



STRATEGIC ACTION PLAN

2025 – 2027

We Help Northern Virginia Work.

January 2025



NORTHERN REGION



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Preparation of this item was 100% funded by a Federal Workforce Innovation and Opportunity Act (WIOA) Grant Award # 24A55AT000085-01-02 and Grant Award #24A55AW000090-01-02 through the U.S. Department of Labor – Employment and Training Administration.

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VIRGINIA CAREER WORKS – NORTHERN BOARD OF DIRECTORS

(as of January 2025)

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Fairfax County Public Schools

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ServiceSource

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Association

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Kaiser Permanente



INTRODUCTION

The 2025-27 Strategic Action Plan serves as a foundational document for the Virginia Career Works (VCW) Northern Board and The **SkillSource** Group, Inc. Board in decision-making and ongoing monitoring of success. Development of the Plan included use of a Strategic Planning Committee that met three times virtually to review labor market information, participate in a Strengths, Weaknesses, Threats, and Opportunities (SWOT) exercise, and review strategic goals and objectives.

The process validated current Strategic Action Plan components while modifying others. Taken together, the Committee developed a Plan that is actionable, measurable, and fosters continuous improvement. The Committee confirmed the following four capacity characteristics as important for continued consideration:

- **Leadership capacity.** The VCW Northern Board will continue to foster a strong and diffuse leadership that facilitates informed and timely decisions in response to evolving challenges and a changing workforce development landscape.
- **Adaptive capacity.** The ability of the VCW Northern Board to demonstrate adaptive capacity in the face of changing economic conditions and technological changes is key to serving and benefiting all customers of the VCW Northern Region.
- **Collaborative capacity.** The VCW Northern Board serves as a partner with other organizations to provide services and serve businesses, workers, and residents seeking employment and job training solutions.
- **Technology capacity.** The pace of technological change impacts the way services will be delivered and the requirements needed by workers to remain in the labor force. The VCW Northern Board will work with partners to identify and understand trends in technology's influence on occupations and industries while seeking to utilize technology to maintain a high-quality customer service environment.



ORGANIZATIONAL OVERVIEW

VISION:	We envision a vibrant business and workforce region that is globally competitive.
MISSION:	We prepare individuals for high demand careers and connect them to businesses.
VALUE PROPOSITION:	We leverage data and expertise to provide labor market intelligence and analytics to our customers to help make business and career decisions. We provide easy access to services and a quality customer experience.
TAG LINE:	We Help Northern Virginia Work.
CUSTOMERS:	Our primary external customers are business and industry and job seekers (emerging, transitional, and incumbent)
ROLE:	<p>The Virginia Career Works – Northern Region Board will play several roles in furtherance of the vision and mission:</p> <ul style="list-style-type: none"> • We seek to catalyze change in the community to build effective partnerships. • We act as a convener of business and industry. • We will act as an intermediary/broker between key stakeholders to ensure mutually beneficial relationships and outcomes. • We will strategically invest in program innovation.

ORGANIZATIONAL CORE VALUES

Our Common Values

We believe in the following shared principles, beliefs, and priorities:

- **Innovation.** We embrace on-going innovation, creativity, and change for achieving continuous improvement and growth.
- **Integrity.** We live our values every minute of every day. We believe in doing the right thing the first time for our customers and always honoring our commitments.
- **Stewardship.** We are stewards of the public trust and take seriously our responsibility for fiscal management of the public tax dollars.
- **Learning.** We know learning and growth matters for our community, for our employees, and for our organization.
- **Results.** We are focused on results as essential to our success. Results are obtained by focusing on customer expectations, by providing a return on investment, and by ensuring future growth.



STRATEGIC GOALS AND OBJECTIVES

January 2025 – December 2027

The following goals and objectives support VCW Northern in accomplishing the priorities set for the next three years.

Strategic Goal 1: Be the regional go-to organization on workforce development as both a ‘thought leader’ and in the delivery of high-quality workforce services.

Key Objectives

- 1.1 Provide leadership on workforce issues within Northern Virginia and the broader region by testing innovative practices, scaling “what works” in service delivery, and coordinating policy statements, issue papers, and best practices documents.
- 1.2 Utilize key outreach channels and develop appropriate content to promote and educate the public, workers, and businesses regarding services offered by VCW Northern and its partners.
- 1.3 Serve as the “regional convenor” role, or in a partnership capacity, in developing and maintaining sector partnerships while implementing appropriate sector strategies designed to engage business leadership.
- 1.4 Serve as the leader in service delivery partnership, understanding of technology, and coordination to prioritize ease of access to programs and services aimed at workers, job seekers, and businesses.
- 1.5 Utilize social media and other appropriate marketing channels to reach businesses and job seekers, facilitating skills building and employment connections.

