



IDEA: Inclusion, Diversity, Equity & Access Annual Report

Strategic Goals and Objectives (7/1/2025 – 6/30/2026)

Agency: Virginia Housing

Reporting Period: June 30, 2025 – July 1, 2026

At Virginia Housing, our mission is simple yet powerful: Helping Virginians attain quality, affordable housing. As we reflect on Fiscal Year 2026, we remain guided by that mission and strengthened by the values that support it. Through our **IDEA** (Inclusion, Diversity, Equity & Access) Strategic Plan, established in 2021, we continue to embed these principles into the way we work, serve, and engage communities across the Commonwealth.

This strategic framework is more than a plan. It is a roadmap that guides how we develop our workforce, strengthen our culture, engage with communities, and advance housing opportunities throughout Virginia. The plan is reviewed annually to ensure our goals remain relevant, intentional, and aligned with the evolving needs of our associates, customers, and partners.

Addressing disparities in housing opportunity is not new to Virginia Housing. It is woven into our history, our mission, and our commitment to serving all Virginians. We recognize that expanding access to housing opportunities requires both internal efforts to foster a welcoming workplace and external efforts to engage communities, build partnerships, and increase awareness of housing resources.

Our **IDEA** Strategic Plan focuses on four interconnected goals:

- **Access & Success:** Recruit and retain a talented workforce and build diverse talent pipelines.
- **Welcoming & Respectful Culture:** Create and sustain a workplace culture where associates feel respected, valued, and have a sense of belonging.
- **Infrastructure & Training:** Provide education, training, and accountability structures that support organizational excellence and continuous learning.
- **Community Engagement:** Build and strengthen partnerships that expand access to housing resources, financial education, and homeownership opportunities throughout the Commonwealth.



The **IDEA** framework informs everything we do:

- Inclusion ensures a welcoming environment where all associates are respected and empowered.
- Diversity recognizes the value of different perspectives, backgrounds, experiences, and ideas.
- Equity encourages us to identify and remove barriers that may limit opportunity.
- Access drives our efforts to ensure affordable housing, financial resources, and economic opportunity are within reach for all Virginians.

Virginia Housing continues to be recognized for its commitment to innovation, workforce development, and community engagement. In recent years, the organization has received national recognition from the National Council of State Housing Agencies and honors from organizations including the Urban League of Hampton Roads, the Urban Financial Services Coalition, and the Metropolitan Business League for its efforts to expand opportunity and strengthen communities.

Among this year's accomplishments:

- Continued the growth of the Military Affiliated Associates Program, supporting veterans, active-duty military members, reservists, and military spouses while maintaining Virginia Housing's designation as a Virginia Values Veterans (V3) Certified Employer.
- Implemented the Voices Speaker Series, providing associates with opportunities to learn from leaders and subject matter experts on disability inclusion, mentorship, leadership, and cultural awareness.
- Launched an employee engagement survey to better understand associate experiences and identify opportunities to strengthen workplace culture and engagement.
- Partnered with organizations across the Commonwealth, including the Richmond LGBTQ Chamber of Commerce, Virginia Asian Chamber of Commerce, Urban Financial Services Coalition, Virginia State Conference NAACP, and others to advance housing access, financial education, and community engagement.
- Hosted and participated in community forums, housing summits, educational programs, and outreach initiatives designed to increase awareness of housing opportunities and strengthen relationships with diverse communities.

These accomplishments reflect our belief that affordable housing is about more than buildings. It is about people, opportunity, stability, and the ability to build a brighter future. Through collaboration, education, and engagement, Virginia Housing remains committed to helping create a Commonwealth where every Virginian has the opportunity to thrive.

Note: *Financial support for our programs does not stand alone as a single budget item. Instead, it is 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.*

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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"> Virginia Housing continued to receive recognition for its award-winning internship program, which provides meaningful work experiences and career pathways for college students, recent graduates, and emerging professionals. Continued growth and engagement of the Military Affiliated Associates Program, which supports veterans, active-duty military members, reservists, and military spouses throughout their employment journey at Virginia Housing. Participated in recruiting and outreach efforts designed to attract veterans, transitioning service members, and military spouses to employment opportunities within the organization. Maintained Virginia Housing’s designation as a Virginia Values Veterans (V3) Certified Employer, demonstrating our commitment to recruiting, hiring, retaining, and developing military-affiliated talent.
<p>Plan Goal 2. Welcome & Respectful Culture: <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"> Continued to integrate Workplace Civility training into the onboarding experience for new associates, reinforcing expectations for respectful workplace interactions and professional conduct. Continued to provide Unconscious Bias training as part of the onboarding curriculum to increase awareness of how assumptions and biases can influence workplace decisions and interactions. Maintained access to learning and development opportunities that support inclusive leadership, communication, teamwork, and professional growth.



