



Office of
Workforce
Development

Fiscal Year 2025

Impact Report

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Message from City Manager

I am pleased to share our second City of Charlotte Workforce Development Impact Report.

As a growing city, creating job opportunities and building a skilled workforce is important for preparing the workforce of tomorrow. The city continues to focus on workforce development as a priority and has already started to implement its 2025-2029 Strategic Plan. This plan lays the foundation for how the city is leveraging investments and talent development to create upward mobility, generate sustainable employment and drive economic development. Every workforce development initiative is centered around the goals outlined in the strategic plan.

The Office of Workforce Development has done a remarkable job implementing an effective strategy that builds on the progress the city made in Fiscal Year 2024. Developing and executing a comprehensive Workforce Development Strategic Plan has led to continued success in expanding access to sustainable employment, training, and resources for our employees and residents.

This Fiscal Year 2025 (FY 2025) Impact Report highlights the city's success in providing opportunities for employees and residents. Most notably, the city is recognized as a national leader for its registered apprenticeship program. This accomplishment, paired with the growth of the

Education to Employment program, public-private partnerships, on-the-job training opportunities, career coaching and tuition prepayment programs positions the city as an innovator in this field. Our employees and residents who have benefited from these efforts attest to the established framework and proven methods that have yielded positive results. This reflects the dedication of our team, partners and the community. It also shows the impact we can make when we intentionally develop an actionable strategy that supports our vision.

Workforce development is crucial as we move forward in Fiscal Year 2026 to support the city's mobility investments which include training in specialized industries, building career pipelines and utilizing local talent.

Through the vital work of the Office of Workforce Development, the city will continue to strengthen partnerships, form new alliances, find innovative solutions and invest in people with the goal of preparing them for current and future opportunities, creating a thriving workforce ecosystem for all Charlotte residents.

City Manager Marcus D. Jones

Message from Danielle Frazier



This year's annual Workforce Development Impact Report highlights the meaningful progress we have achieved and the opportunities ahead as we continue investing in our people, partnerships and workforce development efforts.

The launch of our new strategic plan marks an important milestone, providing a clear framework to advance workforce development, strengthen talent and build a resilient workforce that supports the needs of our organization, businesses and the communities we serve.

The accomplishments highlighted throughout this report reflect the dedication of our team, the strength of our partnerships and the impact of a shared commitment to developing talent. Through our efforts to support our employees and expand the broader talent pipeline across our city, we are creating pathways for individuals to access the resources, training and opportunities needed to grow themselves, advance their careers, and contribute to a thriving community.

As we look ahead, I am energized by the opportunities our strategic plan creates. Together, we will continue to foster innovation, expand talent development initiatives and cultivate an inclusive workforce that is prepared to support the changing needs of businesses and our community.

Thank you to Team Charlotte, workforce partners, and community members for your continued support and collaboration. Your commitment has been instrumental to our progress. I invite you to explore this report and reflect on the collective impact we have achieved as we continue building a stronger workforce and creating new opportunities for the future.

About the Office of Workforce Development

The Office of Workforce Development (OWD) is committed to enhancing the skills, capabilities and opportunities for both our staff and the broader community. We aim to foster a vibrant, adaptable and skilled workforce that meets the needs of our city today and in the future.

In March 2025, OWD began implementing its 2025-2029 Strategic Plan. The plan outlines key priorities, defines OWD's vision and mission, and establishes goals designed to advance the city's vision and measure progress over time. The City of Charlotte is uniquely positioned within the workforce development ecosystem, functioning in five key ways.

1. Connector

2. Convener

3. Investor

4. Leader

5. Influencer

Vision:

Cultivate a vibrant, diverse and skilled workforce system that empowers 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.

Supported by the OWD's internal and external functions, these three data-driven key focus areas are addressed through the following strategies:

FOCUS AREA 1:



CAREER PATHWAY ACCESS & AWARENESS

Goal: Expand access and awareness of in-demand career pathway opportunities in the Charlotte area.

- ✓ Promote messaging of career pathways within key industries to increase talent pipelines for in-demand jobs.
- ✓ Grow career pathway awareness through career exploration and work-integrated learning experiences.

FOCUS AREA 2:



SKILL DEVELOPMENT & CREDENTIAL ATTAINMENT

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

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

FOCUS AREA 3:



JOB PLACEMENT & CAREER ADVANCEMENT

Goal: Connect more talent to sustainable employment.