Strategic Goal 2: Build sustainable partnerships with employers in VCW Northern’s target industries.

Key Objectives

- 2.1 Engage in ongoing partnerships with target industry and trade associations to gather ongoing data and emerging trends while expanding reach to more employers.
- 2.2 Gather and distribute ongoing information about the skill requirements of current job openings in ‘real time’ and the skill sets of those currently unemployed.
- 2.3 Continually engage with business partners to stay abreast of skill requirements and changing job roles to target training and skills development for workers.
- 2.4 Utilize the Northern Virginia Employer Solutions Team to provide and receive critical information on jobs and skills and solutions for employers in building and maintaining a skilled workforce.

STRATEGIC GOALS AND OBJECTIVES

January 2025 – December 2027

Strategic Goal 3: Expand and improve the talent pipeline of youth and adults and facilitate connections to jobs provided by businesses.

Key Objectives

- 3.1 Focus on job placement by mapping and maintaining transparent career pathways and aligning local public and private services to strengthen the VCW Northern system.
- 3.2 Partner, communicate, and link effectively with education and training providers to ensure that programs are directly addressing the skills requirements for target industries and occupations.
- 3.3 Customize service delivery processes and use of technology to meet the needs of diverse populations, such as dislocated workers, older workers, veterans, low skilled adults, individuals with disabilities, and former offenders.
- 3.4 Utilize work-based learning opportunities, including flexible on-the-job training (OJT) options and registered apprenticeship programs (RAP).
- 3.5 Strengthen and continuously improve workforce development strategies for young adults to ensure access to services and opportunities, particularly for those facing barriers to employment.

Strategic Goal 4: Diversify funding to ensure a sustainable impact over the long term.

Key Objectives

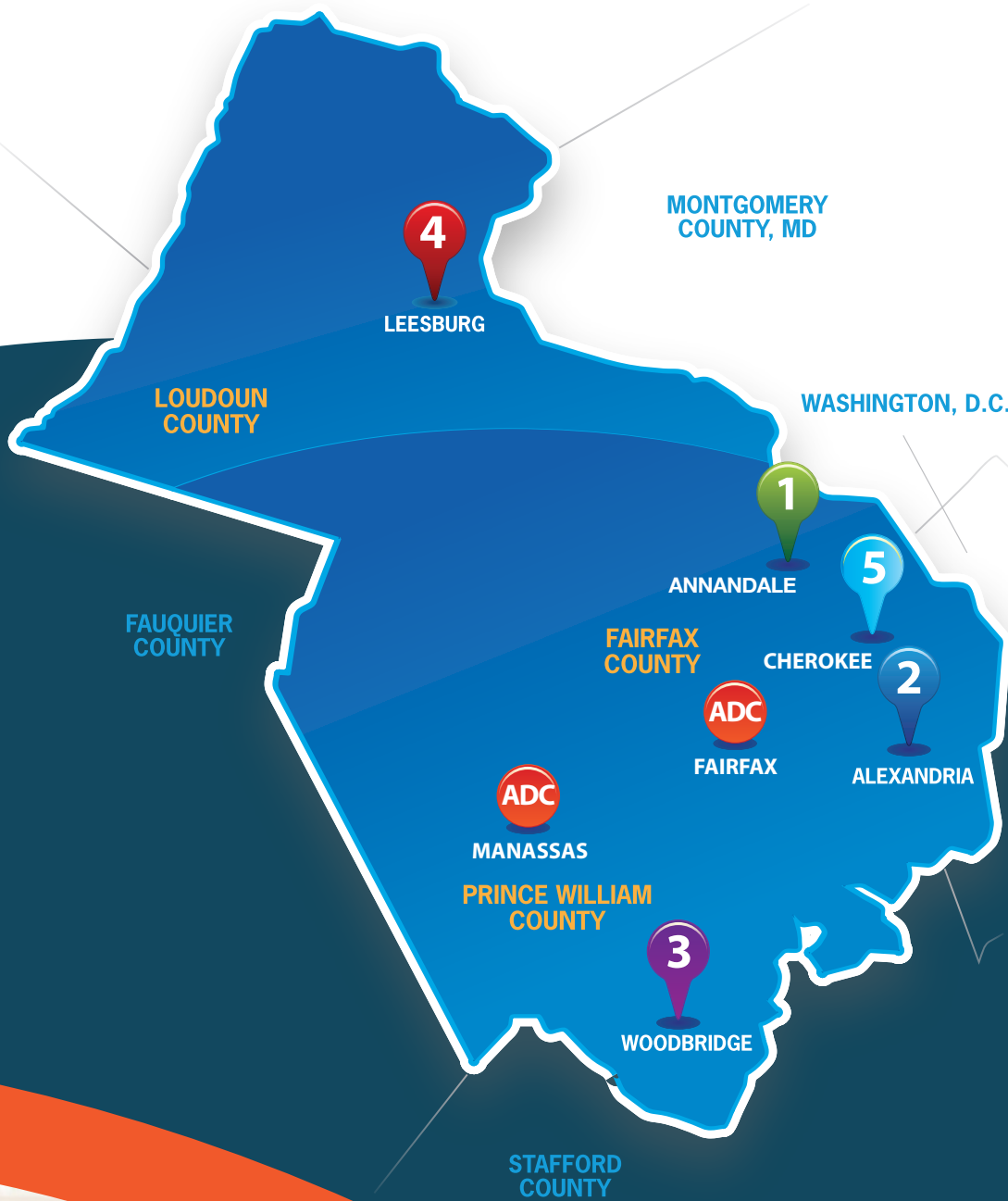
- 4.1 Identify, create, and capture business opportunities that diversify funding in support of a strong public and private workforce development infrastructure.
- 4.2 Increase capacity to attract non-WIOA formula funding resources.
- 4.3 Engage economic development partners to leverage new funding opportunities that support workforce development as an economic driver.

