



2025- 2026 ANNUAL REPORT

OFFICE OF EQUITY AND INCLUSION



PRINCE WILLIAM
— VIRGINIA —



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Many Perspectives, ONE Prince William

Vision

Prince William County Government is an equitable and inclusive community that assesses its policies, programs, and practices through the use of equity lenses, where every individual has a fair and equitable opportunity to enjoy all the social and/or economic benefits of community life, by engaging their voices, reducing and/or mitigating disparities, and reforming conditions that have hindered their progress.



Mission

The Office of Equity and Inclusion serves the Prince William County government in partnership with all departments and the community to provide leadership, guidance, and coordination for the organization's continuing efforts toward building an effective, responsive, and collaborative culture for our workforce and community, as we work together to make Prince William County a community of choice.

Honoring Our Journey: A Message from the Director of Equity and Inclusion

Dear Colleagues and Community Partners,

As we reflect on this year's achievements, I want to extend my sincere appreciation to each of you for your dedication to advancing equity and inclusion across our organization. Through your commitment, collaboration, and shared purpose, we have strengthened the foundation of a County government that strives to be truly human-centered in its practices and in its daily interactions with the community and one another.

Thank you for engaging in this work with creativity and openness—bringing forward innovative ideas, offering honest and constructive feedback, and demonstrating unwavering determination in the face of complex challenges. These qualities have helped cultivate a culture where equity is not only a value but an active practice embedded in policies, programs, and the ways we serve our residents.

As I prepare to retire this year, I do so with full confidence in the future of this organization. Prince William County has demonstrated a meaningful commitment to modeling best practices and fostering an environment where people and communities can thrive.

The dedication shown by each department ensures that this work will not only continue, but will expand its impact, empowering other local jurisdictions to learn from and follow the path we have forged together.

It has been a profound honor to serve alongside you. Thank you for your partnership, your leadership, and your steadfast commitment to building an inclusive and equitable Prince William County.

With deep appreciation,
Maria



 **Maria D. Burgos**
Director of Equity and Inclusion

Countywide EI Policy

Equity and Inclusion Policy: No: 2450-OEM/EI-000-1 | Effective: July 1, 2022

“

Prince William County is committed to building and sustaining an equitable, diverse and inclusive workforce to serve the community. As such, Prince William County Government assesses its policies, programs and practices on a continuum through inclusion index markers and an equity lens of intersectionality.

We are an organization where every individual brings a diversity of perspectives and has equal access and equitable opportunity to join their voices in addressing barriers, and reforming conditions that hinder progress toward justice and equity.

The County is committed to creating equitable and inclusive services and opportunities for meaningful community engagement, so that every resident, business and visitor may enjoy all the social and economic benefits of community life.”

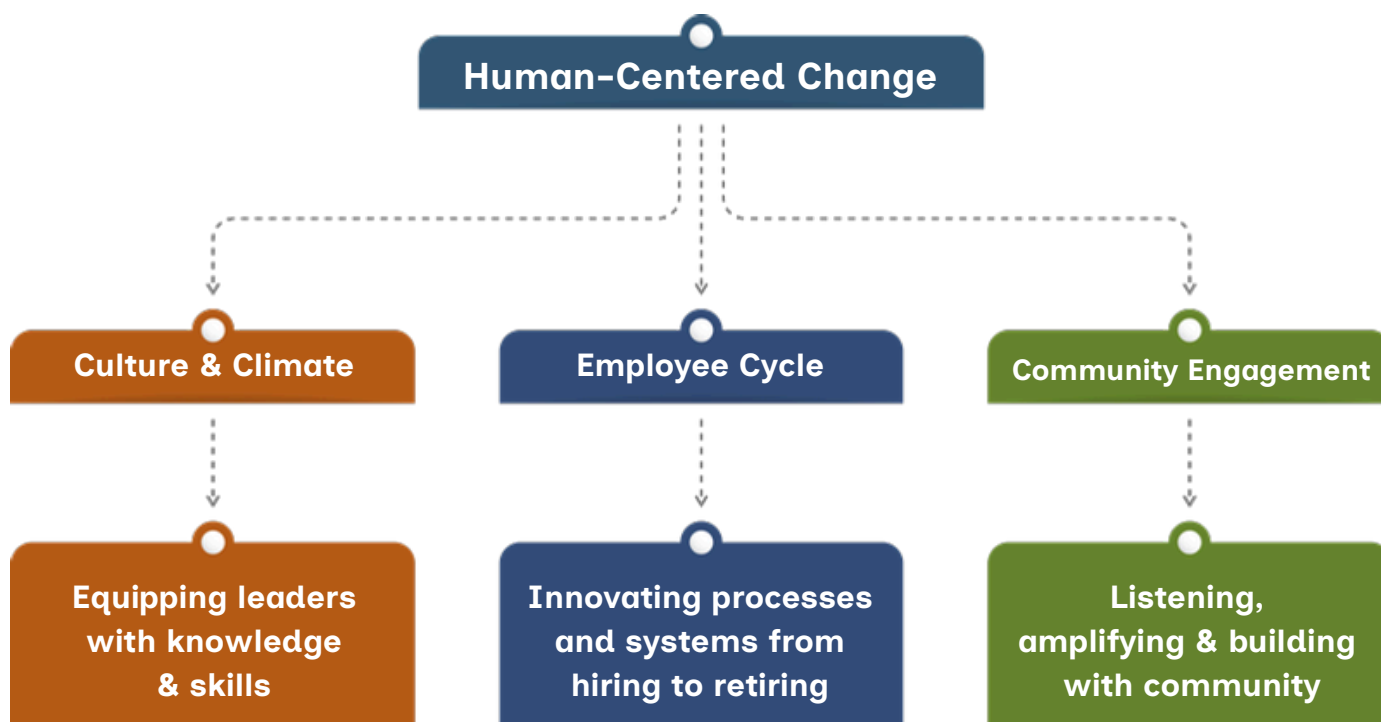


Our Office puts this policy into action by focusing on improving **culture and climate, employee infrastructure** (people processes across the employee lifecycle), and **community engagement**. We foster an inclusive workplace, ensure equitable access to opportunities from “hiring to retiring,” and support innovation around engagement pathways for residents, businesses, and visitors. These efforts reflect the County’s commitment to a sustainable, equitable, and inclusive community for all.



