

2023  
BOSTON

**Shaping an Inclusive Workplace:  
Insights from HFAs**

# Participants

- **Maura Collins**, Executive Director | Vermont Housing Finance Agency
- **Jon Davidson**, Deputy Executive Director, Business Services | Kentucky Housing Corporation
- **Adrienne Whitaker**, Director of Diversity, Equity, and Inclusion | Virginia Housing



# 2023 BOSTON

## Shaping an Inclusive Workplace at Kentucky Housing Corporation



# *The Work* CONTINUES

Kentucky Housing Corporation (KHC) is focused on diversity, equity, and inclusion (DEI) with enhanced communication efforts and approaches to educating and informing staff.

At Kentucky Housing Corporation, people of all races, religions, genders, and sexual identities have always been and continue to be welcome. We pledge to do better. We strive to fight discriminatory housing practices, to end racial injustice in housing, to ensure equity and to be more inclusive in everything we do.



# Our HERSTORY

Rep. Mae Street Kidd, the founder of our organization, a Black woman, and a champion of affordable housing, pushed for change, urging her fellow legislators to extend all Kentuckians basic human rights.

As a result, she sponsored bills that prohibited racial discrimination in housing and that provided first-time homebuyers with low-interest loans. She gave a voice to the underrepresented, oppressed people she served, and today, we continue her fight.



“

I never tried to be anything I wasn't. I have tried to fulfill my life in trying to be who I am, and that includes the color of my skin.

-Rep. Mae Street Kidd

”



# *about*US

We began in 2017 with a Multicultural Affairs Committee that celebrated the unique differences, traditions and cultures of our staff through:

- Monthly lunch and learns
- Discussions
- Pictures
- Newsletter features





# *prioritizing* REPRESENTATION

In 2020, we shifted our focus to diversity, equity and inclusion.

- Contracted with Millennium Learning Concepts to survey and assess KHC
- Hosted mandatory trainings
- Held listening sessions
- Assembled a task force to implement the DEI initiative



Item#	Tactics	Responsible Party	Start Date	Target Completion Date	Measurement/Best Practices	Comments/Notes
<b>1 Recruitment</b>						
1.1	Initiate a company policy that requires a diverse candidate pool for each open position; require outside recruiters to widen their recruitment efforts to increase ethnic diversity in the organization.	Employee Services	08/01/22		Run monthly reports based on applications received, track who is being interviewed or not. Information are also kept on Affirmative Action Policy - could be used for tracking the metrics for this tactic.	Activation of Dayforce applicant EEO track EEO data. ES will perform the i with the hiring manager, develop job interview questions and provide tech and selecting the best candidate.
1.2	Include HBCU's, diverse organizations, publications for recruitment of all open positions.	Employee Services				ES will ensure that KHC communicat partners(recruiting agencies) our DEI and standards that will effectively inc the corporation. Managers can also r posting other sites .
1.3	Create a Diversity internship program to increase diversity within KHC.	Employee Services	01/01/23	08/01/23	Retooling the Internship program and recreating connections with the colleges and universities across Kentucky.	Restart the Business Rotation Interns KSU, attend job fairs and build a rapy development and career associate di
1.4	Advertise job posting in Hand-Shake and identify other recruitment avenues to obtain diversity.	Employee Services	01/26/23	08/01/23		
<b>2 Hiring Practices and On-Boarding</b>						
2.1	Initiate a company policy that requires a diverse candidate pool for each open position and diverse panel for all hires.	Employee Services				Review, revise and publish the Affirm update and post on the website.
2.2	Incorporate diversity, equity, and inclusion as a part of the orientation process.	Employee Services			This tactic has been completed.	Move from cultural talking to training means. Add DEI videos to the onboa
2.3	Use diverse panel to evaluate and screen candidates for vacancies.	Employee Services			Current recruiter is looking at the diverse pool of applications - maybe assign someone from the panel to attend interviews. Add a resource from the panel.	This tactic would be eliminate by imp
2.4	Increase ethnic diversity in management and executive leadership.	Employee Services				This tactic would be mitigated with th planning. Succession planning: 1. M performance reviews. 2. High perform should be organic and not hand pick potential. 4. Process should place st



