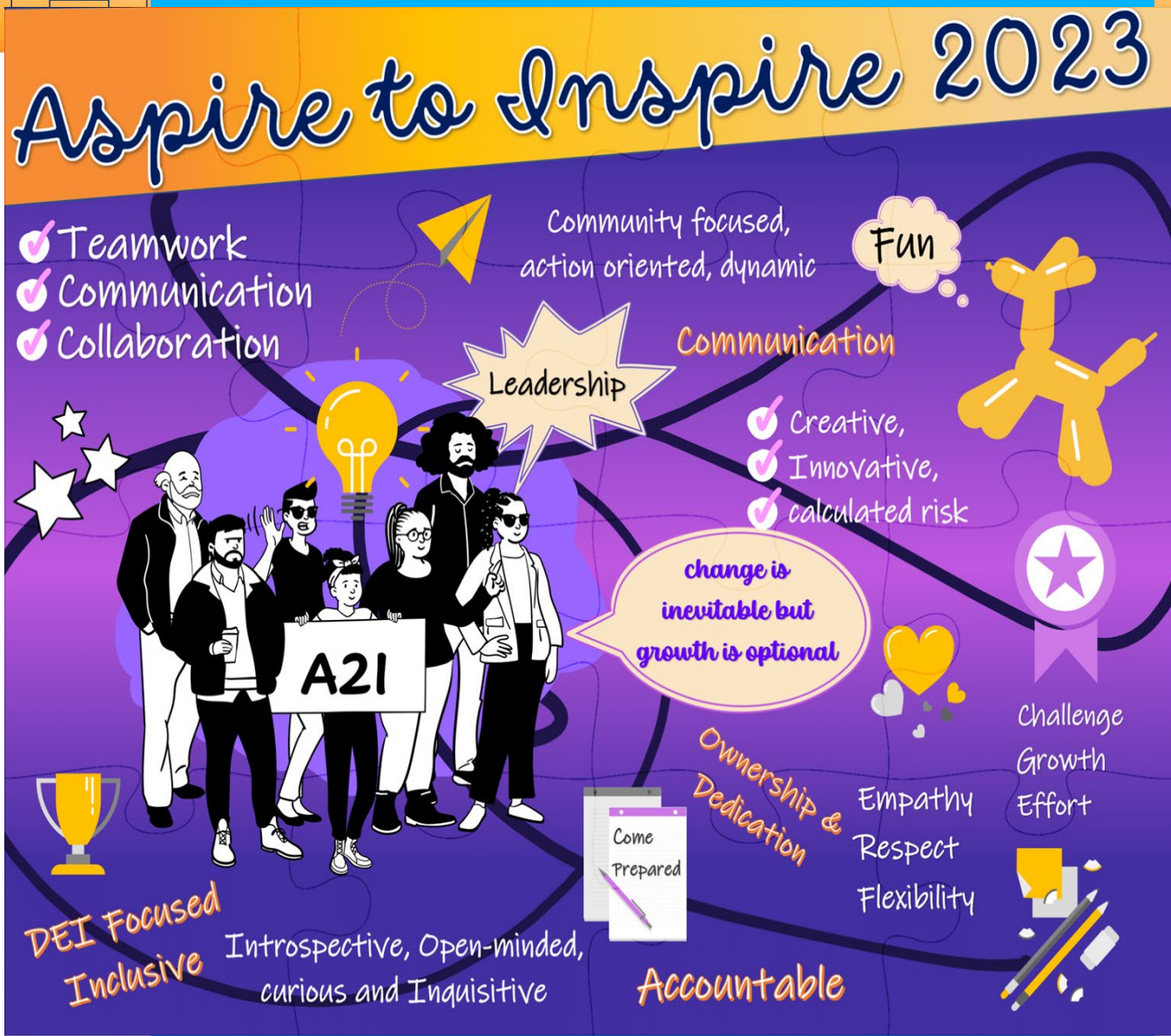


c/o
2023



team charter

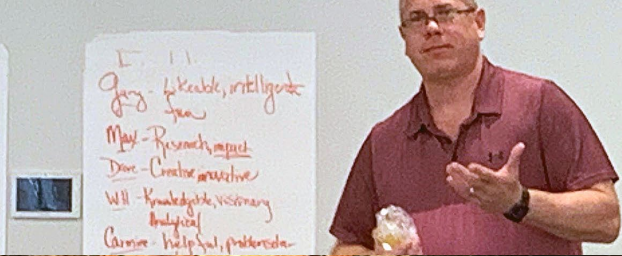
Once team is formed – first assignment is they are tasked with creating a charter that is presented to Leadership

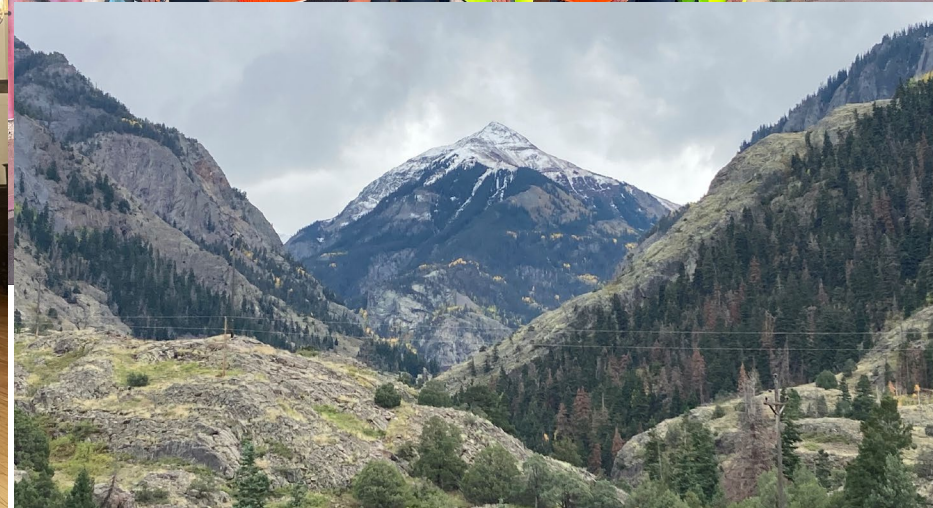
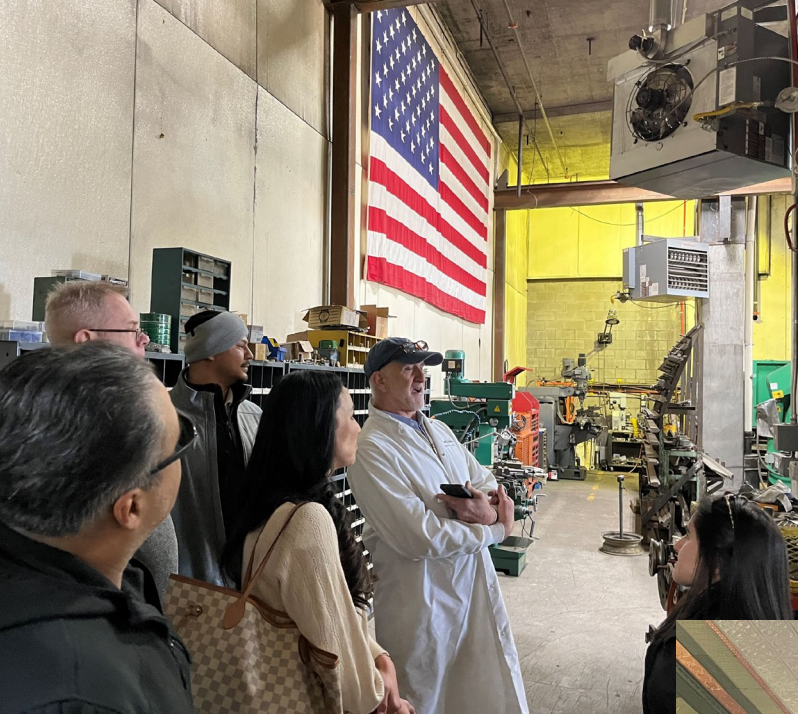


a year of learning, listening, laughing, touring, and executing

“Leaders cross the line when something makes them think differently – a perception that changes how you see yourself.” excerpt from A2I application













listening and discovery



3 road tours conducted across Northwest, Southwest, and Southeastern Colorado



19 cities and towns visited



32 meetings held with community stakeholders to better understand the needs of their communities