Priorities & Benchmarks

The Office of Equity and Inclusion has structured its work around three key priorities to advance the County's strategic plan with a human-centered lens on change:



Benchmarks for Progress

As a County, we are committed to regular, long-term monitoring of workforce engagement, organizational culture, human-centered innovation, and community engagement. We use the following tools to measure progress and guide continuous improvement:

- **GLINT Survey:** Conducted each May, this survey measures employee engagement and tracks key indicators related to our internal workforce culture.
- **EISA Tool:** The Equity Impact Screening Assessment is the County's framework for designing and evaluating new and revised policies, standard operating procedures, and community programs to ensure we consider equity, access, and holistic impact.
- **Community Survey:** Each spring, we assess community engagement through a survey that captures a broad range of indicators, including community needs and the quality of customer service experiences.

These tools allow us to track our Office's impact and continuously improve.

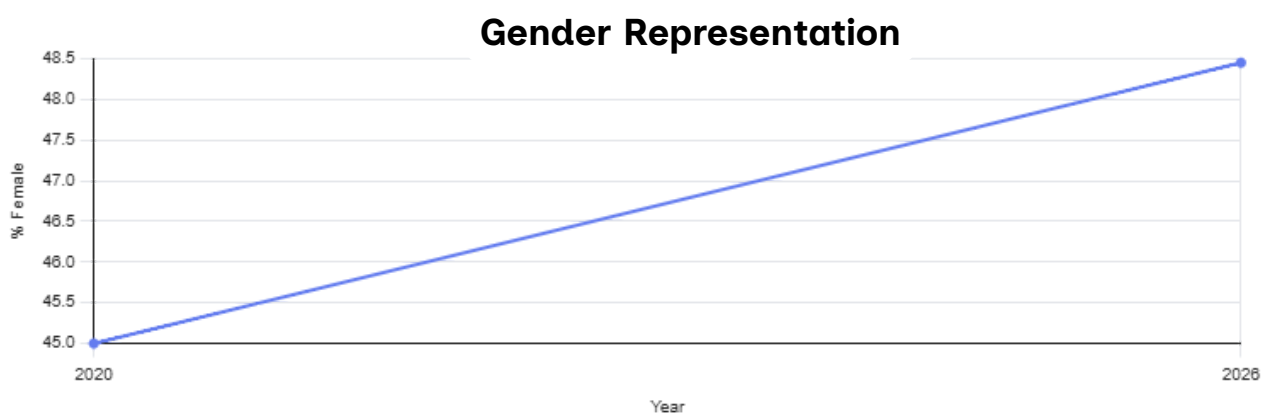


Countywide Diversity Growth Analysis

Workforce Growth Overview

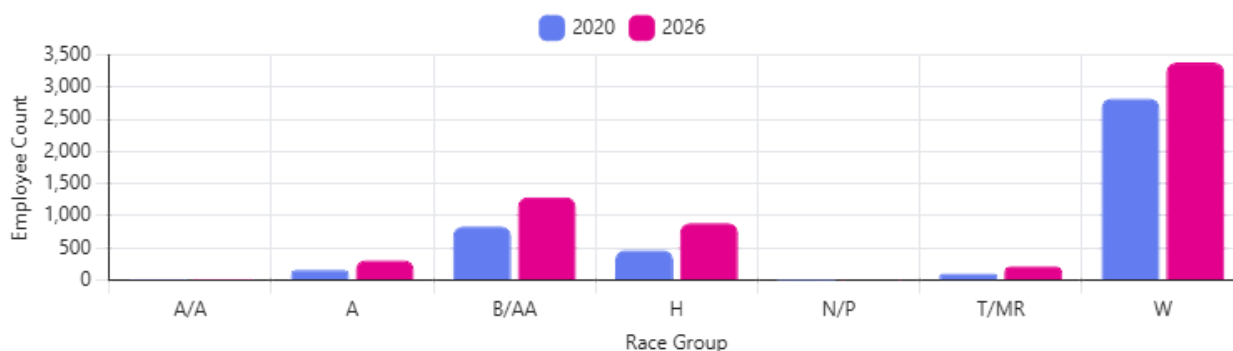
Total Workforce Growth (2020 → 2026)

- 2020: 4,317 employees
- 2026: 6,659 employees
- Significant workforce growth: +2,342 employees (+54%)



Female Representation increased from 45% to 48.45%. Change: +3.45 percentage points (+7.7% relative increase). This indicates a steady increase in female representation, despite large workforce growth.

Race Distribution Comparison Chart



Black and Brown representation increased from 37% to 49.26%. A growth of +12.26 percentage points. This is a major increase, indicating meaningful progress toward a more representative workforce. The County workforce is trending toward better alignment with the community population.





