CITY OF CHARLOTTE



FY 2027 PROPOSED BUDGET

FY 2027-2031 Capital Investment Plan

CITY OF CHARLOTTE

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Charlotte
North Carolina

For the Fiscal Year Beginning

July 01, 2025



Executive Director

CITY OF CHARLOTTE

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TABLE OF CONTENTS

CITY OF CHARLOTTE

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Table of Contents

City Manager's Message

City Manager's Proposed Budget Letter i

Executive Summary

Executive Summary 1
Summary of Tax Levies 5
Summary of Revenues 6
Summary of Expenditures 12
Summary of Fund Balance 14
Summary of Financial Partners 15
Summary of Position Allocations by Fund 18

Overview

FY 2027 Budget Process 21
FY 2027 Financial Planning 25
Fund Descriptions – Major Governmental Funds 28
Fund Descriptions – Non-Major Governmental Funds 30
City Council 31
Organizational Chart 32
Chart of Accounts 34
City Profile 35

Strategic Priorities and Performance Measures

Strategic Priorities 45
Performance Measures 46

General Fund

Department Budgets

City Attorney 51
City Clerk 55
City Manager 59
Communication and Marketing 63
Community Relations 67
Contracting and Procurement 71
Economic Development 75
Finance 81
Fire 85
General Services 93
Housing and Neighborhood Services 103
Human Resources 109
Innovation and Technology 115
Internal Audit 123
Mayor and City Council 127
Planning, Design and Development 131
Police 135
Solid Waste Services 143
Special Initiatives 149
Strategy and Budget 155
Transportation 159

CITY OF CHARLOTTE

Table of Contents

Non-Departmental Accounts

Community Investments 169
Infrastructure Investments 171
Organizational Investments 172
Employee Investments 174

Nongeneral Funds

Enterprise Funds

Aviation 179
Charlotte Area Transit System 191
Charlotte Water 203
Storm Water Services 215

Internal Service Funds

Fleet Management Fund 225
Health and Life Fund 229
Risk Management Fund 231

Special Revenue Funds

Municipal Debt Service Fund 237
Convention Center Tax Fund 238
Convention Center Debt Service Fund 239
Tourism Operating Fund 240
Tourism Debt Service Fund 241
Cultural Facilities Debt Service Fund 242
Hall of Fame Tax Fund 243
Hall of Fame Debt Service Fund 244
General Grants Fund 245
Consolidated Neighborhood Development Grants Funds 246
Emergency Telephone System Fund 247
Powell Bill Fund 248
Public Safety Communications Fund 249
Consolidated Municipal Service Districts 252
Municipal Service Districts 253
Synthetic Tax Increment Grants 255

Office of Special Initiatives

Office of Special Initiatives 261

Capital Investment Plan

Background, Guiding Principles, Process, Highlights, and Funding 267
FY 2027-2031 CIP Project Index 273
Funding Sources and Uses Summary 277
Nongeneral CIP Sources and Uses 278
Project Summary Schedules 281
Pay-As-You-Go 299
Mobility Pay-As-You-Go 311
Advanced Planning and Design Program 321
Well-Managed Government Projects 325
Great Neighborhoods Projects 333

Table of Contents

Safe Communities Projects 337
Transportation and Planning Projects 343
Workforce and Business Development Projects 357
Aviation Capital Projects 361
CATS Capital Projects 369
Water Capital Projects 379
Stormwater Capital Projects 397

User Fees

User Fees Summary 405

Regulatory Fees

Transportation 410
Planning, Design, and Development 412
Fire 414
Police 418
City Clerk 418
Storm Water 419
Charlotte Water 420
Charlotte Area Transit System 420

Non-Regulatory Fees

Aviation 421
City Clerk 422
General Services 423
Storm Water Services 426
Planning, Design, and Development 426
Police 428
Solid Waste Services 428
Transportation 428

Other Fees

Storm Water Services 429
Charlotte Water 429

Compensation and Benefits

Executive Summary 433
FY 2027 Compensation 435
FY 2027 Benefits 436
FY 2027 Compensation and Benefits Attachments 440

Summary Statistics and Policies

Summary Statistics 457
Budget Principles 459
Financial Policies and Practices 460
Capital Investment Plan Program Policies 464
Capital Investment Plan Financial Policies 466

Key Terms and Acronyms

Key Terms 469
Acronyms 472

CITY OF CHARLOTTE

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Reader's Guide

This reader's guide is designed to promote the public's overall understanding of the annual budget document. This budget is structured into two plans: the annual FY 2027 Budget and the five-year FY 2027-2031 Capital Investment Plan. These plans provide detailed information on the budget of each department and fund. The changes made after the City Manager's presentation of the proposed budget to the City Council are reflected within the FY 2027 approved amounts.

