



# Workforce Development Update

JOBS AND ECONOMIC DEVELOPMENT COMMITTEE

FEBRUARY 3, 2025

STRATEGIC PLAN

FEBRUARY 2025

1

## Agenda

01

Context +  
Process  
Review

02

Plan  
Update

03

Next  
Steps

2

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2

## SchermCo Team



**Greg Schermbeck**

*Founder  
& Principal*



**Fontella McKyer**

*Director of Workforce  
Development*

3

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3

## Objective

Develop a workforce development plan to include identifying overall priorities, objectives, and goals that will clearly articulate its central vision and ways of measuring success – clearly identifying the unique role of the City of Charlotte in Workforce Development within the larger ecosystem.

4



4

# Stakeholder Discussions



## City Staff & Leadership

32 conversations



## Community Partners

31 conversations



## Council Members

9 conversations



## Corporate Partners

7 conversations



## Peer Cities

7 conversations

5

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5

## Input Interviews



6

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6

## Key Interview Insights

Unified Definition and Role Clarification in Workforce Development

Data-Driven Impact and Results

Access and Bridging Gaps in Opportunity

Career Pathways to Sustainable Jobs

Challenges in Navigating Workforce Development

Local Talent Development

Evidence-Based Policy and Opportunity Gaps

Defining Workforce Development and Industry Identity

City as Convener and Bridge

Leveraging Local Assets and Network

Non-Degree Training and Vocational Opportunities

7

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7

## Plan Review & Update

1

Presented strategic plan updated to Jobs & Economic Development Committee, October 7, 2024.

2

Incorporated insights & feedback from the Council to refine key focus areas.

3

Engaged in additional discussions with industry leaders, community partners, and workforce experts.

4

Conducted 12 strategic plan review sessions with the Office of Workforce Development team.

8

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8

# Workforce Development Plan

## Vision

Cultivate a vibrant, diverse, and skilled workforce system that enables residents to obtain sustainable employment and businesses to access skilled talent.

## Mission

Champion innovative, evidence based workforce development initiatives and solutions that meet the dynamic needs of our employees, residents and business community.

9

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9

# Workforce Development

## Definition

Range of programs and activities that help individuals improve their skills and obtain educational & technical credentials to enhance their career advancement opportunities.

*Examples: career planning, training and education, job placement, on the job training programs, and work-based learning*

10

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10

# Role of the City of Charlotte



11

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11

## Office of Workforce Development Team

### **Danielle Frazier**

*Special Assistant to  
the City Manager,  
Workforce Development*

### **Kendra Britto**

*Career Navigator*

### **Jordan Duke**

*Data Management  
Analyst*

### **Brandon Grant**

*Workforce Development  
Specialist Lead*

### **Melissa Higgins**

*Workforce Development  
Specialist*

### **Sherri Jones**

*Program Manager*

### **Kathy Willis**

*Workforce Development  
Liason*

12

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12



# Organizational Talent Development & Advancement



COMMUNITY  
OUTREACH &  
ENGAGEMENT



CAREER TRAINING  
ACADEMY



REGISTERED  
APPRENTICESHIPS



PRE-PAID TUITION  
PROGRAM



CAREER COACHING  
PROGRAM



EDUCATION TO  
EMPLOYMENT  
(E2E)