INITIATIVE SNAPSHOT #1

2025 Equity and Inclusion Insights Summary

Office of Equity and Inclusion, 2025 Report

2025 Equity and Inclusion Insights Summary

Executive Summary

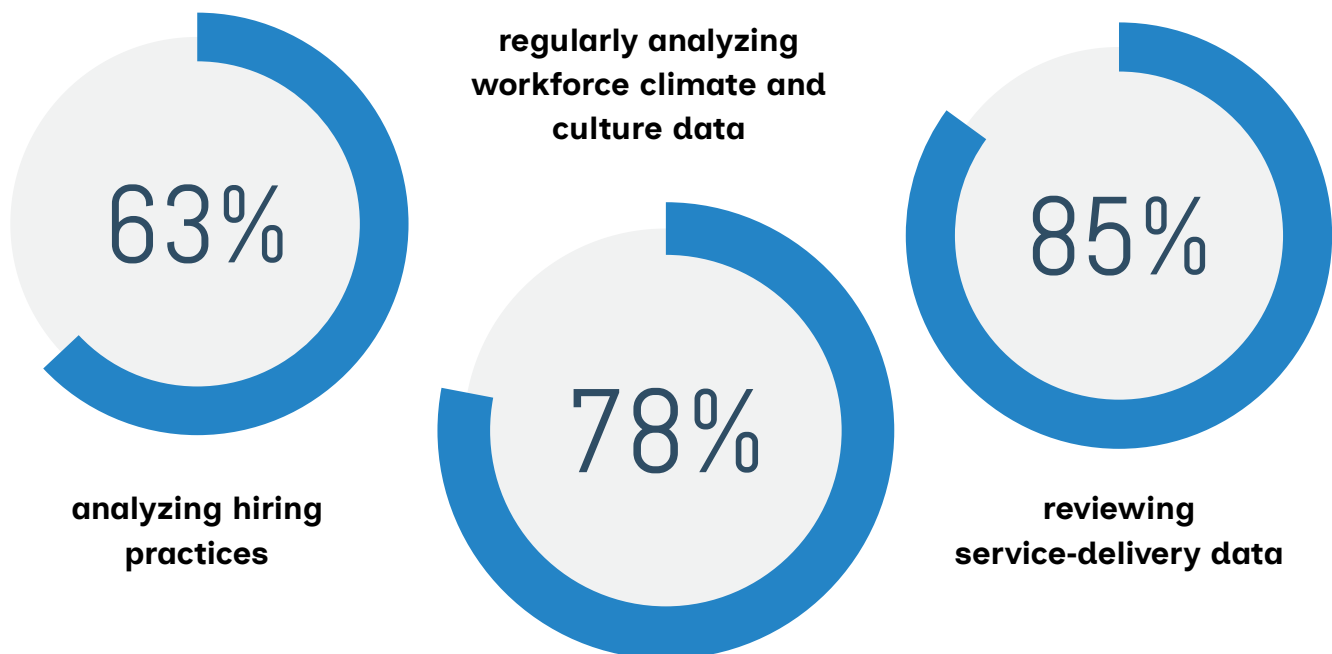
The 2025 Equity and Inclusion Insights showcase progress in Prince William County's departments toward an equitable, data-driven, and inclusive workplace. Key highlights include strong data-informed decision-making, stronger psychological safety, and engagement in leadership development. However, areas needing improvement include language access infrastructure, broader use of the Equity Impact Screening Assessment (EISA), and enhanced communication and transparency. The analysis combines quantitative data and qualitative narratives for a thorough understanding of advancements and areas for focused improvement.



Key Strengths

A. Strong Adoption of Data-Informed Practices

Departments continue to integrate data into decision-making, with:



Departments describe concrete ways they are applying these insights—for example, by refining recruitment pipelines, designing programs informed by community need, and improving internal operations through GLINT-driven engagement strategies.

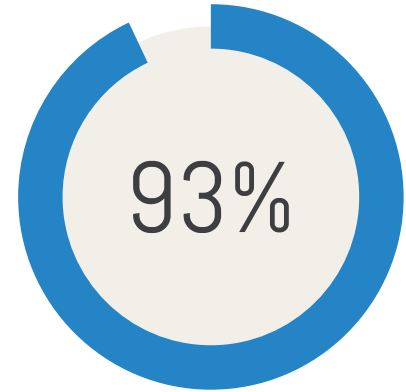
2025 Equity and Inclusion Insights Summary



Key Strengths

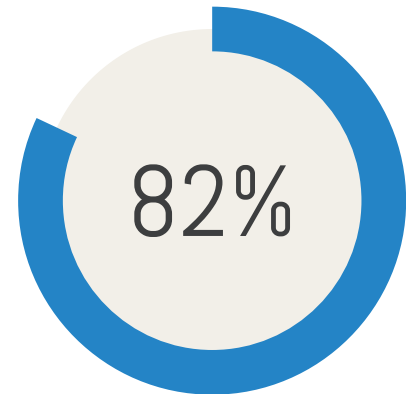
B. Growth in Psychological Safety & Cultural Well-Being

A substantial 93% of departments report taking active steps to increase psychological safety. From peer-support structures to wellness committees and staff-voice portals, departments are investing in communication channels and team practices that foster trust, transparency, and collaboration.



C. Leadership Development Engagement

With 82% of departments reporting participation in Equity and Inclusion leadership cohorts or related programs, leadership teams are increasingly equipped with the competencies needed to embed equity principles in daily operations and long-term planning.



D. Office of Performance Management (OPM)

Led by Chief Performance Officer (CPO) Chris Watkins, the creation of this office positions the County to advance a systems-based approach to measurement and accountability, ensuring that the 2025-2028 Strategic Plan is not only evaluated for operational success but also for its impact on residents and the workforce.

E. Transformation Management Office (TMO)

Led by Chief Transformation Officer (CTO) Mandi Moseley, the Transformation Management Office (TMO) collaborates with various departments to convert innovative ideas into actionable strategies. Its primary objective is to address complex challenges and improve workflows in order to achieve significant results. By leveraging county expertise and utilizing effective tools, the TMO offers structure and support for essential initiatives. The focus remains on fostering collaboration, implementing practical solutions, and ensuring sustainable change that extends beyond individual projects.

2025 Equity and Inclusion Insights Summary

Opportunities for Growth

A. Strengthening Infrastructure for Language Access

- 33% of departments have a designated language access coordinator, revealing a structural gap that affects consistency and sustainability. Opportunities include:
 - Establishing or designating a language access coordinator
 - Formalizing procedures for translation and interpretation
 - Ensuring standard access across departments and service areas

B. Expanding Use of the Equity Impact Screening Assessment (EISA)

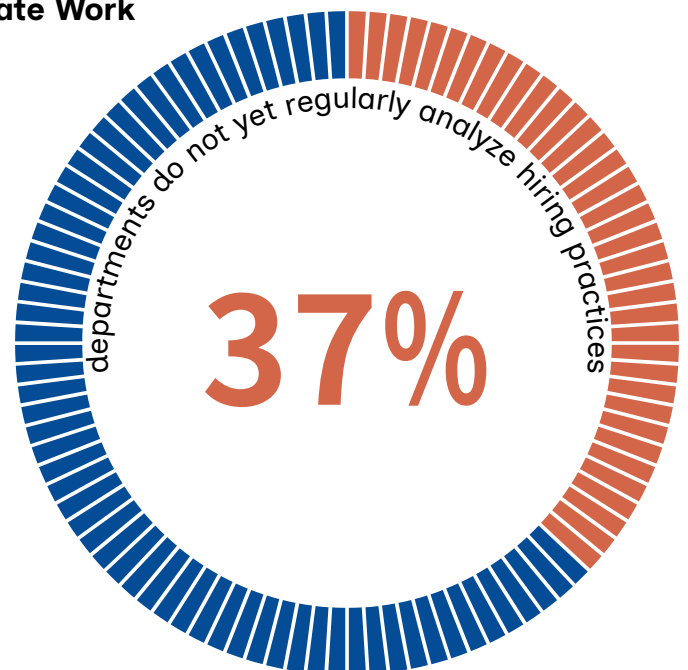
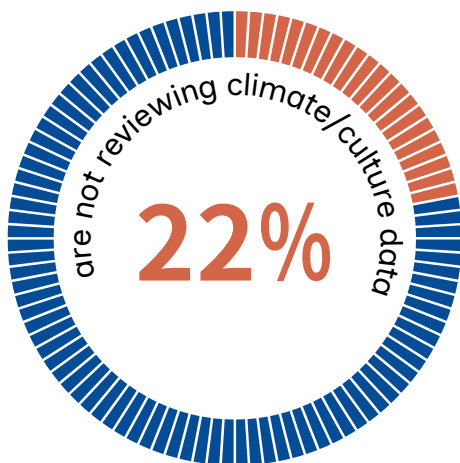
Although 41% of departments have submitted a project for EISA review, wider adoption is needed to ensure major policies, programs, and operational decisions undergo systematic equity review.