Data from the road tours compiled and summarized in Storymap



10 key themes identified from the road tours

[Link to A2I Class of 2023 Roadtour Storymap](#)

capstone project proposal



Create a non-profit resource page (\$5,000)



Utilize CHFA's new Charitable Organizations Dashboard to locate program participants



Fund a pilot program through CRC (\$160,000; 25 organizations)



Fund a pilot program through Resilia (\$75,000; 25 organizations)



rural rehab program

CHFA provides revolving loan funds to Local organization(s) for home rehab projects, serving the housing needs statewide with a focus on rural areas.



h.o.m.e. class

Homeowners and community members are able to learn home maintenance skills taught by tradesmen and skilled contractors.



rural day of service

CHFA partners with participating CHFA Rehab Program organizations to do days of service to help improve the overall appearance of the community.

The Benefit

- | | | |
|--|---|---|
| <p>Building community relationships through:</p> <ul style="list-style-type: none"> • Connecting Funding to Local Organization(s); • Local Organization(s) to skilled labor; • Skilled labor with Homeowner | <ul style="list-style-type: none"> • Empower community members; • Reduction in repair request on minor items; • Free up local contractors for larger repair jobs | <ul style="list-style-type: none"> • Improve overall community appearance in underserved communities. • Builds trust in the community |
|--|---|---|





graduation program and recognition



graduation

- Cooking (and eating!) with Leadership
- Ceremony –each participant is highlighted based on feedback from others



success

20% of staff

33% BIPOC

44% female

Over 50% promoted into Leadership

Projects and tours resulted in key strategic initiatives



feedback from participants

“Always be willing to take advice and constructive criticism. The day you stop trying to improve yourself is the day you start stagnating. Be prepared for a lot of work, but a lot of fun. Parts of the program will be difficult and uncomfortable, but anything really worth doing always is.”

“A tip from one of our emotional intelligence classes I use every day: decide how many more times you’re going to let yourself think a negative/unproductive/worrisome thought. Let yourself think it and really feel it for that many more times. Thereafter, any other time the thought comes in your brain, let it go, because you’ve already thought it, and it doesn’t serve you to think it again. Take all the chances and jump in with two feet. You’ll only get out what you put in.”

“The state is big and it is our role to make sure we are meeting the needs statewide. While CHFA does amazing things, we sometimes see things from our own microcosm of duties and task. Take time to expand your CHFA knowledge, learn about the communities we serve and be creative in how we can expand our mission. Also, just step out of your comfort zone from time to time, you may learn something about yourself. Give it your all and don’t hold back! This is a experience where you can step up and out of your comfort zone around friends and colleagues doing the same. And remember this is about you and your journey...make the most out of it you can!”





“In one of our early training sessions, we were asked to share important moments in our lives, events that had significantly impacted us. Some weren’t ready to share more than something professionally impactful, while others shared funny or heartwarming stories. And some of us were willing to be vulnerable, though we hadn’t known each other long, revealing heartwrenching and moving moments from our lives. We laughed together, we cried together, and we all left that training with vastly greater understanding of one another. For me, that was the moment that changed my perception of what A2I was. When I began, I thought it would just be learning management techniques, maybe some New Age fortune cookie leadership mantras, and professional networking. But that day is when I realized this program would help me grow as a person, as I forged genuine human connections with my teammates.”

“The road tours were my favorite. Engaging personally with the communities we serve was very rewarding and connected me even deeper to CHFA’s mission. Driving through the southwest during the fall was like being in a Colorado postcard! Such a gift to experience it with the A2I team!”