13

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13

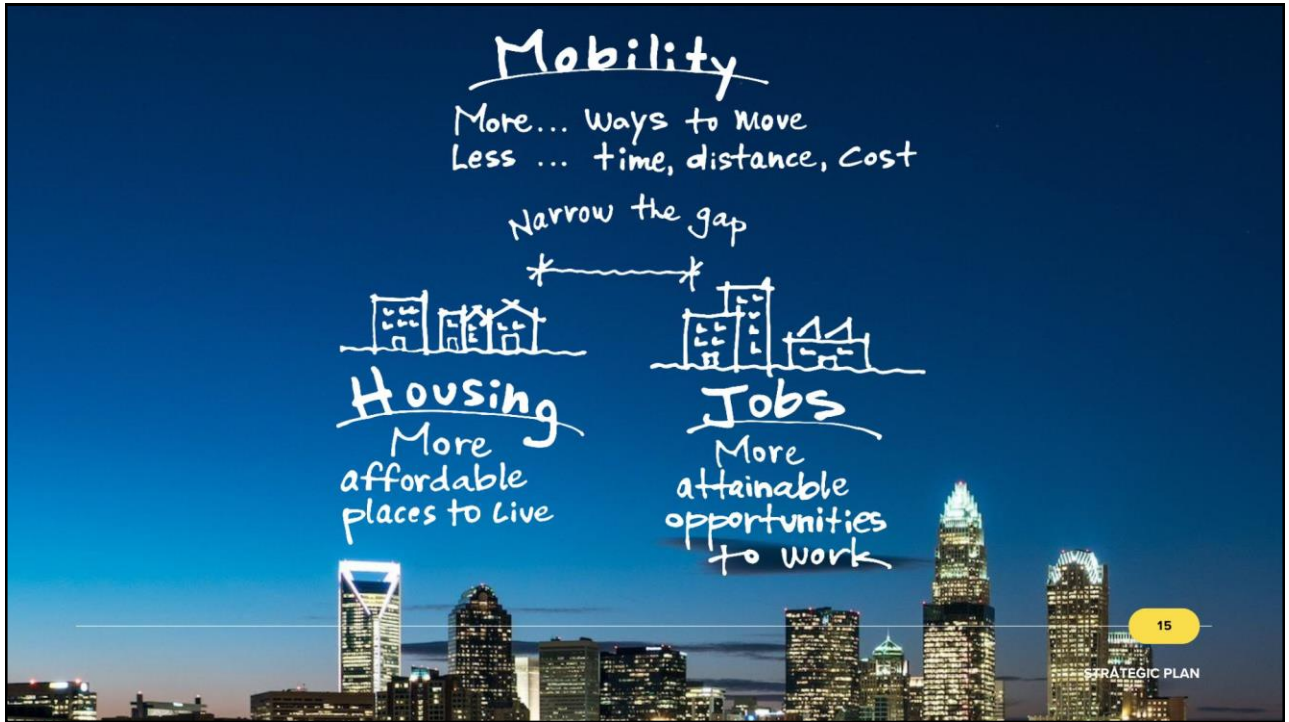
## Plan's Guiding Principles

- Increase talent pipelines.
- Support untapped and under skilled talent.
- Focus on skills development and credential attainment.
- Focus on industries and jobs in demand.
- Build and maintain workforce development ecosystem partnerships and collaborations.
- Strengthen collaboration between workforce development and other City priorities and initiatives, i.e., Mobility, Corridors of Opportunity, Sustainability, CBI, ED, Housing, etc.
- Invest in programs and initiatives grounded in data, outcomes, and impact.
- Recognized thought leader for innovative workforce development practices and solutions.