C. Enhancing Communication & Cultural Transparency

While many departments describe meaningful communication efforts, **26%** do not regularly communicate about department climate and culture. Ensuring consistent and routine communication across the organization can foster stronger alignment and shared understanding.

D. Increasing Data Use in Hiring & Climate Work

Despite overall progress, gaps remain:



Closing these gaps will support more equitable and informed decision-making.

2025 Equity and Inclusion Insights Summary

Themes Emerging From Department Narratives

Qualitative analysis shows several dominant themes reflected in staff and leadership comments:

Focus on Staff, Team Dynamics, and Leadership: Recurring terms such as staff, leadership, and team highlight a culture deeply centered on people, relationships, and shared accountability.

Commitment to Continuous Improvement: Frequent use of terms such as improve, results, and survey reflect departments' commitment to learning and organizational advancement.

Service Delivery & Community Impact as Central Priorities:

Terms like service, community, and program emphasize the importance of public-facing outcomes in equity-related work.

Desire for More Structure in Communication and Process Transparency

Words such as more, areas, and improve indicate ongoing desire among staff for clarity, transparency, and consistent processes.

The 2025 Equity and Inclusion Insights demonstrate a County workforce that is increasingly data-driven, people-centered, and committed to inclusion. The high adoption of psychological safety practices and leadership development indicates cultural shifts taking root across departments. Opportunities identified—particularly around language access coordination, expanded use of EISA, and enhanced data practices—offer a pathway for continued progress in 2026. Together, these insights signal that Prince William County is advancing toward its vision of an equitable and inclusive government that serves and reflects its diverse community.





INITIATIVE SNAPSHOT #2

Leadership Development Cohorts
& Courses Offered

Office of Equity and Inclusion, 2025 Report

Initiative Snapshot 1:

Leadership Development Cohorts

The Goal of the EI Leadership Cohort Program

The 2025-2026 EI Leadership Cohort provided a structured, research-based leadership development experience centered on equitable decision-making, psychological safety, cultural humility, and bias-mitigation practices. This initiative aims to empower leaders to encourage greater self-reflection, promote collaborative efforts, foster inclusive dialogue, and enhance leadership at all levels within their departments and teams.



Program Impact

Over 550 leaders in the County have participated in the program. During the past year, participants reported significant increases in confidence and understanding regarding equitable leadership. Nearly all rated their knowledge higher after the program (commonly increasing from 2-3 up to 4-5).

Program Strengths Identified by Participants

Survey responses highlighted several consistently praised elements:

- High-quality facilitation and psychologically safe environment
- Practical, actionable tools for immediate workplace use
- Opportunities for vulnerability, reflection, and cross-department collaboration
- Strong alignment with County leadership expectations and values
- Cohort structure that builds shared language across the organization

Some referred to the experience as “valuable,” “impactful,” “transformative,” and “essential for County culture.”

Initiative Snapshot 1:

Leadership Development Cohorts

These Cohorts are contributing directly to a more equitable, human-centered organizational culture.

Themes from Participant Recommendations

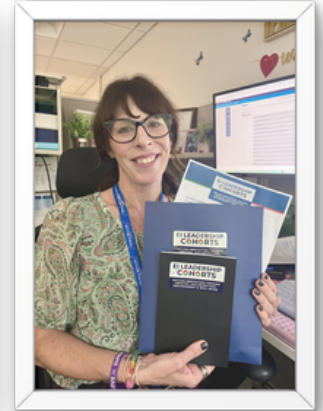
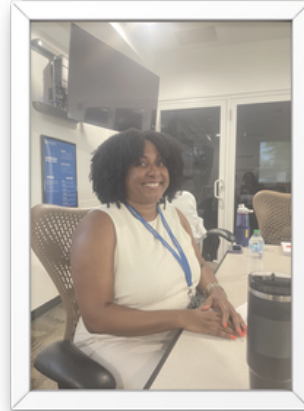
The strongest recommendations included:

- More frequent sessions (bi-monthly instead of monthly)
- More hands-on practice: role-play, scenario analysis, and peer feedback
- Enhanced focus on difficult conversations, bias in others, organizational power, and pay equity
- Continued emphasis on psychological safety
- Expanded availability or making the program mandatory for all leaders

Program Outcomes

Collectively, survey data indicate:

- Strong gains in inclusive leadership capacity
- Increased alignment with County DEI goals
- Cross-functional improvement in awareness, decision-making, and communication
- Strengthened culture of psychological safety across departments
- High perceived value and readiness for continued advancement



The Digging Deeper Leadership Award

The Digging Deeper Leadership Award honors participants in our leadership development cohorts who inspire "Aha" moments and challenge others to grow as leaders. This award recognizes individuals who go beyond surface-level engagement, sharing insights, stories, and perspectives that deepen conversations and drive cultural transformation. Through their commitment to equity, open dialogue, and continuous learning, they embody the principles of inclusive leadership and set the stage for meaningful change.