# Our PANEL



Gloria Wright, Chair  
Corporate Planning and Accountability



Jon Davidson  
Executive Leadership



Molly Tate  
Communications and Marketing Services



Kaye McAfee  
Housing Programs



Anthony Wright  
Multifamily Programs



Teresa Tyler  
Employee Services



Derek Morris  
Loan Servicing



Lauren Van Sickle  
Legal Services and Compliance



Jordan Vice  
Employee Services

- ✓ Diversify recruitment process
- ✓ Incorporate DEI into new hire orientation process
- ✓ Provide access to interpreters
- ✓ Identify the owner of the LAP
- ✓ Develop ongoing consistent and clear messaging about the DEI vision and plan of action to achieve desired outcomes
- ✓ Work with HBCUs, diverse organizations, publications to advertise open positions

TASKS COMPLETED



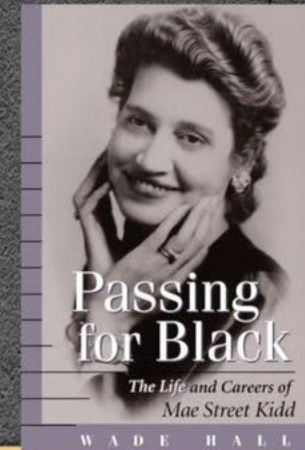
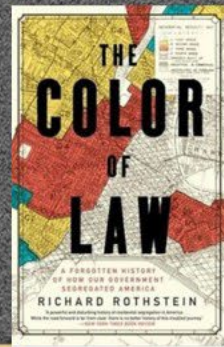
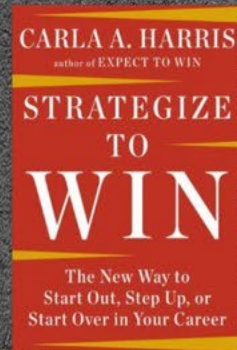
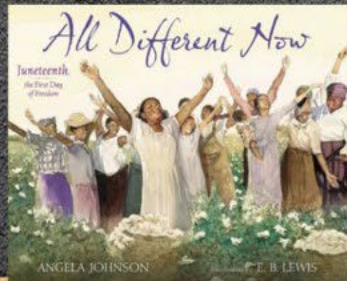
# *Staff* TRAINING

- What is DEI?
- Combatting Implicit Bias
- Language access training
- Conference sessions
  - Setting the Tone for Diversity
  - Combatting Implicit Bias
  - Equality in Housing
  - Diversifying Your Suppliers
  - Creating A Meaningful LEP Plan



# providing RESOURCES

We have compiled a list of resources below to help staff in their DEI journey. These books, podcasts, stories, and more identify and track trends and concepts that further our understanding of inclusion, diversity, equality, accountability, and social justice.





# *engaging* STAFF



- Terry...
- Jessi...
- Laur...
- Vada...
- Shel...
- Moll...
- SC  
Susa...
- Stev...
- Nich...
- Anth...
- Kim ...