This document provides a detailed record of the spending plan for FY 2027 organized in the following elements:

Section	Description
Executive Summary	An overview of the budget, which highlights the priorities reflected in the budget, total budget and funding allocations, and fund summaries.
Overview	An overview of the budget process, funds, and organizational structure.
Strategic Priorities and Performance Measures	An overview of Council's Strategic Priorities and related performance measures. Each Strategic Priority contains policy initiatives driven by the needs of the community and the organization. Performance measures track progress towards meeting the objectives of Strategic Priorities at the department level. The budget process is used to assess and allocate resources to achieve optimal service delivery and further advancement of Council's Strategic Priorities.
Department Budgets	Each city department begins with a section that outlines the *Mission Statement* and a high-level summary of the department's core services in the *Department Overview* section. This is followed by the department's *Organizational Chart*. The *Budget Overview* section presents the department's revenues and expenditures. Actuals for the most recent fiscal years, the current year's adopted budget, and the proposed budget for the upcoming fiscal year are provided. The *Adjustments* pages explain increases and decreases in the current year's adopted budget to arrive at the proposed budget for the upcoming fiscal year. The *Performance Measure Highlights* section provides an overview of select performance measures for the department, including prior year actuals and targets for the current year and upcoming year. The *Full-Time Equivalent (FTE) Summary* pages provide historical data on the number of positions authorized within the departments along with allocated positions for the upcoming fiscal year. Budget details are provided for enterprise funds, internal services funds, and special revenues funds in the Nongeneral Funds section.
Capital Investment Plan	The Capital Investment Plan (CIP) is a five-year plan matching the city's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, stormwater, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.
User Fees	A listing of city regulatory and non-regulatory fees organized by department.
Compensation and Benefits	A summary of the city's pay plans and employee benefits.
Summary Statistics and Policies	A summary of the city profile and statistics along with budget principles and financial policies.
Key Terms and Acronyms	A list of references and definitions used throughout the document.

CITY OF CHARLOTTE

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CITY MANAGER'S MESSAGE

CITY OF CHARLOTTE

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May 4, 2026

Honorable Mayor and City Council
City of Charlotte, North Carolina

Charlotte's strong financial foundation and sound decision making have positioned us to continue our trajectory in being a catalyst for advancing opportunities for all. The core services that the city provides are essential to the daily lives of our community. The Proposed FY 2027 Budget has been built based on input from the community and guidance from Council, and best positions the City of Charlotte to invest public resources in promoting safety and quality of life for residents, businesses, and visitors alike.

I respectfully submit for your consideration the Proposed FY 2027 Budget. A summary of the Proposed Budget is outlined in the following table:

Proposed FY 2027 Budget (Net of Transfers)	
General Fund	$1,042,600,000
Reimbursements and transfers to Other Funds	($73,001,752)
Sub-total General Fund	**$969,598,248**
Aviation	$1,034,222,870
Charlotte Area Transit System (CATS)	$506,771,288
Charlotte Water	$875,736,882
Storm Water	$128,275,711
Sub-total Enterprise Funds	**$2,545,006,751**
General Capital Investment Plan	$479,022,000
General Capital Debt Service	$96,800,276
Pay-As-You-Go Funds	$74,717,901
Sub-Total Capital Investments	**$650,540,177**
Special Revenue Funds	$193,833,529
Debt Service - Special Revenue Funds	$38,884,843
Sub-Total Special Revenue	**$232,718,372**
Internal Service Funds	**$90,630,215**
Total All Funds	**$4,488,493,763**

FY 2027 Budget Highlights

Continues Fiscal Responsibility and Well-Managed Government

- Structurally balanced budget with a 2-year lens that:
  - Preserves core services
  - Advances Public Safety
  - Invests in transformational Mobility+
  - Maintains reserves
- Proposes 1.89¢ property tax increase dedicated to enhancing Public Safety
- $1.04 billion General Fund budget, a 10.5 percent increase from FY 2026
- Continues Charlotte's achievement of affordability for government services, ranking lowest amongst North Carolina's largest cities with a population of 250,000 or above
- The city earned the **GFOA (Government Finance Officers Association) Award** for 40th year