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

The plan broadens economic opportunity for residents while ensuring local employers can tap into a job-ready workforce.

Career Coaching

889 
Coaching Sessions
Since 2022

501 
Participants
Since 2022

The Career Coaching Program, established in September 2022, equips city employees with individualized support to advance professionally, explore and plan career moves and pursue training opportunities. Since its launch, the program has supported 501 employees through 889 coaching sessions. In FY 2025, 171 employees from 20 departments participated in 312 sessions, reflecting the program's expanding reach.

FY 2025 Workforce Development Impact

171 
Participants

312 
Coaching Sessions

20 
Departments

- Aviation
- Charlotte Area Transit System
- Charlotte Water
- Office of the City Attorney
- City Clerk's Office
- Office of the City Manager
- Communications & Marketing
- Community Relations
- Charlotte Department of Transportation
- Economic Development
- Finance
- Fire
- General Services
- Housing & Neighborhood Services
- Human Resources
- Innovation & Technology
- Planning, Design & Development
- Police
- Contracting & Procurement
- Solid Waste Services

Talent Development

The City of Charlotte employs nearly 9,000 employees and serves one of the nation's fastest growing populations.

As the number of staff and Charlotte residents continues to increase, it's imperative for the city to remain focused on its vision and Workforce Development Strategic Plan. While the current plan is underway, making progress toward the future is essential. OWD and city leaders will continue to build on the established framework and maintain Charlotte's position as a national leader in workforce development.



Testimonial:

"I wanted to extend my deepest appreciation to the entire Office of Workforce Development team. Learning about the ACE Hub and the continued education opportunities the city offers through Central Piedmont revealed just how many pathways for growth are available. I committed myself to taking full advantage of those opportunities. I completed three courses and earned three certifications from Central Piedmont Community College. Your guidance, mock interviews, and thoughtful coaching were instrumental in helping me prepare for the Business Systems Supervisor role. I am excited to share that I have officially accepted the offer to become the new Business Systems Supervisor on the Business Service Engagement Team within the Innovation & Technology Department."

Participant Name

Zachary Cannon

Business Systems Supervisor
Innovation & Technology

Education to Employment

Education to Employment (E2E) is a partnership with Charlotte-Mecklenburg Schools (CMS) established in 2024. The program connects local high school graduates with the unique opportunity to enter the workforce directly and begin their careers in local government. The second cohort included 25 students hired by Aviation, Charlotte Area Transit System, Charlotte Department of Transportation, Charlotte Water, the Department of General Services, Housing & Neighborhood Services and Solid Waste Services. The OWD empowers the next generation of public servants, hosting check-ins, connecting them with experienced city employees, and supporting their transitions to the professional world.



FY 2025 Workforce Development Impact

17 
**Employees
Hired**

13 
**Employees
Retained**

3 
Departments

- CDOT
- General Services
- Housing & Neighborhood Services

Participating High Schools

- East Mecklenburg
- Garinger
- Harding University
- Hawthorne
- Academy of Health Sciences
- Julius L. Chambers
- Mallard Creek
- Palisades
- Rocky River
- South Mecklenburg
- West Charlotte

The Education to Employment Workplace Readiness Training

The Education to Employment Workplace Readiness Training is a two-week, cohort-based experience that prepares new hires for successful entry into municipal careers and opportunities with the City of Charlotte. Participants engage in 80 hours of integrated learning that combines safety credentials such as OSHA-10 and defensive driving with core workplace competencies in emotional intelligence, communication, technology use and time management. Delivered across multiple city departments, the training immerses participants in real work environments while introducing them to city benefits, career pathways and the expectations of public service roles.



86% 
Retention Rate

Since 2024, the program hired a total of 42 recent graduates and retained 86% of participants.

Testimonial:

“Participating with OWD has been a life-changing experience for me. It has provided exposure to new skills, structure and meaningful work experience that I may not have otherwise gained at this stage in my life. Through the program, I have strengthened my communication skills and matured significantly by working alongside experienced professionals.

In addition to building professional relationships, OWD has helped create a sense of financial stability and introduced me to a clear career path. These opportunities have allowed me to grow both personally and professionally much earlier than I expected.

I am truly grateful for the program and look forward to continuing my development and seeing how my career progresses in the years ahead.”



Participant Name

Zion Board

Charlotte Department
of Transportation (CDOT)

Registered Apprenticeships

53 
New Participants

95 
City Apprentices

Apprenticeships provide an opportunity for individuals to receive on-the-job-training while learning a skilled job or profession. Participants also receive classroom instruction and instruction from an experienced mentor. This program is important for upward mobility and filling organization needs.