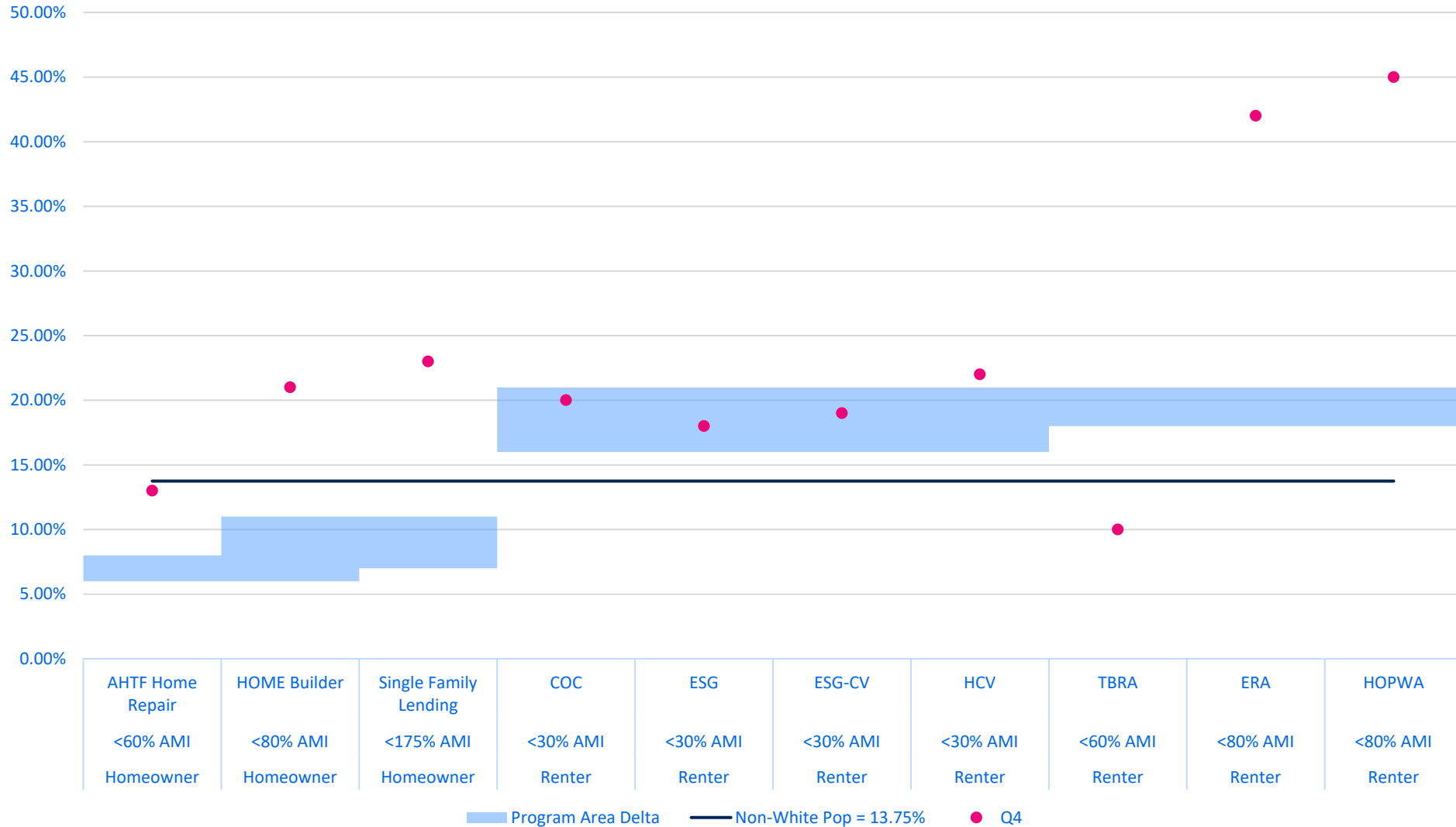
# *measuring* RESULTS

Since beginning this initiative, KHC has:

- Created a DEI Scorecard, Budget and Program Metrics
- Increased the diverse representation among staff
- Diversified its marketing efforts
- Heightened awareness of translation, interpretation resources



## Non-White Percentage Population Served by Program FY2023 Cummulative Through Q4



Program	Program Qualifications	Non-White % within Qual Pop	Q1	Q2	Q3	Q4
AHTF Home Repair	<60% AMI, homeowner	6-8%	18%	11%	7%	17%
COC	<30% AMI, renter, "at risk of homelessness"	16-21%	21%	20%	20%	20%
ERA	<80% AMI, renter	18-21%	31%	42%	42%	42%
ESG-CV	<30% AMI, renter	16-21%	20%	20%	16%	21%
ESG	<30% AMI, renter	16-21%	18%	17%	16%	23%
TBRA	<60% AMI, renter, no more than 80% on recert	18-21%	9%	9%	11%	12%
HCV	75% of approved applicants must be <30% AMI	16-21%	21%	22%	23%	23%
HOME Builder	<80% AMI, homeowner	6-11%	40%	8%	0%	38%
HOPWA	<80% AMI, renter, HIV diagnosis	18-21%	48%	41%	34%	58%
Single Family Lending	<175% AMI, homeowner	7-11%	20%	24%	23%	22%



# *moving* FORWARD

KHC is now working to complete more of its strategic DEI objectives and engage more staff members.

