

Diversity, Equity, and Inclusion Annual Report (2021-2023) and 2025 IDEA Strategic Goals and Objectives (7/1/2024 – 6/30/2025)

Agency: Virginia Housing

Reporting Period: January 2022 – December 2023 (covers the two years of our initial strategic plan)

Goal	Objectives	Successes
<p>Plan Goal 1. Access and Success: <i>Recruit and retain a diverse workforce and build a diverse pipeline.</i></p>	<ul style="list-style-type: none"> Recruit and hire a more compositionally diverse workforce. Retain a more compositionally diverse workforce. 	<ul style="list-style-type: none"> Examined the agency’s recruitment and hiring processes to evaluate potential barriers and identify opportunities. Ensured diverse composition of applicant pools across the stages of the recruitment and hiring process, including: 1) advertising on traditional HR sites; 2) advertise positions with diverse universities such as Virginia Commonwealth University and historical black colleges/universities such as Virginia State University, Virginia Union University, Hampton University, Norfolk State University, Howard University, and Morgan State University; 3) advertise positions and leverage diverse membership organizations, including Virginia Asian Chamber of Commerce, Virginia Hispanic Chamber of Commerce, Urban Financial Services Coalition, and National Association of Minority Mortgage Brokers of America; 4) leverage an internship program to identify top talent students for future employment opportunities. Virginia Housing is a recipient of the 2023 Top Virginia Employers for Interns Award – currently have 10 intern positions. 5) Established a 2-year Fellows Program to identify and develop the next generation of leaders in the housing industry – currently have 4 fellow positions. Leverage internal leadership programs that are comprised of a cross-section of individuals from across all areas of the organization: 1) Emerging Leadership Program; and 2) Leadership Development Program.

<p>Plan Goal 2. Climate and Intergroup Relations: <i>Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.</i></p>	<ul style="list-style-type: none"> • Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences. 	<ul style="list-style-type: none"> • Created new Expanded Leadership Team and Managers Council. This expands the number of seats at the table to provide input from leaders and emerging leaders with diverse perspectives and backgrounds. • Through our Training, Development & Learning (TD&L) department, we offer training to associates about different personality and communication styles and how to effectively work as a team with individuals from various perspectives. Examples include Myers Briggs and Emotional Intelligence – EQi assessments and workshops. • Provide opportunities for associates to learn about different cultures, experiences, and backgrounds via weekly articles in the employee newsletter, as well as highlight different associates.
<p>Plan Goal 3. Training and Education: <i>Engage in learning the concepts of IDEA (Inclusion, Diversity, Equity, and Access), and the importance of these concepts in completing the Virginia Housing mission.</i></p>	<ul style="list-style-type: none"> • Determine mandatory IDEA training requirements. • Provide training opportunities that achieve diversity, inclusion, and equity learning goals. • Increase the multicultural competencies and capacities for all employees. 	<ul style="list-style-type: none"> • Developed two required TD&L modules: Workplace Civility and Understanding Unconscious Bias, which was recognized nationally as a best practice with an award from the National Council of State Housing Agencies (NCSHA). • Developed a 6-part education series focused on addressing disparities in health, education, and housing as well as access to financial resources. • Associates have access to both virtual self-paced and in-class training sessions, such as: Generation Z in the Workplace, Multi-Generations in the Workplace, and Emotional Intelligence & DEI workshop.
<p>Plan Goal 4. Infrastructure and Accountability: <i>Drive for Operational Excellence in IDEA (Inclusion, Diversity, Equity, and Access) by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving IDEA goals.</i></p>	<ul style="list-style-type: none"> • Sustain and increase organization-wide efforts designed to amplify opportunities to advance the IDEA specific goals. • Analyzing disaggregated data and special studies to better understand and address longstanding organizational challenges, recruitment, and yield of historically 	<ul style="list-style-type: none"> • Established an IDEA framework (Inclusion, Diversity, Equity, & Access) to align with our overall mission. Framework leveraging best practices from Cornell University, Gallup, the Berkely LAB and McKinsey. Incorporated IDEA goals into department business plans across the agency to align with and support our IDEA Strategic Plan. • Conduct biennial associate survey with all employees for feedback and insights on engagement toto obtain point-in-time pulse check data as to our associates opinions regarding our IDEA progress that provides insight to our areas of opportunity. Virginia Housing IDEA operating model received national recognition as a best practice with an award from NCSHA for Management Operations – Innovation.