The City of Charlotte was selected by the United States Department of Labor (U.S. DOL) to serve in the second cohort of 98 Apprenticeship Ambassadors.

We were the only municipality in that 98. This designation recognizes our proven experience with Registered Apprenticeships and our commitment to expanding high-quality, work-based learning pathways that meet employer talent needs and create equitable access to good careers.

As a U.S. DOL Apprenticeship Ambassador, we partner with Department of Labor to promote, expand and modernize Registered Apprenticeships. We help share best practices and launch innovative apprenticeship initiatives.

16 
Registered Occupations

FY 2025 Active Occupations

Conveyor/Loading Bridge Technician (Aviation)

Electrician (Aviation)

Firefighters (Fire)

Fleet Mechanic (Aviation)

HVAC Technician (Aviation)

Mason (CDOT)

Rail Maintenance Technician (CATS)

Sanitation Equipment Technician (Solid Waste Services)

Utility Technician I (Charlotte Water)

Testimonial:

Returning to Charlotte Water as a rehire, Jalen Cousar initially wasn't enthusiastic about restarting in an apprentice role. Through the Working Smart curriculum, he explored topics such as rebranding yourself in the workplace and effective communication strategies. Jalen also obtained his commercial driver's license during the apprenticeship and established himself as a leader among his peers.

Encouraged by his mentor, he embraced opportunities to learn advanced skills, including operating an excavator and other heavy equipment. This additional training positioned him as a strong candidate for the Equipment Operator III position. With support from the Workforce Development team, who provided motivation and interview preparation, Jalen applied his sharpened skills and newfound perspective to land the promotion.



Participant Name

Jalen Cousar

Utilities Technician I
at Charlotte Water

28



Journeyworker Certifications

The Journeyworker certification indicates successful completion of the Registered Apprenticeship program and confirms that the apprentice has achieved the required competencies identified in the work process.

Journeyworker Certification

Since the program's inception, 91 apprentices earned their Journeyworker Certification and obtained full-time city positions.

In FY 2025, an additional 95 apprentices actively progressed toward certification across five departments: Aviation, Charlotte Area Transit System, Charlotte Water, Charlotte Fire Department and Solid Waste Services.

OWD's blueprint for apprenticeships has achieved tremendous success and national recognition, solidifying Charlotte as a municipal leader in apprenticeship innovation.

Inaugural Apprenticeships Summit

In April 2025, OWD hosted the Future of the Municipal Workforce Registered Apprenticeships Summit. This inaugural event drew 18 municipalities and 125 participants from across the state. The summit created a space for collaboration, shared learning and new ideas for apprenticeship program launches and expansions.