Radha Adams

Department of Fire & Rescue



Robert Moreau

Department of Fire & Rescue



Clay Morris

Department of Public Works



Jonathan Newell

Department of Fire & Rescue



Michael Paige

Department of Social Services



Ronald Peterson

Office of Procurement Services

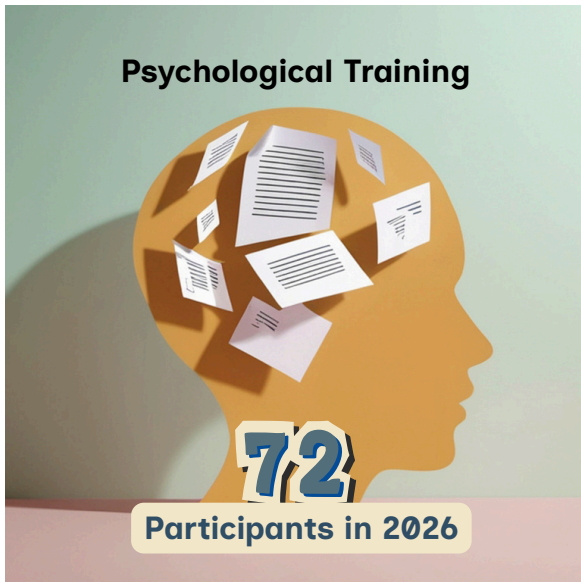


Nathan Yates

Department of Fire & Rescue

Initiative Snapshot 1:

Leadership Development Sessions



Shifting from customer-centric to human-centered practices requires a deeper understanding of the full human experience both within and beyond the organization. Psychological training enhances employees' emotional intelligence and communication skills, fostering equity, inclusion, and awareness of bias. It promotes a culture of empathy and trust, while building resilience and well-being among staff. These trainings empower employees and organizations to innovate and serve communities with greater compassion and effectiveness.

“Human-centered organizations thrive when mindful leadership meets psychological understanding—one grounds the leader, the other empowers the people. Together, they create cultures where clarity, compassion, and connection drive meaningful change.” - M. Burgos

By emphasizing these human-centered practices, organizations can better align their values with the needs of their workforce and the communities they serve. This approach not only nurtures individual growth but also strengthens collective efforts towards sustainable and impactful change. As companies adapt to these evolving paradigms, they become more agile and responsive, creating an environment where everyone feels valued and motivated to contribute their best. In this way, human-centered practices lay the foundation for a future where businesses are not only successful but also champions of social good and ethical responsibility.






IMPACT AWARDS

INITIATIVE SNAPSHOT #3

Impact Acknowledgments

"True equity is realized when our internal accountability drives shared progress, creating a visible, lasting impact in every corner of the community we serve." M. Burgos



Initiative Snapshot 3:

Showing Our Impact - FY2025-2028 Strategic Plan



Prince William County
STRATEGIC PLAN
A Community of Choice

In local government, a strategic plan lacking metrics is merely a collection of good intentions. By integrating Key Performance Indicators (KPIs) and Impact Statements, high-level objectives can be transformed into a transparent framework for effective governance. Special thanks to:

- Kaye Wallace-Sharp**, Strategic Plan Coordinator, for spearheading the successful implementation of the Strategic Plan with dedicated Strategic Goal Teams, composed of department directors, managers, and staff, which exemplify the County's commitment to leadership and collaboration at all organizational levels.
- Chris Watkins**, Chief Performance Officer, for ensuring that all KPIs and impact statements serve as the data-driven engine that translates policy goals into a tangible reality for all stakeholders.

The Role of KPIs: Measuring the Process

KPIs provide the quantifiable data needed to monitor operational efficiency and internal progress. They answer the baseline question: "Are we doing what we said we would do?"

- **Data-Driven Accountability:** KPIs prevent vague tracking. They offer objective milestones for staff and council members to evaluate performance.
- **Operational Agility:** Real-time data reveals exactly where programs are stalled. This allows managers to reallocate resources or adjust tactics before a project fails.
- **Resource Justification:** Concrete metrics show exactly where municipal tax dollars are going. This provides clear evidence to support annual budget requests.

The Role of Impact Statements: Verifying the Outcome

While a KPI measures internal actions (e.g., miles of road paved or number of community meetings held), an impact statement captures the external human outcome. It answers the ultimate public question: "Why does this matter to the resident?"

- **Humanizing the Data:** Impact statements translate cold numbers into real-world changes in economic stability, public safety, or resident well-being.
- **Validating Effectiveness:** A government can meet 100% of its operational KPIs but still fail to move the needle on structural equity. Impact statements verify that municipal actions are resulting in actual community progress.
- **Building Public Trust:** Residents rarely connect with bureaucratic data. They do so by making clear statements that demonstrate how public services directly improve their daily lives.

Initiative Snapshot 3:

Showing Our Impact



We are excited to introduce the inaugural Prince William County Impact Award, which honors departments and agencies for their contributions to human-centered practices. The awards recognize teams that have achieved significant systemic change with measurable outcomes and community engagement. As we enter our third year of promoting inclusion through equitable practices, these awards highlight the transformative efforts within our organization.

2025 Prince William County Impact Awardees



Office of Youth Services: The Right Step Team addressed the lack of an equitable, age-appropriate response for youth involved in low-level offenses. Their model delivers a human-centered approach. It ensures youth and families are active participants rather than passive subjects. Three key benefits: for victims, they provide a chance to be heard and to gain closure; for offenders, they encourage genuine responsibility and personal growth, reducing the likelihood of reoffending; and for communities, they foster trust and cohesion by addressing the root causes of harm together. Overall, restorative justice offers a humane and effective path to engage fairly, safely, and meaningfully.



Office of Community Safety: Advanced county-wide coordination, reducing overlaps and gaps in public safety and health systems. Key efforts include: convening eight agencies to create a community coordination model; launching the Domestic Violence Fatality Review Team (DVFRT) for systemic improvements; strengthening the REACT partnership between Police and Fire/EMS; collaborating with Prince William Health District on the Community Health Assessment (CHA) for community feedback; organizing the Data Geek Retreat to build data capacity; and initiating the Community Safety Innovations Symposium to share strategies and foster collaboration. These initiatives have improved interdepartmental alignment, reduced redundancies, enhanced proactive planning, and built a sustainable, community-centered safety infrastructure.

Initiative Snapshot 3:

Equity Impact Awards



2025 Prince William County Impact Awardees



Homeless Services Division: The unsheltered count increased by 29% from 2024 to 2025 (compared to 22% from 2023 to 2024). One of the CoC's priorities over the past few years has been to improve and expand street outreach services. The CoC has worked to increase funding, staff capacity, advocacy efforts, and partnerships with community stakeholders to improve outreach services and better understand the needs of persons experiencing unsheltered homelessness. This increase is indicative of the success of these efforts as well as the success of the improved PIT Count methodology. The 2025 unsheltered count represents the highest count the CoC has recorded since 2018.