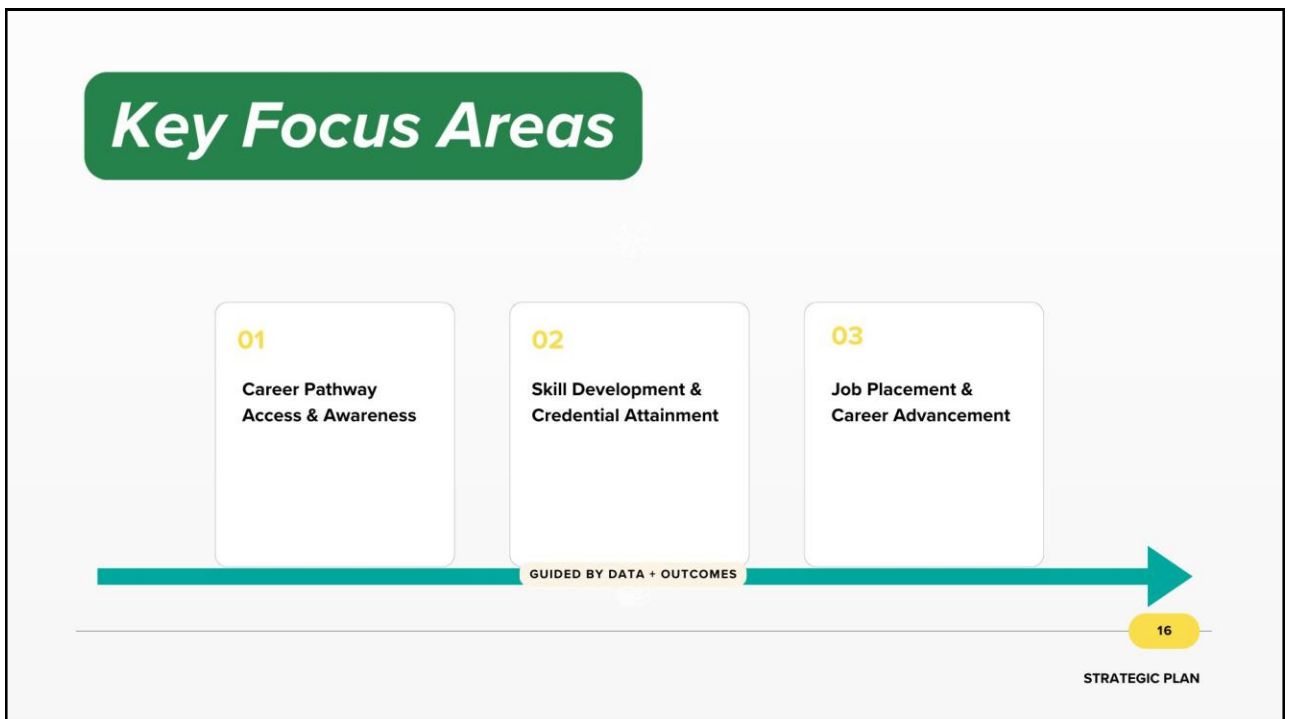
14

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14



15



16



## Career Pathway Access & Awareness

### GOAL 01:

Expand access and awareness of in demand career pathway opportunities in the Charlotte Area.

### STRATEGIES

- **1.1:** Promote messaging of career pathways within key industries to increase talent pipelines for in demand jobs.
- **1.2:** Grow career pathway awareness through career exploration and work-integrated learning experiences.
- **1.3:** Expand access to workforce development services by increasing community career navigation support.

### KEY METRICS:

Website traffic analytics, Increase in work-based learning opportunities, (job shadows, internships, workplace tours, career information sessions), # of residents referred to services/supports/training & education.

17

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17

## Skill Development & Credential Attainment

### GOAL 02:

Enhance workforce skills & education to support demand for current and future talent needs.

### STRATEGIES:

- **2.1:** Support skill-based training and industry-recognized credential programs that lead to in-demand career paths for unemployed individuals.
- **2.2:** Invest in skill growth opportunities for underemployed talent through targeted education and specialized training programs.
- **2.3:** Connect more untapped and under skilled talent to education and training programs.

### KEY METRICS:

Increase in certifications, training completions, and enrollment in skills development and training programs.

18

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18

# Job Placement & Career Advancement

## GOAL 03:

Connect more talent to sustainable employment opportunities.

## STRATEGIES

- **3.1:** Expand earn and learn opportunities, such as on-the-job training and registered apprenticeships to increase skills development and job placement.
- **3.2:** Expand Education 2 Employment (E2E) program to employ high-school and college graduates within the City of Charlotte and other employers.
- **3.3:** Work with education and community partners to connect job ready talent to employment opportunities.

## KEY METRICS:

Increase in employment within targeted industries, jobs filled & retained through workforce programs, wage progression, career advancement data, and business growth.

19

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# Next Steps

## 01

Incorporate feedback + insights from the Jobs & Economic Development Committee.

## 02

Conclude final research efforts (e.g., identify target industries, in-demand middle-skilled level jobs, business partners, etc.).

## 03

Present final draft plan to Jobs & Economic Development Committee for review and approval, March 2025.

## 04

Present final draft plan to full Council for approval, March 2025.

20

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