Takes Care of Employees

- Raises minimum pay to $25/hour or $52,000/year for non-temporary 40-hour/week city employees and continues providing:
  - 2.5 percent incentive pay for 2nd and 3rd shifts,
  - Pre-Paid Tuition Assistance and Career Coaching,
  - All-Access Transit Pass,
  - Career coaching,
  - Rental and downpayment assistance,
  - Financial counseling and assistance,
  - 2.5 percent for CDL General Employees
- Provides funding equivalent to four percent pay increases for hourly employees (combinations of market and merit pool adjustment)
- Provides a four percent merit pool for salary employees
- Public Safety Pay Plan: Continues military, education, language incentives
  - New: Option to stack associate's degree with Military incentive
- Advances Police recruitment and retention strategies with 10 percent pay increase for rank of Officer through Sergeants
  - Adds 35 take-home vehicles for a total of 139 for eligible officers residing in Charlotte
- Advances Fire with a 7 percent salary increase for Fire Public Safety Pay Plan positions
  - Continues to enhance sustainability of Charlotte Firefighters' Retirement System

Invests in & Right Sizes Funding for Core City Services

- Invests an additional $2.7 million for Fleet maintenance
- Programs $501,020 for three additional staff and operating funds for Animal Care and Control

- Invests $12 million to construct the new Animal Care and Control adoption facility, with an additional $10.5 million planned in FY 2028
- Funds street lighting with an additional $788,206 for a total of $15.1 million
- Adds three additional sanitation crews in Solid Waste and provides funds for continued partnership with the Center for Employment Opportunities and increased contractual costs
- Modernizes and secures technology infrastructure with $3.2 million
- Right sizes funding for overtime to match expanded workforce, pay, and benefits in Police and Fire

Advances City Council's Strategic Priorities

- **Promotes Public Safety with numerous investments** including:
    - Promotes recruitment and retention of Police and Fire employees in the Public Safety Pay plan with across the board pay increases, that are above typical pay plan years
    - Includes $12.4 million in funding for police and fire vehicle replacements
    - Provides for public safety radio refresh
    - Provides $1.1 million toward equipping police patrol vehicles with in-car dash cameras
    - Adds an additional 35 cars for the police take home vehicle program
    - Adds $2.95 million in ongoing public safety technology infrastructure
    - Funds an additional $4 million for fire turnout gear
    - Includes $2.3 million to add Engine 46 at Miranda Rd. Infill Station (18 FTEs)
    - Right sizes funding for overtime to match expanded workforce (Fire $4.15 million; Police $1.69 million)
    - Adds funding for Fire to include Field Technicians for the 3 Operations Division Chiefs ($366,225)
    - Adds Civilian Support to Improve Fire Training and Response Times (2 FTEs) $225,298
    - Plans for commercial burn building in proposed FY 2027 CIP
    - Moves forward on a schedule with Fire Facilities Plan: New or infill station planned for every 2 yrs and a long-term vehicle replacement strategy
    - Invests $10 million to construct a new helicopter hangar for Police, with another $10 million planned in FY 2028
- Includes new steady state Housing Bond (FY 2027-FY 2031) with $100 million steady state
    - Adds one-time bump +$25 million increase in 2026 Bond to support anti-displacement
    - **Largest housing bond in city history**
- Invests in small businesses and neighborhoods
    - Creates Business District Organizations/Mainstreet ($600,000)
    - Creates Neighbors Building Neighborhoods ($500,000)
    - Revitalizes Business Corridors with Business Matching Grant program ($500,000)

- Elevates engagement
    - Creates new partnership with Foundation for the Carolinas to enhance engagement
    - Adds new International Relations Manager
    - Strengthens Office of Constituent Services team to advance community engagement with seven positions (6 support specialists and 1 communications specialist)
- Invests in Youth
    - Adds $500,000 in FY 2027 to support youth internships
    - Commits $1.5 million to Road to Hire: R2H Public-Private Partnerships