Future of the Municipal Workforce: Registered Apprenticeships Workshop



Tuition Prepayment Program

89% 

Participant Employment
Retention Rate
Since 2022



FY 2025 Workforce Development Impact

150 

City of Charlotte
Employees

7 

Degrees Obtained

89% 

Course Completion

3.2 

Average GPA

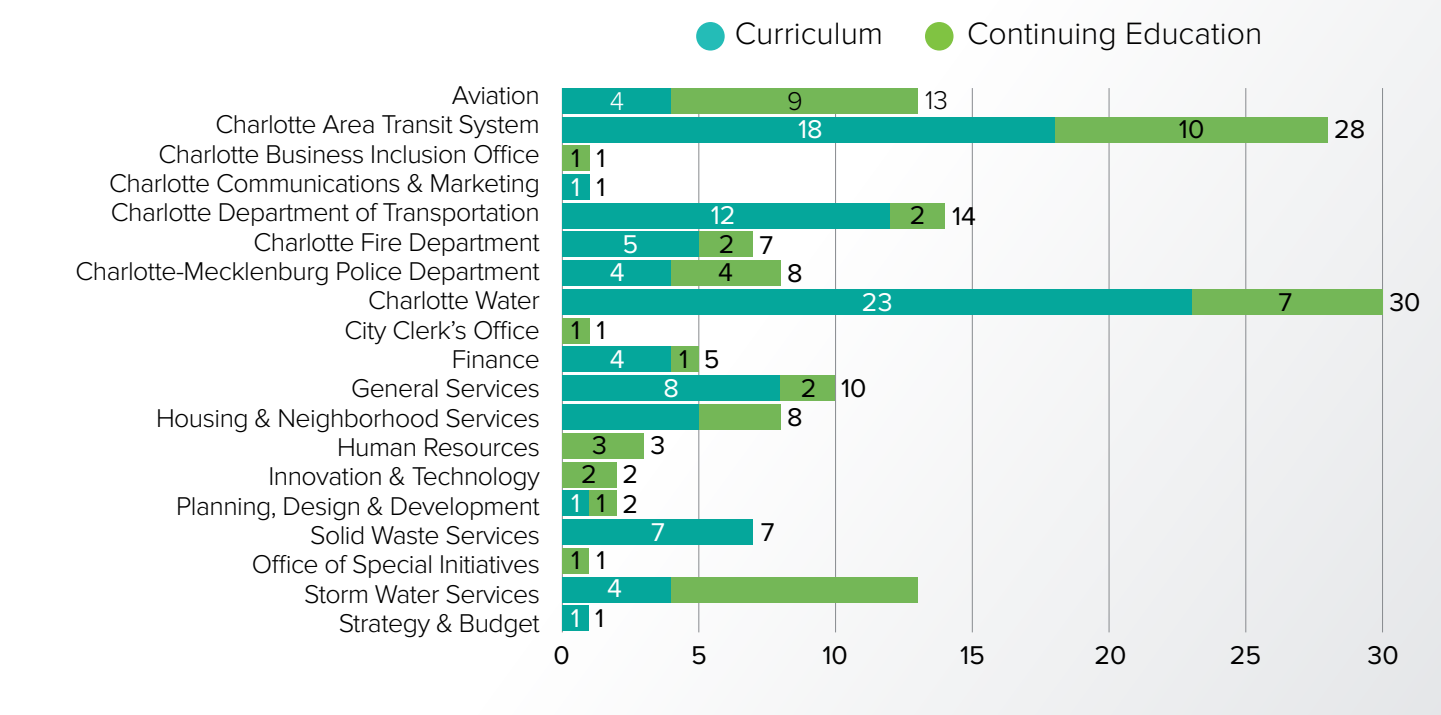
\$195,468 

Investment

The city is invested in its workforce and providing upward mobility through continued learning, whether its a degree needed to advance to the next level or explore another career field within the city. The city’s tuition prepayment benefit offers assistance to eligible employees by removing the financial barrier of up-front out-of-pocket costs for courses at Central Piedmont Community College. The benefit covers the tuition and fees for associate degree and certificate programs.

In FY 2025, 150 employees participated in the tuition prepayment program.

FY 2025 Department Participation



Testimonial:

“I am truly grateful for the opportunity provided by the city’s prepayment program. I earned an Associate of Arts degree with a concentration in business. This was my very first graduation, and the experience was incredible. Moving forward, my goal is to obtain a bachelor’s degree and then a master’s degree. I didn’t realize how much I enjoy the challenge of taking classes. I greatly appreciate all the guidance you have provided along the way. This has been a dream come true for me.”

Participant Name
Peter Doane
 Energy & Sustainability Manager
 for General Services



Community Partners

Charlotte City Council approved the use of \$4.1 million in American Rescue Plan Act (ARPA) funds to expand access to career services and job training. This investment, and partnerships with employers, schools and community organizations, has resulted in business growth and support. The programs below, assisting more than 550 residents so far, began in May of 2024 and will continue into FY 2026.



296

Total
Participants



89%

Training
Completion Rate

204/227



82%

Employment
Rate

187/227



↑ 28%

Average Post-
Program Wage

\$23/hr



Look Ahead

In Fiscal Year 2026, the Office of Workforce Development plans to launch the Skilled to Build initiative. The purpose of this initiative is to prepare talent and businesses for opportunities that will be created from the more than \$25 billion in mobility projects stemming from the voter-approved one-cent sales tax. The initiative will include three components:

Small Business Readiness

Implementing training programs and providing resources to help Charlotte small businesses compete for and secure contracts on upcoming transportation and mobility projects.

Workforce Development

Offering grants to develop a skilled workforce for transportation infrastructure projects and connecting employers to talent, employee training and upskilling opportunities.

Business Engagement

Providing Small Business Certification, technical guidance and outreach, and access to resources so businesses can compete for city procurement opportunities.



Becoming a model city for workforce development, the city has laid a solid foundation and is prepared to lead the way to a future of economic mobility for all Charlotte residents.

The Office of Workforce Development anticipates continued success and program expansion as it strengthens existing partnerships that will help create more opportunities for training and job placement.