“My biggest highlight of the A2I program has been the relationships and bonds we have created. A2I is family!”

“My favorite memory was experiencing the state through the tours. Not only did this experience allow us to see and hear from leaders in each community, it also connected us to the people: their dreams, goals and struggles. I firmly believe when we can begin seeing our world thru the eyes of others, we become enlightened and enriched which in turn creates better opportunities for all. Another invaluable experience in the Aspire to Inspire program were the trainings. Each of the trainings were indispensable beginning with Dale Carnegie, moving thru conversational intelligence, Conflict Dynamics, Energy Leadership and Innovation – each course has a lasting and meaningful aspect that I am taking with me into my daily endeavors. “

The Real Successes

Poet: Julie Hebert, ©2012

Real successes are made,
Not dropped aside your door.
They aren't a thought you made one night,
While wishing upon a star.

Real successes are thought,
To be given to only the great.
They think that they work just as hard,
And they should have that fate.

Real successes are because,
Of someone making it so.
They fight for it and work real hard,
To make their successes grow.

Real successes are envied,
And rumored on how they were made.
People can be so jealous,
And even want to betray.

But you know how real successes,
Are built with hard work and care.
You've made your way to the top,
I'm so proud to see you are there.

Melissa Nuccis

Dir Ble

Patterson

Cantfu

Melissa Castillo

Jan Plan

James C. King

Danielle Kelly

May Masterson

Korric

Chad

W. D. Huel

M. Moore Munnz

King

[Signature]

John Hill

Thank you!



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ENIX

2024

**CHFA Study Hall:
Lifelong Learning at Work**

Agenda

- What is Study Hall?
- How does Study Hall work?
- Choose your own adventure

Study Hall is an opportunity to be exposed to perspectives I ordinarily would not get to hear.

Whenever I engage in one of these meetings, I always leave having learned something, since **people are provided a safe space** in which they feel comfortable sharing their personal experiences.

Study Hall is a great space to connect with my other colleagues by sharing our own unique experiences.

I believe this **creates a better work environment** for everyone at CHFA. In addition to that, the topics are not only relevant to our work but our lives as well.

Personally, it **helps me understand the importance of CHFA and its overall mission.**

What is Study Hall?

Discussion Group

Journal Clubs

Response to Perspective Gathering

...as a first-time attendant of the Study Hall, **I thought this was an amazing concept.**

Being able to converse with my peers and listening to different perspectives is, in my opinion, invaluable.

As a new employee, I found this format welcoming, and it also gave me chance to **learn about the reality of affordable housing** and see how the folks here are committed to the mission.

How Does Study Hall Work?

Meeting Structure Committee

I started attending study hall because the talks there felt real and down-to-earth.

People shared their genuine stories and personal experiences, which really **opened my eyes to different perspectives.**

I appreciate the information, but even more, the **comfortable feeling that anyone can chime in** and add to the conversation.

That, and time with colleagues I would not normally be collaborating with.

Choose your own adventure

In person

Ground Rules

Communication

Materials

Format

Feedback

- The structure of the meeting worked well
- I enjoyed discussing this topic with my colleagues
- I had the opportunity to engage in the discussion when/if I wanted to
- I learned something new, or I can apply something we discussed to my daily work
- I would recommend Study Hall to my colleagues
- Opportunity for open discussion: 4.88 out of 5

I loved the **frank + really honest** communication we were able to have in this Study Hall.

As someone whose work focuses on the internal side of CHFA and the CHFA employees I started attending Study Hall in the hopes to learn more about our programs, legislation around housing and the history behind why we have programs in place. The conversations have been incredibly **eye-opening** ... To have a forum where employees **feel safe to share** their personal experiences and opinions has been incredible and to hear from people directly impacted by different programs, legislation and even discrimination has **helped put our work into perspective**. The Study Halls have become a top priority and a time that I truly value and can't miss. I leave **feeling more motivated to help provide a safe and inclusive environment** for our employees so they can feel supported and provide their best to the state of CT.