Advances Mobility Goals

- New Sales Tax in FY 2027, $100 million in FY 2027 for Mobility
- Proposes the second, $300 million total Transportation and Neighborhood Bonds:
    - $5 million more in SIAs than 2024 Bond (from $55 million to $60 million) for strategic resurfacing projects
    - $2 million more in Vision Zero than 2024 Bond (from $10 million to $22 million total) for signal projects with highest priority for transportation safety
    - $2 million more in Bicycle Facilities than 2024 Bond (from $8 million to $10 million)
    - $2 million to begin the new Orphan Roads program
- Accelerates seven projects in five years – Big Moves 2030
    - Dearmon Road – Complete Street
    - Ashley/Freedom/Tuckaseegee – Intersection
    - Eastway Drive/Shamrock – Intersection
    - Shamrock Drive – Complete Street
    - Robinson Church Road Phase 1 & 2 – Complete Street
    - Brown Grier Road – Complete Street
    - Bryant Farms Road – New Street
- Establishes a Mobility PAYGO Program to provide a sustained funding source for smaller-scale transportation programs that are not debt-eligible
    - Includes $7 million to support the acceleration and communication of early-stage future transportation projects
- Invests $5.95 million in Mobility+ programming to proactively build workforce and small business capacity alongside increased capital transportation investments

Mapping the Economic Outlook

At the National Level

The city's annual budget process begins with revenue projections for the upcoming fiscal year. Growth in the city's primary revenue sources, particularly sales and property taxes, is closely tied to national economic conditions. Following several years of strong post-pandemic recovery, the U.S. economy has transitioned into a more moderate phase of growth.

Economic expansion has slowed from the elevated levels seen in 2021 and 2022, with recent forecasts projecting Gross Domestic Product (GDP) growth of approximately 1.5 percent to 2.0 percent over the next fiscal year. While a recession has largely been avoided, economic activity is expected to remain below the long-term trend, reflecting tighter financial conditions and moderating demand.

Labor market conditions remain relatively strong, with unemployment continuing to track near 4.0 percent, which is low by historical standards yet higher than recent years. Job creation has slowed compared to prior years, and wage growth has moderated to approximately 4.0 percent annually, down from peak levels. The gap between job openings and available workers has narrowed, though some labor shortages persist in specific sectors of the economy.

Consumer spending, which has been a key driver of economic growth, is showing signs of moderation. Retail sales growth has slowed, particularly in discretionary categories, as households continue to face pressure from elevated prices and higher borrowing costs. Inflation has declined from its peak but remains above the Federal Reserve's long-term target, with the Consumer Price Index (CPI) increasing at approximately 3.3 percent year-over-year, in the 12-months ending in March.

Interest rates remain elevated relative to pre-pandemic levels, with the federal funds rate held in the 5.25 percent–5.50 percent range through much of the past year. Financial markets anticipate gradual rate reductions as inflation continues to ease. Lower interest rates, if realized, may provide some support to housing activity, business investment, and consumer spending; however, the timing and pace of rate cuts remain uncertain.

The housing market continues to be sensitive to interest rate conditions. Mortgage rates have remained elevated, generally in the 6.5 percent–7.0 percent range, contributing to reduced affordability and slower activity in both new construction and existing home sales. While inventory constraints persist, improved financing conditions may support gradual stabilization in housing activity over the coming year.

North Carolina Outlook

North Carolina is expected to continue outperforming the national economy, supported by strong population growth, a diverse industry base, and a favorable business climate. The state remains one of the fastest growing in the country, with population increasing by approximately 1.3 percent annually, driven by sustained domestic migration.

Employment growth remains positive across key sectors including healthcare, professional services, and technology. The state's unemployment rate continues to track below the national average at approximately 3.5 percent, reflecting ongoing labor market strength. Population growth remains a central driver of economic activity, supporting demand for housing, retail, and public services.

Residential and commercial construction activity remains solid, particularly in major metropolitan areas such as Charlotte, the Triangle, and the Triad. However, higher financing costs and ongoing supply constraints have led to more cautious development activity, especially in the multifamily sector.

Retail sales across the state remain stable, though growth has moderated compared to prior years. Sales tax revenues, a key component of state and local funding, are expected to normalize as consumer spending adjusts to current economic conditions.

From a fiscal perspective, revenue collections remain stable but are expected to grow at a slower pace in the upcoming budget cycle. Local governments across the state continue to focus on long-term financial planning, infrastructure investment, and service delivery as federal pandemic-era funding continues to phase out.

Charlotte's Economic Outlook

As North Carolina's largest metropolitan area and a major economic center in the Southeast, Charlotte continues to demonstrate strong economic fundamentals. The city's diverse economy, anchored by finance, technology, logistics, and healthcare, remains a key driver of regional growth and supports the city's primary revenue sources.