	<p>underrepresented employees and leaders.</p>	
<p>Plan Goal 5. Community Engagement: <i>Targeted Outreach and Lending Initiatives to Lessen Disparities in Access to Housing for Virginia's diverse and marginalized communities.</i></p>	<ul style="list-style-type: none"> • Create IDEA-aligned programs and resources that facilitate new partnerships, resources, and opportunities. • Expand access to financial resources in underserved areas. • Promote IDEA commitment in all dimensions of engagement with customers and stakeholders. • Establish and strengthen community and industry partnerships to identify and address key barriers facing underserved populations and markets. • Increase wealth-building opportunities through homeownership in historically underserved populations. 	<ul style="list-style-type: none"> • Established an Equitable Development Officer position specifically designed to identify and establish partnerships with organizations to identify and align programs and resources such as the Urban Institute and HAND. • Exceeded small, women, and minority (SWaM) goals. • Virginia Housing partners with the Urban League and other community-based organizations to ensure access to financial education and resources were available to underserved communities. Financial education sessions were provided in Spanish. Offer a "Reel-Talk" Instagram series in which we go to college campuses to educate students about various topics including renting, credit, and fair housing. Although these conversations were done in-person, they can be accessed online on our website. • Recognized with an award from the Hampton Roads Urban League as well as an MLK Drum Major Award from Urban Financial Services Coalition. • Leverage new Minority Business Advisory Council to identify and address barriers facing underserved populations, business partners, and developers. • Established relationship with Radio One to ensure information about financial education and resources are marketed to underserved urban communities. Ensure programs are advertised on Spanish media outlets. • Ensure external marketing is diverse and reflects the communities we serve. • Reviewed existing programs to identify revision opportunities to addresses barriers and access. Made modifications where possible. • Review borrower characteristics and demographics to identify potential barriers to access to homeownership and determine how they can be addressed.

Virginia Housing IDEA 2025 Fiscal Year Strategic Goals & Objectives (7/1/2024 – 6/30/2025)

Virginia Housing is in the process of updating its existing IDEA Strategic Plan, which includes goals, objectives, metrics, desired outcomes, and IDEA commitment statement. The outline of this plan is below and on the following pages. We will continue to leverage our internal/external IDEA framework, which places emphasis on *access* and aligns with our agency's overall mission: "Helping Virginians Attain Quality, Affordable Housing."

2024 – 2025 Virginia Housing Goals:

Goal 1: **Access & Success:** Recruit and retain a diverse workforce and build a diverse pipeline.

Goal 2: **Welcoming & Respectful Culture:** (Climate and Intergroup Relations): Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.

Goal 3: **Infrastructure & Training:** (Infrastructure & Accountability and Training & Education): Drive for Operational Excellence in IDEA (Inclusion, Diversity, Equity, and Access) by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving IDEA goals. Engage in learning the concepts of IDEA and the importance of these concepts in completing the Virginia Housing mission.

Goal 4: **Community Engagement:** Targeted Outreach and Lending Initiatives to Lessen Disparities in Access to Housing for Virginia's rural, diverse, and marginalized communities across the Commonwealth.

Agency: Virginia Housing

Fiscal Year 2025 (July 1, 2024 – June 30, 2025) IDEA Strategic Goals and Objectives

Goal	Objectives
<p>Plan Goal: Access and Success: <i>Recruit and retain a diverse workforce and build a diverse pipeline.</i></p>	<ul style="list-style-type: none"> • Recruit and hire a more compositionally diverse workforce. • Retain a more compositionally diverse workforce.
<p>Plan Goal 2. Welcoming & Respectful Culture</p> <p><i>Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.</i></p> <p>Previously: Climate and Intergroup Relations:</p>	<ul style="list-style-type: none"> • Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.
<p>Plan Goal 3. Infrastructure & Training</p> <p><i>Engage in learning the concepts of IDEA (Inclusion, Diversity, Equity, and Access), and the importance of these concepts in completing the Virginia Housing mission.</i></p> <p><i>Drive for Operational Excellence in IDEA (Inclusion, Diversity, Equity, and Access) by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving IDEA goals.</i></p> <p>Previously: Training & Education and Infrastructure & Accountability:</p>	<ul style="list-style-type: none"> • Determine mandatory IDEA training requirements. • Provide training opportunities that achieve diversity, inclusion, and equity learning goals. • Increase the multicultural competencies and capacities for all employees. • Sustain and increase organization-wide efforts designed to amplify opportunities to advance the IDEA specific goals. • Analyzing disaggregated data and special studies to better understand and address longstanding organizational challenges, recruitment, and yield of historically underrepresented employees and leaders.

Plan Goal 4. Community Engagement: *Targeted Outreach and Lending Initiatives to Lessen Disparities in Access to Housing for Virginia's diverse and marginalized communities.*

- Create IDEA-aligned programs and resources that facilitate new partnerships, resources, and opportunities.
- Expand access to financial resources in underserved areas.
- Promote IDEA commitment in all dimensions of engagement with customers and stakeholders.
- Establish and strengthen community and industry partnerships to identify and address key barriers facing underserved populations and markets.
- Increase wealth-building opportunities through homeownership in historically underserved populations.