The Department of Libraries: Introduced two linked initiatives: the Staff Advocacy Committee and the Staff Voices Portal. These aim to give every employee a voice in shaping workplace culture, policies, and services. Since launch, over 70% of staff have used the portal to submit feedback on topics like workplace culture, training, and safety. Together, these efforts break down communication barriers and promote an inclusive environment where staff input guides organizational growth.



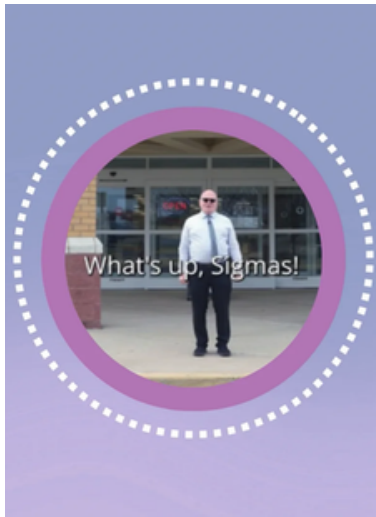
Office of Risk & Wellness Services: Risk & Wellness provides customized programming to support the individual culture and needs of agencies. They have created "wellness kits", which provide supplies and an activity to groups that want to lead their own programming and just need some support. On-site fitness classes and wellness fairs are hosted for field staff and shift workers that can't engage in regularly scheduled offerings. Online and in-person offerings serve seven pillars of wellness, providing a variety of programs to be inclusive of all employee interests and needs: Movement, Nutrition, Medical, Stress, Social, Sleep and Financial.

Initiative Snapshot 3:

Equity Impact Awards



2025 Prince William County Impact Awardees



Department of Libraries: Named a 2025 Top Innovator by the Urban Libraries Council (ULC) in Advocacy & Awareness, recognizing its originality, success, and replicability. The campaign reached over 3.2 million Facebook views, expanded across Instagram, X, Threads, and YouTube, and included a blooper reel with 90,000 views. It increased engagement, especially with Gen Z, and repositioned PWPL as a modern, inclusive resource for youth, raising awareness of services like technology, education, and community programs. The initiative provided a scalable, culturally relevant outreach model that improved engagement with underserved groups and influenced internal strategies.



Prince William County Adult Detention Center: The Prince William County Adult Detention Center offers over 77 programs supported by 250+ volunteers, focusing on GED preparation, vocational training, and life skills to enhance employability and reduce educational inequities. In 2025, an average of 174 inmates participated monthly, with strong educational outcomes, including 13 GED graduates. Community involvement contributed significantly, with 1,746.5 volunteer hours dedicated to rehabilitation efforts.



Captain Nakia Baskerville: Captain Baskerville has developed succession plans for future instructors and personnel within the Office of Health and Safety. These plans include detailed job descriptions, essential resource materials, and mentorship opportunities. He conducts promotional preparation sessions for the ranks of Lieutenant and Captain. Additionally, he leverages technology to disseminate information and resources, including recorded webinars, SharePoint posts highlighting learning opportunities, and a dedicated website that documents the history of African American firefighters in the DFR.

Initiative Snapshot 3:

Equity Impact Awards



2025 Prince William County Impact Awardees



Area Agency on Aging: The Poverty Simulation, led by Dr. Guy DeWeever, places participants in the roles of individuals and families living in poverty. This simulation event changes lives in real time. Participants report leaving the event changed by what they experienced and touched by the realization that this is real life for many people they may themselves come into contact with. Some are even reminded that they were those people and recognize what they have overcome to be where they are now. This work enhances employees' interaction with our citizens and with others as a whole.



Department of Community Services: The Wellness and Prevention Team oversees the Prevention Coalition of Greater Prince William, which comprises community members, non-profit organizations, and government agencies. Their approach is grounded in community engagement, ensuring that data-driven prevention strategies are effectively disseminated. They exemplify the ideal model of collaboration in their efforts.



Office of the Clerk of Circuit Court: Over 520 residents have used the Circuit Court Clerk's Seals on Wheels (SOW) services, with 18% discovering it through referrals or events, and 4% returning for services at other locations. This reflects high resident satisfaction, as multiple services are accessible in one place. SOW travels outside regular hours for accessibility and launched a weekday after-hours pilot program in 2026 to benefit those unable to visit during standard hours. This initiative enhances flexibility and demonstrates a community-centered, modern approach to delivering judicial services.

"Our commitment to equity is the foundation of our service. By transforming our practices, we ensure our workplace reflects our values and our community builds its future together." - M. Burgos



INITIATIVE SNAPSHOT #5

Employee Resource Groups



Employee Voice: A Message from the Coordinator of Employee Resource Groups

Dear Colleagues and Community Partners,

As I reflect on my first year as the Equity and Inclusion Marketing & Communications Coordinator, I am grateful for the opportunity to contribute to work that has such a meaningful impact on employees and the communities we serve. This year has been one of learning, relationship-building, and growth, and it has reinforced my belief that creating spaces where employees feel connected and valued is essential to a thriving organization.

When I joined the Office of Equity and Inclusion, my goal was to enhance awareness and engagement with Employee Resource Groups (ERGs) by connecting employees through shared experiences. Over the year, I collaborated with ERG leaders to improve communication, visibility, and participation among County employees.

Looking ahead, I aim to build on this momentum by strengthening ERG engagement, developing supportive resources, fostering collaboration, and creating learning opportunities. I also plan to continue supporting ERG leaders in expanding their programs and impact within the organization.

Most importantly, I am thankful for the employees who have welcomed me, shared their perspectives, and entrusted me with supporting this work. Their commitment, creativity, and willingness to build community have made my first year both rewarding and inspiring. I am excited to continue this journey and help foster a workplace where every employee feels they belong, their voice is valued, and their contributions matter.