Charlotte's position as the second-largest banking center in the country continues to provide a stable foundation for employment and business activity. The region has also experienced continued diversification, with growth in technology, life sciences, and advanced manufacturing sectors contributing to broader economic resilience.

Population growth in the Charlotte metro area remains a defining feature of the region's economic trajectory. Recent estimates indicate that the Charlotte metropolitan area added more than 100,000 new residents over the past year, ranking among the fastest-growing large metropolitan areas in the United States. Sustained in-migration continues to support demand for housing, retail activity, and public services, while also expanding the local labor force and tax base.

Recent business recruitment and expansion activity further reinforces Charlotte's competitive position. According to the Charlotte Regional Business Alliance, the region experienced one of its strongest years for corporate relocations and expansions in over a decade, with thousands of announced jobs and significant capital investment across multiple industries.

The local labor market remains healthy, with unemployment in the Charlotte metro area near 3.5 percent, and continued job growth in high-wage sectors such as technology, finance, and professional services. However, similar to national trends, the pace of job growth has moderated, and labor market conditions are gradually normalizing.

Housing demand remains elevated, though affordability challenges persist due to higher interest rates and limited supply. Median home prices in the Charlotte region remain above pre-pandemic levels, and higher borrowing costs continue to constrain affordability for many households. While new construction activity continues, developers are exercising caution as financing costs remain elevated.

Recent trends in tourism-related revenues suggest some variability in visitor-driven activity, particularly in hotel occupancy and rental-related taxes. These revenues tend to be more sensitive to event timing, business travel, and broader economic conditions, which may contribute to short-term fluctuations even as the region's overall economic outlook remains positive.

Infrastructure investments continue to support long-term growth. Ongoing improvements to transportation systems, including light rail expansion, roadway enhancements, and airport development, are improving connectivity and supporting economic activity across the region.

While Charlotte continues to face challenges associated with rapid growth, including housing affordability and infrastructure demand, the city's economic outlook for FY 2027 remains stable. Continued population growth, strong business recruitment activity, and sector diversification position Charlotte to remain a leading driver of economic activity in North Carolina.

A Closer Look and Potential Revenue Implications

These economic conditions form the basis for the city's revenue projections for FY 2027. Continued population growth, strong employment levels, and business investment are expected to support ongoing growth in property tax revenues, which remain the city's largest and most stable revenue source.

At the same time, more moderate economic growth and evolving consumer behavior are expected to result in slower growth in sales tax revenues compared to prior years. Tourism-related revenues may also experience some variability due to their sensitivity to visitor activity and event timing.

Overall, the city's revenue outlook remains stable, supported by strong underlying economic fundamentals, while reflecting a more measured pace of growth consistent with broader economic conditions.

Aerial View of Charlotte

Over the last ten years the City of Charlotte has done remarkable work to meet the needs of a rapidly growing city of almost one million people. We have committed to programming a generational $100 million dollar housing bond, doubling previously funded levels, raised minimum pay to $24 an hour, and prioritized a continued emphasis on efficient city operations all in support of advancing City Council's Strategic Priorities. This exceptional, innovative work has been possible because of strong fiscal policy.

The City's Positive Reputation for Sound Financial Management

The city's history of sound fiscal policy and practices has enabled it to hold AAA credit ratings continuously since 1977. Beyond the city's AAA credit rating, Charlotte's distinction as a financially well-managed government has garnered numerous external recognitions, including the annual receipt of the Government Finance Officers Association's (GFOA) award for budget and financial statements and unmodified opinions on external audit reports. The city's Budget Principles and Financial Policies adopted by City Council, are used to guide and measure current budgetary performance as well as proposals for future programs. These established policies and principles help to maintain the city's reputation for sound financial stewardship while also delivering a balanced budget guided by City Council's strategic priorities. A key budget policy often talked about is,