Communication

Diversity Equity Inclusion and Belonging

Days of Note Study Hall DEIB Sub-Committees Recycle bin Edit

Publi

Promote Page details Analytics

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Study Hall

Welcome to Study Hall!

Study Hall is a club of the DEIB Committee. We promote continued education on topics related to the work we do here at CHFA. Every month we explore material related to Affordable Housing and Diversity, Equity, Inclusion, and Belonging topics. The material may be articles, videos, chapters of books, group activities, etc. We hope this becomes a space of curiosity, empathy, learning, and collaboration.

On this page you can find materials, resources, and other information for upcoming and past Study Hall gatherings.

Have an idea for a Study Hall Topic?

Let us know!



Topics

2023



Topics 2024

Courageous Conversations
January 2024

Color of Law
Feb - April 2024

Housing and Segregation in CT
May 2024

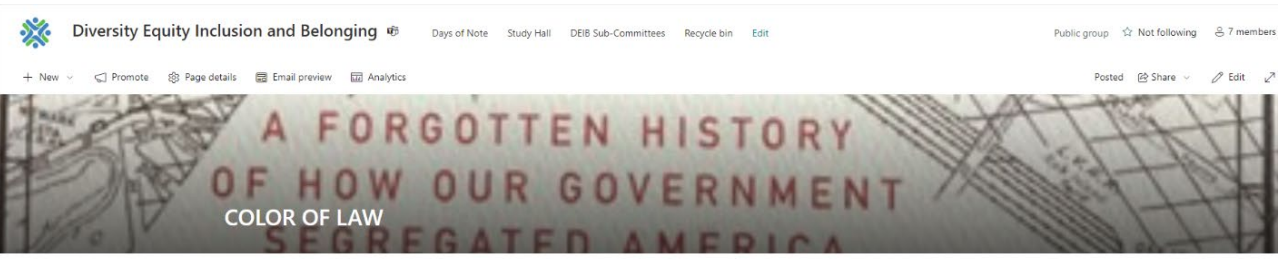
Foreclosures
June 2024

Housing Needs Assessment
July 2024

Follow up to: "What does bias have to do with me?"
August 2024

Affordable Housing - Busting the Myths
September 2024

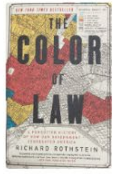
Color of Law Series



Color of Law Discussion Series

The DEIB Study Hall Committee and the EAC's Check Us Out Book Club are working together to bring you a discussion series centered on the book "The Color of Law", by Richard Rothstein. The series will be held in six virtual sessions, spread over several weeks and will be led by ELT members.

We have some copies of the book available, and we also encourage you to support your local library. Please consider joining us for the conversation even if you have not had the time to complete the readings for each session.



The Series

As we get closer to the sessions, we will provide additional resources, important vocabulary, and some questions to think about. You do not have to come with prepared answers, and you don't have to read all of the additional resources. Feel free to join the session even if you haven't had the time to finish the chapters.

- Session 1: Tuesday, February 6, 2pm, Virtual
- Led by: Nandini Natarajan
 - Reading: (Total 23 pages)
 - Preface
 - Chapter 1: If San Francisco, Then Everywhere?
 - [Click here to join the meeting](#)

- Session 2: Wednesday, February 21, 2pm, Virtual
- Led by: Rob Michalik
 - Reading: (Total 58 pages)
 - Chapter 2: Public Housing, Black Ghettos
 - Chapter 3: Racial Zoning
 - Chapter 4: Own Your Own Home
 - [Click here to join the meeting](#)

- Session 3: Monday, March 4, 2pm, Virtual
- Led by: Terry Caldarone
 - Reading: (Total 36 pages)
 - Chapter 5: Private Agreements, Government Enforcement
 - Chapter 6: White Flight
 - Chapter 7: IRS Support and Compliant Regulators
 - [Click here to join the meeting](#)