Strategic Goal 5: Focus on quality services through data collection, transparent outcomes, and continuous improvement.

Key Objectives

- 5.1 Develop and maintain ongoing performance dashboards aligned to strategic goals and initiatives.
- 5.2 Align program performance measures into a cohesive measure of system performance that demonstrates overall impact.
- 5.3 Produce a Return on Investment (ROI) study annually.
- 5.4 Utilize continuous improvement to inform the VCW Northern system on results of initiatives and sustainable interventions.

VIRGINIA CAREER WORKS – NORTHERN REGION MAP OF AMERICAN JOB CENTER LOCATIONS



VIRGINIA CAREER WORKS – NORTHERN CENTER CONTACT INFORMATION

- 1 Virginia Career Works –
Fairfax Annandale Center
Heritage Center
7611 Little River Turnpike (West Wing)
Suite 300 W
Annandale, VA 22003
(703) 533-5400 TTY: 711 VA Relay
Hours: Monday-Thursday –
8:00 am to 4:30 pm
Friday – 10:00 am to 4:30 pm
 - 2 Virginia Career Works –
Fairfax Alexandria Center
8350 Richmond Highway, Suite 327
Alexandria, VA 22309
(703) 533-5400 TTY: 711 VA Relay
Hours: Monday-Thursday –
8:00 am to 4:30 pm
Friday – 10:00 am to 4:30 pm
 - 3 Virginia Career Works –
Prince William Center
13370 Minnieville Road
Woodbridge, VA 22192
(703) 586-6800 TTY: 711 VA Relay
Hours: Monday-Friday –
9:00 am to 4:30 pm
 - 4 Virginia Career Works –
Loudoun Workforce Resource Center
Auto Zone Shopping Center
705 East Market Street, Suite E
Leesburg, VA 20176
(703) 777-0150 TTY: 711 VA Relay
Hours: Monday, Tuesday, Thursday,
Friday – 9:00 am to 4:30 pm
Wednesday – 9:00 am to 12:00 pm
 - 5 Virginia Career Works –
Cherokee Avenue Center
5520 Cherokee Avenue, Suite 100
Alexandria, VA 22312
(571) 327-2206 TTY: 711 VA Relay
Hours: Monday-Friday –
9:00 am to 4:30 pm
- ADC** Fairfax County Adult Detention Center
10520B Judicial Drive
Fairfax, VA 22030
- ADC** Prince William – Manassas
Adult Detention Center
9320 Lee Avenue
Manassas, VA 20110

Administrative Offices
8270 Greensboro Drive, Suite 850
McLean, VA 22102
www.vcwnorthern.com
Phone: 703-827-3782
Toll-Free: 833-365-2011
Fax: 703-997-8833
TTY: 711 VA Relay