- Launch an ambassador group
- Increase participation in IDEAS page and forum
- Train the DEI Panel
- Release another all-staff DEI training
- Relieve the burden on our bilingual staff

# 2023 BOSTON

***Bright IDEA*** 

*An Innovative Approach to  
Inclusion, Diversity, Equity & Access*

*Adrienne P. Whitaker,  
Director of Diversity, Equity and Inclusion  
Virginia Housing*





# What is Bright Idea?

It begins with a framework





# What is Our Why?

Our Mission:

*Helping Virginians Attain Quality, Affordable Housing*

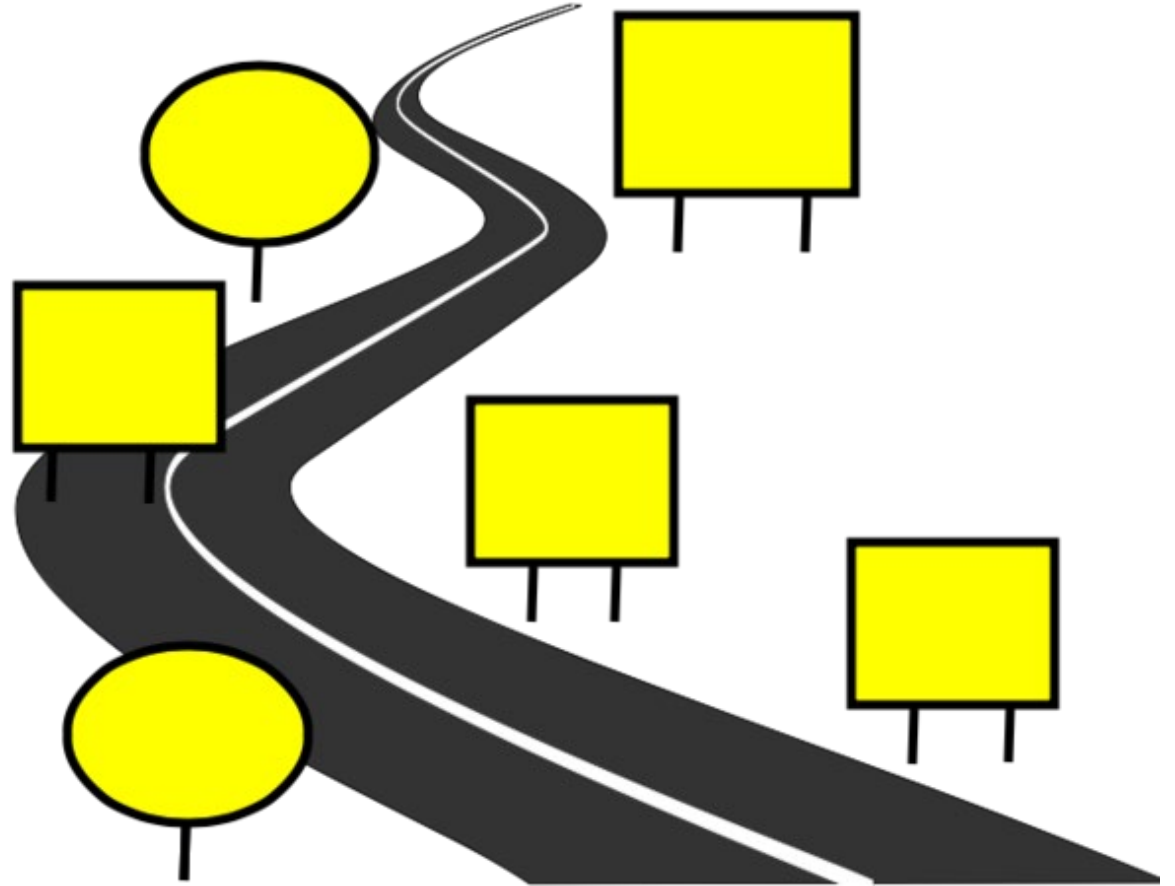
Our Slogan:

