

# **Diversity, Opportunity, and Inclusion Annual Report**

## **Strategic Goals and Objectives (7/1/2024 – 6/30/2025)**

**Agency:** Virginia Housing

**Reporting Period:** June 30, 2024 – July 1, 2025

### **Advancing Opportunity & Access Across the Commonwealth**

At Virginia Housing, our mission is simple yet powerful: Helping Virginians attain quality, affordable housing. As we reflect on the past year, we remain guided by that mission—and strengthened by the values that support it. Through our Opportunity & Access Strategic Plan, established in 2021, we continue to embed inclusion, diversity, equity, and access (IDEA) into the very core of our work.

This strategic framework is not just a document. It is a roadmap that drives how we operate, how we serve, and how we grow. It is reviewed and refined annually to ensure our goals stay relevant, intentional, and aligned with the evolving needs of our communities. We are proud to be a public-private partnership that delivers superior, long-term financial performance while centering the people we serve—especially those who have been historically marginalized.

Addressing opportunity & access disparities is not new to Virginia Housing. It is woven into our history, our identity, and our culture. Today, we continue to lead with purpose and resolve, knowing that the pursuit of equitable housing opportunities must include intentional action within our own walls and across the Commonwealth.

Our Opportunity & Access Strategic Plan focuses on three interconnected goals:

- Creating a workplace that reflects the diversity of the communities we serve and fosters a culture of belonging.
- Delivering relevant outreach and marketing that resonates with underserved and marginalized communities.
- Engaging deeply with diverse communities and business partners, listening and learning in order to serve more effectively.

The Opportunity & Access framework informs everything we do:

- Inclusion ensures a welcoming environment where all associates are respected and empowered.
- Diversity affirms the value of different perspectives, backgrounds, and experiences.
- Opportunity commits us to removing barriers to advancement.
- Access drives our efforts to ensure affordable housing and economic opportunity are within reach for all.

In recent years, our commitment to opportunity & access has earned us both local and national recognition. Notably, we received two national awards from the National Council of State Housing Agencies for our diversity training program (2022) and our innovative operating model (2023). We've also been honored by the Urban League of Hampton Roads, the Urban Financial Services Coalition, and the Metropolitan Business League for our outreach and support of diverse communities and businesses.

Among this year's proudest accomplishments:

- We established a Military Affiliated Associates Program to support veterans and military spouses in their transition and ongoing careers.
- We launched the "Voices" speaker series, bringing nationally recognized thought leaders to educate and inspire dialogue about community and cultural understanding.
- We embraced a culture of collective accountability, drawing on the principles from *Begin With WE* by Kyle McDowell, to build a culture of excellence through shared values and leadership.

Each of these achievements is a testament to our belief that affordable housing is about more than structures—it's about people, possibilities, and progress. Together, we are building a stronger, more inclusive Virginia—one opportunity, one home, and one voice at a time.

**Note:** Financial support for our programs does not stand alone as a single budget item. Instead, it built into the budgets of Human Resources, Programs, Communications and Operations. Our Director of Engagement, Impact & Accountability is responsible for the management of our opportunity & access strategic plan. This position is crucial to the corporate culture of our organization and works across all departments within our agency. The position resides in Human Resources, which reports to Operations.

**Agency:** Virginia Housing

**Reporting Period:** June 30, 2024 – July 1, 2025 (covers the two years of our initial strategic plan)

Goal	Objectives	Successes
<b>Plan Goal 1. Access and Success:</b> <i>Recruit and retain a diverse workforce and build a diverse pipeline.</i>	<ul style="list-style-type: none"><li>Recruit and hire a more compositionally diverse workforce.</li><li>Retain a more compositionally diverse workforce.</li></ul>	<ul style="list-style-type: none"><li>Virginia Housing is a recipient of the 2024 Top Virginia Employers for Interns Award)</li><li>Launched our Military Affiliated Associates Program to attract and retain individuals who served in the military and spouses.</li></ul>
<b>Plan Goal 2. Welcome &amp; Respectful Culture:</b> <i>Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.</i>	<ul style="list-style-type: none"><li>Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.</li></ul>	<ul style="list-style-type: none"><li>At Virginia Housing diversity is defined beyond race, gender, ability, and identity, Diversity of thought is also an area addressed through our strategies to create an inclusive workplace where all individuals belong and have an opportunity to thrive. Through our Training, Development &amp; Learning (TD&amp;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.</li><li>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.</li></ul>