		<ul style="list-style-type: none"> • Continued to leverage established research and best-practice frameworks to support organizational effectiveness, associate engagement, and continuous improvement. • Implemented the Voices Speaker Series, providing associates with opportunities to learn from thought leaders and subject matter experts on topics related to leadership, accessibility, mentorship, belonging, and community engagement. • Hosted National Disability Employment Awareness Month (NDEAM) speaker Joe Jamison, who shared insights on disability inclusion, accessibility, and workplace success. • Hosted Black History Month programming featuring BK Fulton and Firehouse Theatre in a discussion entitled Claiming Our Narratives: Preserving Black History Through Storytelling. • Hosted Women’s History Month speaker Aisha Scott, who presented The Power of Mentorship and explored the importance of mentorship in personal and professional development. • Launched an employee engagement survey to better understand associate experiences, identify organizational strengths, and inform future engagement and culture initiatives. • Continued to highlight associate achievements, experiences, and educational content through internal communications designed to foster understanding, engagement, and belonging. • Continued to recognize and celebrate cultural heritage and awareness observances throughout the year, providing educational opportunities that foster understanding and respect across the organization. • Participated in the Que Pasa Festival and other community events that promote cultural awareness and engagement.
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		<ul style="list-style-type: none"> • Partnered with the Virginia Asian Chamber of Commerce to host Discover AAPI Heritage, providing our associates with an opportunity to learn about the history, contributions, and experiences of Asian American and Pacific Islander communities. • Hosted 4th annual Juneteenth lunch & learn session. The speaker was Dr. Bert Ashe and his topic was “For and By the People.” • Continued to implement initiatives designed to strengthen workplace engagement, belonging, and organizational culture. <ul style="list-style-type: none"> ○ 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.
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<p>Plan Goal 3. Infrastructure and Training: <i>Engage in learning the concepts of inclusiveness & belonging, and the importance of these concepts in completing the Virginia Housing mission.</i></p> <p><i>Drive for Operational Excellence in Inclusiveness & Belonging by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving opportunity & access goals.</i></p>	<ul style="list-style-type: none"> • Determine mandatory Opportunity & Access 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 Opportunity & Access 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. 	<ul style="list-style-type: none"> ○ 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. ○ Virginia Housing leverage only proven best practice frameworks such as, Gallup, the Berkely LAB and McKinsey.
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<p>Plan Goal 4. 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 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. 	<ul style="list-style-type: none"> • Participated in the Richmond SHRM Inclusion Symposium, Metropolitan Business League Women in Construction Summit, and the Department of Small Business and Supplier Diversity Construction Summit to engage community leaders, businesses, and stakeholders across the Commonwealth. • Hosted Housing with Pride in partnership with the Richmond LGBTQ Chamber of Commerce to facilitate dialogue on housing stability, affordability, and access for LGBTQ+ individuals and families. • Hosted the Annual Housing Justice Summit in partnership with the Virginia State Conference NAACP to address barriers to housing opportunity and promote equitable access to housing resources. • Hosted a Disability Summit in partnership with the disAbility Law Center of Virginia to increase awareness of accessibility, fair housing protections, and resources available to individuals with disabilities. • Collaborated with community partners to host a Juneteenth Homeownership Webinar focused on wealth-building, legacy creation, and expanding access to homeownership opportunities. • Strengthened partnerships with organizations including the Urban Financial Services Coalition, Richmond LGBTQ Chamber of Commerce, Virginia Asian Chamber of Commerce, Virginia Hispanic Chamber of Commerce, Virginia Ability, Metropolitan Business League, Virginia War Memorial, and the Richmond Area Diversity Roundtable. • Leveraged community partnerships and outreach events to increase awareness of affordable housing resources, financial education programs, homeownership opportunities, and housing stability initiatives across the Commonwealth.
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		<ul style="list-style-type: none">• Continued outreach and financial education efforts designed to connect underserved communities with programs, services, and resources that support long-term housing success.• Hosted Access to Affordability Housing for Clergy Leaders at First African Baptist Church• Offer first-time homebuyers sessions in Spanish
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Virginia Housing OPPORTUNITY AND ACCESS 2026 Fiscal Year Strategic Goals & Objectives (7/1/2026 – 6/30/2027)

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."

2026 – 2027 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 2026 (July 1, 2026– June 30, 2027) Opportunity & Access 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 inclusiveness & belonging, and the importance of these concepts in completing the Virginia Housing mission.</i></p> <p><i>Drive for Operational Excellence in Inclusiveness & Belonging by creating and sustaining an agency infrastructure that effectively supports progress and accountability in achieving opportunity & access goals.</i></p> <p>Previously: Training & Education and Infrastructure & Accountability:</p>	<ul style="list-style-type: none"> Determine mandatory Opportunity & Access 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 Opportunity & Access 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 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.