*Home Helps Everyone*



## Bright IDEA – The Path

1. Access and Success (*Hiring/Retaining*)
2. Climate and Intergroup Relations (*Creating Culture*)
3. Training and Education (*Engaging*)
4. Infrastructure and Accountability (*Internal Support Systems*)
5. Community Engagement (*Targeted Outreach*)



# Infrastructure



- Incorporated IDEA into overall Strategic Plan
- DEI Consultant – TMI Consulting
- DEI Director
- IDEA Commitment Statement
- IDEA Strategic Plan
- IDEA Training Sessions
- IDEA Council
- Expanded Leadership Team

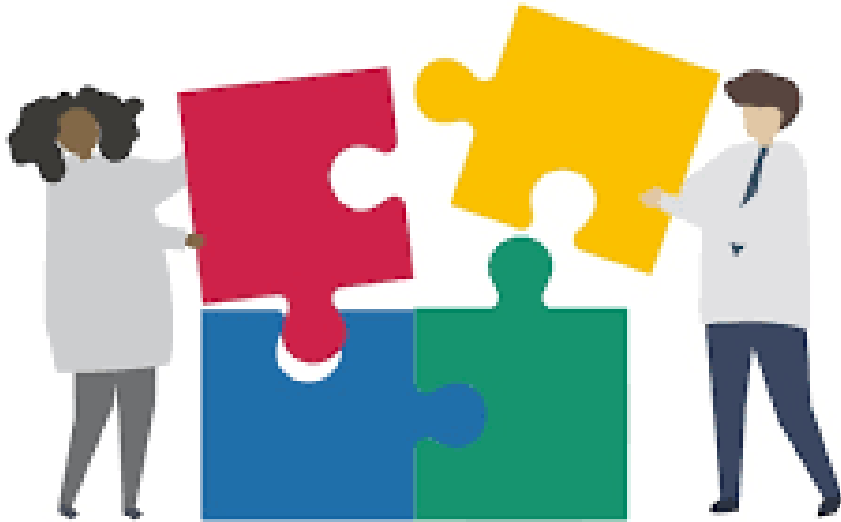




## Diversity & Cultural Awareness

- The Press Articles (weekly newsletter)
- IDEA Council Activities/Events
- IDEA Speakers
- IDEA & TD&L Sessions
- Elevate Series – Program Areas

# Operationalizing IDEA



- IDEA Data Informed
- Incorporating IDEA into Department Business Plans
- IDEA & Associates Survey
- IDEA & Stakeholders Survey
- Minority Business Advisory Council
- Exceed SWaM Goals
- Incorporated Audit



# New Initiatives

- Addressing Barriers for BIPOC Developers
- Fellows Program



# Targeted Outreach & Engagement

- Sponsorships
- Marketing Efforts
- Community Outreach
- Supplier Diversity
- Community Partnerships
- Historically Black Colleges & Universities





# Strategic Partnerships & Memberships

- ChamberRVA
- disAbility Law Center
- Metropolitan Business League
- NAACP
- NAMMBA
- NAREB
- Urban Financial Services Coalition
- Virginia Asian Chamber of Commerce
- Virginia Bankers Associates
- Virginia Hispanic Chamber of Commerce
- Virginia Pride
- National Urban League