With appreciation,
Kala



Kala Washington

Communications, Marketing, and
Employee Group Coordinator,
Office of Equity and Inclusion

Initiative Snapshot 5:

Employee & Community Resource Groups

EMPLOYEE

PWC Resource Groups

GATHER | CELEBRATE | AFFIRM | INSPIRE CHANGE

Employee Resource Groups (ERGs) play a vital role in fostering an inclusive and supportive workplace. Their impact can be seen across several key areas, including:

- **Community Building:** Fostering a sense of belonging and camaraderie among employees who share similar backgrounds.
- **Professional Development:** Offering training, mentorship, and networking opportunities to enhance skills and support career advancement.
- **Awareness and Education:** Promoting understanding of demographic-specific issues to encourage inclusivity.
- **Shaping Company Culture:** Advocating for diversity and inclusion policies that contribute to a positive work environment.
- **Employee Engagement and Retention:** Increasing engagement, which leads to greater job satisfaction and lower turnover rates.
- **Diversity of Perspectives:** Introducing varied viewpoints that inspire innovative solutions and enhance overall performance.
- **Networking and Mentoring Opportunities:** Facilitating connections among employees across departments for professional growth and social interaction.
- **Organizational Success:** Enhancing employee satisfaction, which in turn drives overall organizational success.

In 2026, our primary focus will continue to be on empowering ERG leaders by equipping them with the necessary skills and tools to effectively establish and sustain these groups, ensuring they deliver meaningful resources to both individual members and the organization as a whole.

Together, through ERGs, we are shaping a County government that reflects the community we serve and ensures every employee has a voice.

Initiative Snapshot 5:

Employee & Community Resource Groups

ERGs are voluntary, employee-driven groups formed around shared characteristics, life experiences, or interests. They provide a sense of community and belonging while giving employees a platform to share their perspectives and actively promote the County's values of diversity, equity, and inclusion.

The purpose of ERGs is to:

- Build supportive networks for employees with shared experiences.
- Create safe spaces for open dialogue and collaboration.
- Amplify voices that contribute to organizational growth and innovation.
- Support the County's equity and inclusion goals by ensuring that all employees have opportunities to thrive.

ERGs are rooted in the County's Equity and Inclusion Policy, which emphasizes:

- **Diversity of Perspectives:** Valuing each person's unique skills, knowledge, and cultural traits that enrich organizational thinking.
- **Dimensions of Culture:** Recognizing both inherited traits (such as age, gender, ethnicity, or nationality) and acquired experiences (such as language, technical skills, or life experiences) that shape how people see the world.
- **Equality:** Ensuring equal access to opportunities and resources for all.
- **Equity:** Acknowledging that not everyone starts from the same place and adjusting to ensure fairness and justice.
- **Inclusion:** Actively engaging employees so that everyone has a seat at the table and access to resources.

The Office of Equity and Inclusion supports ERGs as part of its three key priorities:

1. **Organizational Culture & Climate:** Fostering positive relationships and a sense of belonging among employees.
2. **Organizational Infrastructure:** Supporting fair and equitable policies across the employee lifecycle (hiring, promotion, retention, evaluation, and professional development).
3. **Community Engagement & Services:** Partnering with the community to identify needs, resources, and assets that reflect Prince William County's diversity.

Who Can Join?

ERGs are open to any employee—whether you identify with a particular group or choose to participate as an ally. Allies play a critical role in supporting equity and inclusion by learning from others' experiences and helping amplify diverse voices.

Initiative Snapshot 5:

Employee & Community Resource Groups Leadership Training



SCOPE AND SEQUENCE

- ERG Needs Assessment Governance and Leadership
- Communication Strategies
- Event Planning Training and Development
- Resources and Tools
- Sponsorship and Support
- Career and Community
- Results Tracking
- Case Studies and Testimonials

ERG CO-CHAIR LEADERSHIP SKILLS

Leading an Employee Resource Group (ERG) requires a unique set of skills that foster inclusivity, collaboration, and effective leadership. Here are the essential skills necessary for this role:

- 1. Leadership and Facilitation:** Ability to lead diverse teams, guide discussions, and ensure all voices are heard. Leadership also entails motivating members to engage actively and contribute.
- 2. Communication Skills:** Strong verbal and written communication abilities to articulate goals, share updates, and promote ERG activities effectively across the organization.
- 3. Cultural Competence:** Understanding and sensitivity to different cultural backgrounds and experiences enable ERG leaders to foster an inclusive environment.
- 4. Conflict Resolution:** Skills for navigating and resolving conflicts that may arise within the group, promoting constructive dialogue, and maintaining a positive atmosphere.
- 5. Strategic Planning:** Capability to develop and implement strategic plans that align ERG objectives with organizational goals, ensuring measurable outcomes.
- 6. Networking Skills:** Building relationships with other ERGs, stakeholders, and leadership to enhance visibility and support for the group's initiatives.

Initiative Snapshot 5:

Employee & Community Resource Groups Leadership Training

Leading an Employee Resource Group (ERG) requires a unique set of skills that foster inclusivity, collaboration, and effective leadership. Here are the essential skills necessary for this role:

7. Event Planning and Organization: Proficiency in coordinating events, workshops, and programs that bolster community building and education within the group.

8. Budget Management: Skills to manage the financial aspects of the ERG, including funding proposals and budget allocations for events and initiatives.

9. Data Analysis: Ability to collect and analyze feedback and metrics related to ERG activities, using this information to guide improvements and report progress to stakeholders.

10. Empathy and Active Listening: Cultivating a supportive environment by being approachable, empathetic, and open to member feedback.

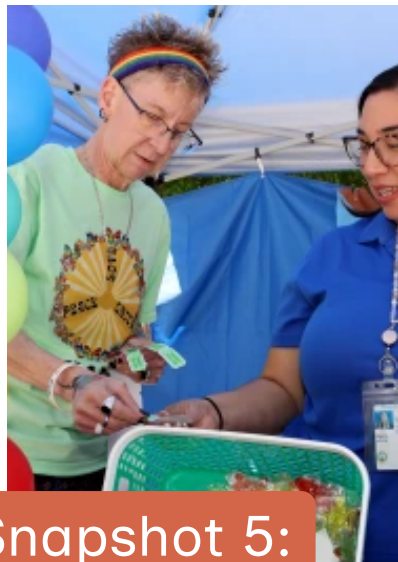
11. Advocacy: Engaging with leadership and HR to advocate for the needs and concerns of the ERG members, fostering a culture of inclusivity.

12. Change Management: Understanding how to navigate and lead change within the organization effectively, especially concerning diversity and inclusion initiatives.