<p><b>Plan Goal 3. Infrastructure and Training:</b> <i>Engage in learning the concepts of inclusiveness &amp; belonging, and the importance of these concepts in completing the Virginia Housing mission.</i></p> <p><i>Drive for Operational Excellence in Inclusiveness &amp; Belonging by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving opportunity &amp; access goals.</i></p>	<ul style="list-style-type: none"> <li>• Determine mandatory Opportunity &amp; Access training requirements.</li> <li>• Provide training opportunities that achieve diversity, inclusion, and equity learning goals.</li> <li>• Increase the multicultural competencies and capacities for all employees.</li> <li>• Sustain and increase organization-wide efforts designed to amplify opportunities to advance the Opportunity &amp; Access specific goals.</li> <li>• Analyzing disaggregated data and special studies to better understand and address longstanding organizational challenges, recruitment, and yield of historically underrepresented employees and leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented part 3 of our training designed to create a culture of inclusiveness where everyone feels they belong. This training was designed by the Virginia Center for Inclusive Communities and focused on allyship to provide associates to 1) be respectful; 2) speak up when wrongdoing is witnessed; 3) be supportive of each other; and 4) practice self-advocacy</li> <li>• 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.</li> <li>• Virginia Housing leverage only proven best practice frameworks such as, Gallup, the Berkely LAB and McKinsey.</li> </ul>
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<p><b>Plan Goal 4. Community Engagement:</b> <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"> <li>• Create opportunity &amp; access aligned programs and resources that facilitate new partnerships, resources, and opportunities.</li> <li>• Expand access to financial resources in underserved areas.</li> <li>• Promote opportunity &amp; access commitment in all dimensions of engagement with customers and stakeholders.</li> <li>• Establish and strengthen community and industry partnerships to identify and address key barriers facing underserved populations and markets.</li> <li>• Increase wealth-building opportunities through homeownership in historically underserved populations.</li> </ul>	<ul style="list-style-type: none"> <li>• Exceeded small, women, and minority (SWaM) goals.</li> <li>• Virginia Housing partners with community-based organizations to ensure access to financial education and resources is available to underserved communities. Financial education sessions are also available in Spanish.</li> <li>• Established relationships with diverse media outlets to ensure information about financial education and resources are marketed to underserved urban communities. Ensure programs are advertised on Spanish media outlets.</li> <li>• Ensure external marketing is diverse and reflects the communities we serve.</li> </ul>
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## Virginia Housing OPPORTUNITY AND ACCESS 2026 Fiscal Year Strategic Goals & Objectives (7/1/2025 – 6/30/2026)

Virginia Housing has an Opportunity & Access Strategic Plan in place. The outline of this plan is below and on the following pages. We continue to leverage our internal/external framework, which places emphasis on *access* and aligns with our agency's overall mission: "Helping Virginians Attain Quality, Affordable Housing."

### 2025 – 2026 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 to ensure all associates at Virginia Housing has access to opportunities based on their experience and have a sense of belonging.

Goal 3: **Infrastructure & Training:** (Infrastructure & Accountability and Training & Education): Drive for Operational Excellence by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving opportunity & access goals. Engage in learning the concepts of an inclusive workplace 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, 2025– June 30, 2026) Opportunity & Access Strategic Goals and Objectives

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

**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 Opportunity & Access-aligned programs and resources that facilitate new partnerships, resources, and opportunities.
- Expand access to financial resources in underserved areas.
- Promote Opportunity & Access 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.