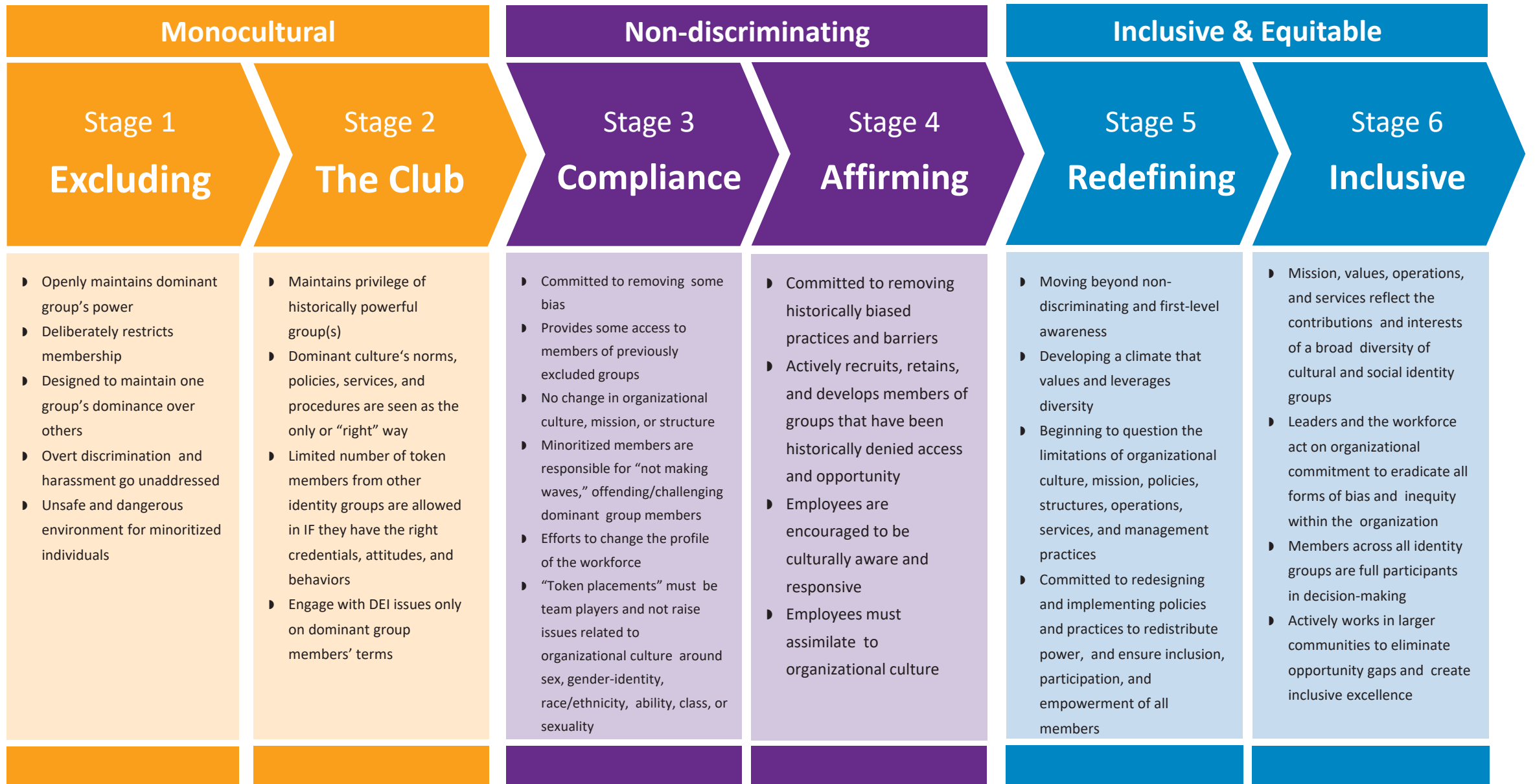
# Our IDEA Road Map

**Navigating Our Journey**





# Continuum of Inclusive and Equitable Organizational Development



# Inclusive



# Compliance

## Our Goal

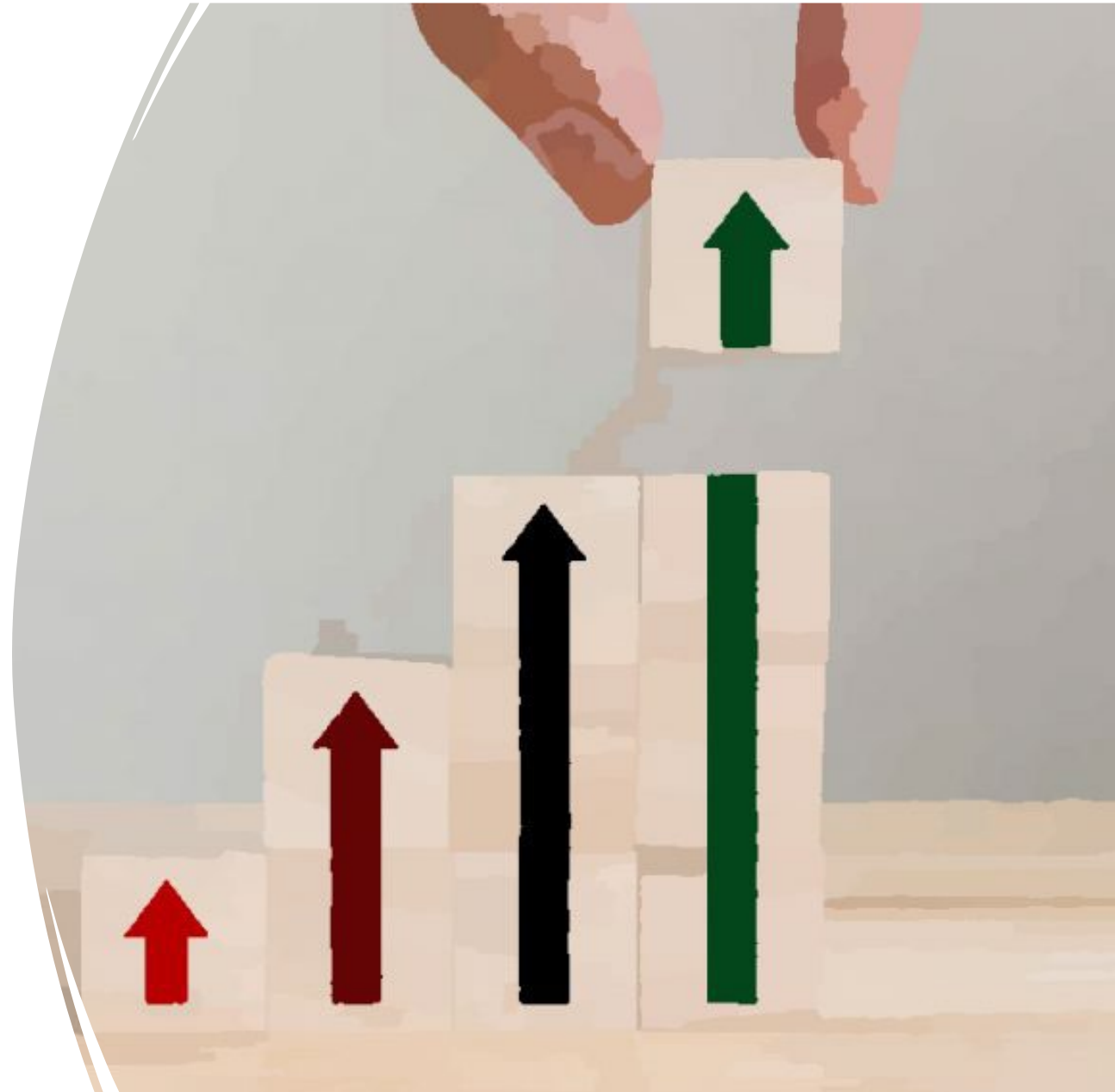
To be an inclusive & equitable organization with a sense of belonging for all our associates and committed to our mission





# Taking Ownership

- ❑ Agency Wide Discussions – Moving Along the IDEA Continuum
  - Session 1 – Identification
  - Session 2 – Problem Solving
  - Session 3 - Visualization
  
- ❑ Addressing Outcomes from IDEA Survey
- ❑ Ongoing Training – Next Up is Allyship





# Replicable

- Incorporate into overall strategic plan
- Invest in training
- Identify a framework
- Leverage external experts
- Develop strategic partnerships & relationships
- Communicate internally & externally
- Incorporate accountability
- Determine what you want to track...and track it