By developing these skills, an individual can successfully lead ERGs, promote a sense of belonging, foster employee engagement, and drive diversity initiatives within the organization.



A special thank you to the *CTR Factor* consulting group. The annual training program explored five key impact areas and 25 critical success factors to improve member engagement and satisfaction of a diverse employee base through professional development, mentoring, and advancement programs so that they can contribute more effectively to the bottom line.



Initiative Snapshot 5: Employee & Community Resource Groups On the Move!



Initiative Snapshot 5:

Employee & Community Resource Groups

EMPLOYEE

PWC Resource Groups

GATHER | CELEBRATE | AFFIRM | INSPIRE CHANGE

As Prince William County's first Employee Resource Group, **PWC Proud** continued to set the standard for employee engagement and community building. Established to support LGBTQIA+ employees and allies, the group remains committed to creating a workplace culture where all employees feel respected, valued, and empowered to bring their authentic selves to work.

In February, PWC Proud hosted its inaugural Sip. Paint. Love. event, which provided employees with an opportunity to connect in a welcoming and creative environment while fostering meaningful conversations and relationship-building. The event was well received and reflected the group's commitment to creating engaging opportunities that promote inclusion and belonging across the organization.

The group also successfully hosted its third annual Pride Day celebration in June. The event brought together employees, leadership, and community members to recognize and celebrate the contributions of the LGBTQIA+ community. Through educational opportunities, employee engagement activities, and visible support for inclusion, Pride Day continues to serve as a meaningful demonstration of Prince William County's commitment to cultivating a workplace where every employee feels seen and supported.



Initiative Snapshot 5:

Employee & Community Resource Groups

EMPLOYEE

PWC Resource Groups

GATHER | CELEBRATE | AFFIRM | INSPIRE CHANGE

The **Disability ERG** remains dedicated to supporting employees of all abilities and advancing accessibility throughout Prince William County Government. The group serves as a resource for employees with disabilities, caregivers, allies, and anyone interested in helping create a more inclusive workplace environment.

Over the past year, the Disability ERG has focused on strengthening its foundation and enhancing support for employees. The group aims to raise awareness of disability inclusion and facilitate conversations to eliminate workplace barriers. Through recruitment and outreach, they ensure employees know about available resources. The group is also developing a dedicated PWConnects resource page for accessibility information and support tools.



Looking forward, the Disability ERG will continue to build partnerships across the organization while identifying opportunities to promote accessibility, awareness, and inclusion. By creating spaces for education, dialogue, and support, the group aims to help ensure every employee has the opportunity to succeed and contribute fully within Prince William County Government.

Initiative Snapshot 5:

Employee & Community Resource Groups

EMPLOYEE

PWC Resource Groups

GATHER | CELEBRATE | AFFIRM | INSPIRE CHANGE

H.U.E.S. (Health, Unity, Empowerment, and Success) ERG emerged this year as one of the County's most active and visible Employee Resource Groups. Established to support Black and African American employees while promoting health, unity, empowerment, and success, the group quickly developed a strong presence throughout the organization through its programming and community engagement efforts.

Since its formation, H.U.E.S. has hosted monthly events under its Rolling to Juneteenth initiative. These gatherings have provided opportunities for employees to connect, network, and engage in meaningful conversations while celebrating Black culture, history, and achievement. The initiative has helped build momentum and awareness leading up to one of the group's signature events, the Juneteenth & Me Festival.



The festival represents a significant milestone not only for H.U.E.S. but for Prince William County as a whole. Through its leadership and dedication, the group has demonstrated the impact employee-led initiatives can have in strengthening community connections and advancing cultural awareness. Looking ahead, H.U.E.S. plans to continue building on its momentum through educational programming, networking opportunities, and community-focused events that support employees and residents alike.

Initiative Snapshot 5:

Employee & Community Resource Groups

EMPLOYEE

PWC Resource Groups

GATHER | CELEBRATE | AFFIRM | INSPIRE CHANGE

Latino Voices is the County's newest Employee Resource Group, marking an important milestone in Prince William County's ongoing commitment to fostering an inclusive and representative workplace. Created to support Latino employees and allies, the group seeks to promote cultural awareness, professional development, networking, and community engagement.

The group held its inaugural meeting in March 2026, bringing together employees from across the organization who share a common interest in celebrating Latino cultures and strengthening connections throughout the workforce. Although still in its early stages, Latino Voices has already generated enthusiasm and engagement among employees interested in helping shape the group's future direction and priorities.



Looking ahead, Latino Voices is planning its first Friends and Family Hispanic Heritage Day celebration in October. The event will be open to County employees, their families, and members of the broader community, providing an opportunity to celebrate Hispanic heritage, traditions, and contributions while strengthening relationships between Prince William County Government and the communities it serves. As the group's first major public-facing event, it represents an exciting step forward and a strong foundation for future growth.

Thank You To Our Leadership



We extend our appreciation to the Board of County Supervisors and County Executive Christopher Shorter for their continued support and leadership. Your backing has been essential in helping us foster a more responsive, inclusive, and effective workplace and community for County employees and residents.

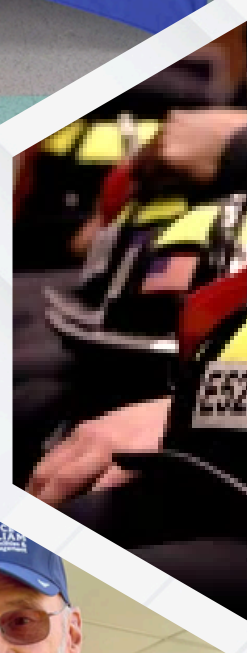
This work is strengthened by your commitment to improving how we serve both our workforce and the broader community. We appreciate the opportunity to continue building on this foundation in partnership with County leadership.

Front Row L-R

Andrea O. Bailey | Potomac District Supervisor
 Deshundra L. Jefferson | Chair-At-Large
 Yesli Vega | Coles District Supervisor
 Jeannie LaCroix | Woodbridge District Supervisor

Back Row L-R

Tom Gordy | Brentsville District Supervisor
 George Stewart | Gainesville District Supervisor
 Kenny A. Boddye | Occoquan District Supervisor
 Victor S. Angry | Neabsco District Supervisor



2025-2026 ANNUAL REPORT

OFFICE OF EQUITY AND INCLUSION



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