- Session 4: Thursday, March 14, 2pm, Virtual
- Led by: Maura Martin
 - Reading: (Total 59 pages)
 - Chapter 8: Local Tactics
 - Chapter 9: State-Sanctioned Violence
 - Chapter 10: Suppressed Incomes
 - [Click here to join the meeting](#)
 - [Theme for English B](#) by Langston Hughes

- Session 5: Monday, March 25, 2pm, Virtual
- Led by: Marcus Smith
 - Reading: (Total 39 pages)
 - Chapter 11: Looking Forward, Looking Back
 - Chapter 12: Considering Fixes
 - Epilogue
 - FAQs (Optional)
 - [Click here to join the meeting](#)

- Session 6: Tuesday, April 2, 2pm, Virtual
- Led by: Nandini Natarajan
 - Materials:
 - "Just Action" is a follow up to "The Color of Law" and was written by Richard Rothstein and his daughter, Leah Rothstein. You can find out more about the book [here](#). In December 2023, CHFA was a sponsor of "Just Action Discussion Series", organized by Open Communities Alliance. At this conversation the participants offered tangible strategies to address segregation and racial injustice. You can listen to the conversation [here](#).
 - We are not requiring that you read "Just Action", although you are welcome to! Please do listen to the conversation referenced above.
 - [Click here to join the meeting](#)

Ground Rules

It helps the conversation flow when we agree to some ground rules around language and mutual respect. Everyone brings their own experiences to the conversation, and it is important that we foster an environment where everyone can share their experiences and listen to others' experiences. To help with this, here are some ground rules we will be using during the sessions:

- Express your opinions with "I" statements and be open to the range of perspectives in the session.
- Because these sessions will be virtual, please use the "raise hand" feature to ensure that everyone has the opportunity to join the conversation.
- What is said here, stays here and what is learned here should leave here - share the knowledge and message that we discuss, but not stories or personal experiences that people may share.
- Reserve the right to change your mind.

Study Guide and Glossary

We have created a couple of documents to try to help with some of the concepts, language, and history in the book. You don't have to answer all the questions for the Study Hall. There will not be a quiz. You don't have to click through the links in the Glossary if you don't want to. We only offer these documents as potential guides to thinking more in depth about the history and concepts in the book.

[Find the Study Guide Here](#)

[Find the Glossary Here](#)

[Find Additional Resources Here](#)





Ground Rules

Be smarter than your phone: Do your best to maintain focus and resist the ever-present temptation to multi-task.

Questions, Questions, Questions: It is true, there are no dumb questions. We don't promise to have all the answers, but we do hope to engage in good discussion. Please come prepared to discuss the material and to engage in thoughtful conversation.

Express your opinions with "I" statements: Please bring your opinions and questions to the group and share them as self-focused "I" statements. You don't have to speak for the multitudes, we are more interested in what you think right now. Be aware that others will be bringing their own opinions and questions and be open to the range of perspectives in the room. We will all work together to feel safe to express our opinions and listen as allies.

Vegas rules (slightly modified): During these conversations, colleagues may share things that are personal or ask a question or make a statement that they would not want attached to their name outside this space. Please remember, that what is said here stays here. With that in mind, consider also that what is learned here should leave here – please do share the knowledge and the message, but please not names.

Share the airtime: If you are someone who enjoys jumping right into the conversation – please do! We just ask that you make an effort to be aware of the level of your participation – give some space for others to put their ideas out there once you've shared a few times. If you are someone who usually waits to share, go ahead and jump in. This is intended to be a space where we share ideas and learn and grow together.

Reserve the right to change your mind: Sometimes over the course of a conversation, we hear something that rings true or changes our stance on a topic. Changing your opinion can be a sign of learning and growth and it is alright to reconsider or even completely change your mind when you are presented with new or different information.

Ouch / Oops: Creating safe spaces for conversation also means making room for people to make mistakes. Sometimes this shows up in the language we use or the assumptions we make without even knowing it. If this happens during a Study Hour and someone says something that is causes you to be uncomfortable, say "Ouch" out loud. We will let the person finish their thought, and then we will turn and address the "Ouch". This is an opportunity to use our listening skills to understand what caused the "Ouch".

Any others?

2024 PHOENIX





IHDA INTERNSHIP PROGRAM

Management Innovation: Human Resources

Karri Kartes & Porsche Murry

September 30, 2024

GOALS

- Provides young professionals the opportunity to gain valuable, practical exposure to different programs and a realistic perspective of the workplace.
- Responsibilities include providing general staff assistance in IHDA departments including accounting, finance, information technology, and programs.
- Seeks candidates who have excellent oral and written communication skills, computer knowledge, and interpersonal skills.
- Invaluable experience and will assist in creating a pool of the next generation of professionals.

CURRENT PROGRAM

Two Types of Internships

- Summer Program
 - June through August
- Seasonal Program (Extension of Summer Program)
 - September through December

Requirements and Pay

- Must be enrolled as a full-time undergraduate or graduate student upon submitting application
- Available to work a maximum of 37.5 hours per week
- Hourly Rate
 - \$18 - Underclassmen
 - \$19 - Upperclassmen
 - \$20 - Graduate Students

ACTIVITIES/OPPORTUNITIES

- IHDA Summer Speaker Series
- Mentorship Program
- Fannie Mae's Future Housing Leaders Program
- Volunteer Opportunities
- Various Seminars
- Networking

SUMMER SPEAKER SERIES

- Each IHDA Department
- 45-minute presentation of what their department does
- Education about the affordable housing industry and how each department fits into the IHDA puzzle to drive our mission forward.

MENTORSHIP PROGRAM

In conjunction with the Special Advisor on Equity and Inclusion, the mentorship program was reintroduced the summer of 2023 with more structure, defined expectations, and final assessment to collect feedback both interns/mentees and mentors.

- Tenured IHDA staff volunteer
- An additional source from their direct supervisor
- Offer advice on career and professional development
- Provide a better understanding on how to navigate and adapt to the professional environment.

MENTORSHIP PROGRAM

2023 CLASS

- 13 mentors
- Created opportunities for mentees to network with staff across IHDA
- Created a more in-depth and engaging experience for the summer interns

“My mentor offered me great networking opportunities as I have a lot of professional experience already. I connected with people inside and outside of IHDA thanks to her. She's been very supportive and open, and I hope to continue a professional reference relationship on LinkedIn.”

- Summer 2023 Intern

MARKETING STRATEGY WEBPAGE

- Dedicated webpage for internship positions
- Social media presence
- Targeted Outreach to Universities
- 45 days after launch
 - 3,179 views
 - 2,303 users initiated actual events on the page

Allows IHDA to assess metrics around recruiting efforts to learn and shape best recruiting strategies.

RECRUITING EFFORTS

- Handshake
- Posted intern opportunities to 33 colleges and universities
- Illinois and neighboring states (Indiana and Wisconsin)



TESTIMONIALS

From our 2024 cohort:

“Personally, the aspects of this program that made it a pleasure working here were the Lunch & Learn series, the IHDA tour/BBQ, site visits, the hybrid schedule, the summer outing, and overall, I just had such an amazing experience. I love the partnership with Fannie Mae and the mentorship program; those were great additions to the program.”

TESTIMONIALS

From our 2024 cohort:

“I don't think I can mention just one favorite part so I'll mention a few. I loved working in Community Affairs because it presented a challenge for me to apply what I've learned in my field of study thus far, allowing me to bridge the gap between learning and application. Everyone in the CA department provided me with wonderful insights and it has been a honor for me to work alongside these housing professionals, and collaborating with them in completing meaningful work. One of my biggest concerns going into this internship was that I would just be doing busy work without learning much of my desired profession, but my experience couldn't have been further from that.”

RESULTS

2023 Class

- 14 interns participates
- 3 hired as full-time employees

2024 Class

- 510 applications
- 46 interviews
- 10 interns hired for program

IHDA is proud of our internship program as we not only help the next generation learn about financing the creation and preservation of affordable housing but have also brought several on as full-time employees and changed lives.

QUESTIONS