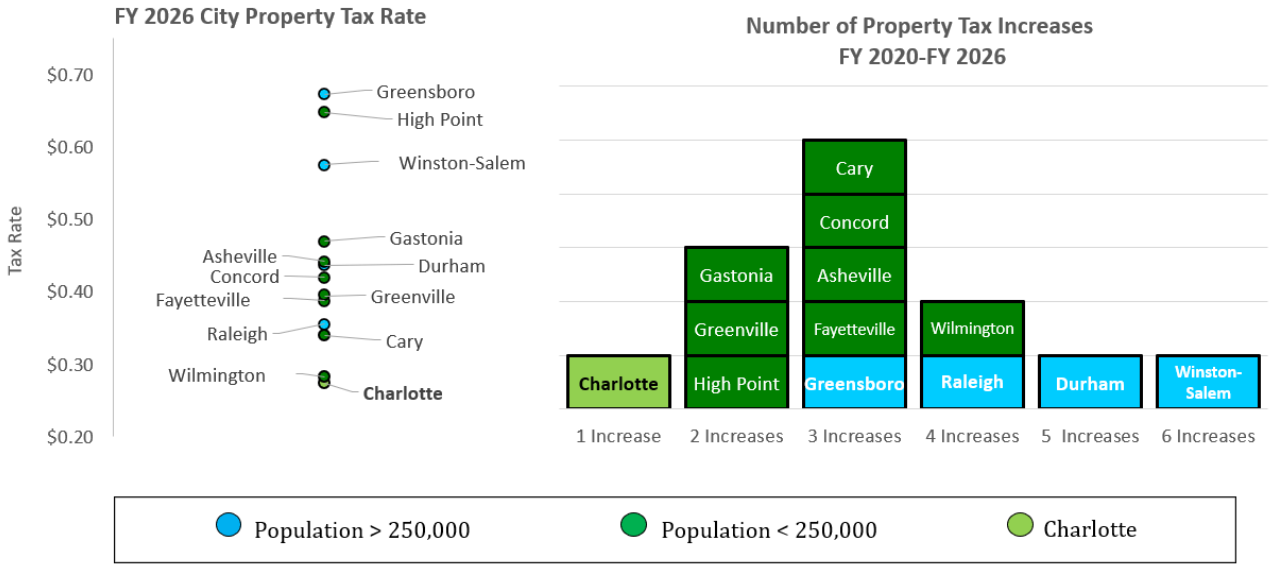
> *"The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes."*

This budget principle, along with debt service reserve policies, helps ensure financial stability and stands out for ratings agencies and investors. Continuing to contribute to General Fund reserves has increased in difficulty in recent years as revenue surpluses decline and expenditure pressures grow. However, we have been able to maintain the City of Charlotte's strong fiscal discipline which is core to the city's ability to go to market when needed, get the most competitive interest rates, and create the most efficient capital program possible for residents.

The City's Fiscal Discipline Provides Low Property Tax Rate for Residents

The City of Charlotte shines in its ability to deliver outstanding public services, while also maintaining the lowest property tax rate in FY 2026 among the 13 largest cities in North Carolina. Compared to Charlotte's peer cities in North Carolina, Charlotte residents receive excellent value. Among the largest 13 cities in North Carolina, the City of Charlotte is the only municipality with only one property tax increase in the last seven years. The 12 comparable cities each increased property taxes on 2-6 separate occasions within the past seven-years.

North Carolina City Property Tax Comparisons



Over the past five budget cycles, the city has identified and reallocated $32 million in savings from the General Fund budget. Results of FY 2026's assessment yielded over $7 million in new efficiencies, predominantly due to technology advances, updated cost recovery allocations, and optimizing the delivery of services.

The city's fiscal discipline and annual assessments to identify cost savings and new efficiencies have been an important part of the budget process in recent years. I believe the city has consistently achieved the balance of providing effective services at the lowest cost to taxpayers, which is essential to support a growing city. However, there comes a time when the quality and effectiveness of services are negatively impacted if necessary investments are not made. As the city plans for future costs, it will remain critical to monitor and maintain this balance to minimize the tax burden on residents and businesses while also continuing to provide core services effectively for the residents who depend on our services.

Beginning the Budget Process by Reviewing Revenues

The City Council-adopted Budget Principles direct the annual budget process to begin by first evaluating revenues and then by budgeting them to where there is the greatest community need within the city's portfolio of services. Therefore, as in prior years, the city's annual budget process begins with revenue projections for the upcoming fiscal year. What is new for FY 2027 is the enactment of the PAVE Act and subsequent approval by Mecklenburg County voters in November for the county to begin levying a new 1¢ transportation sales tax beginning July 2026.

The PAVE Act creates new prospects for our community and provides for transformational opportunities that would otherwise not be possible. We have been proactive in rethinking how we

deliver transportation projects with the 2024 Bond and our team has demonstrated success and is committed to a new approach in project delivery.

Once it was clear that revenue from the new 1¢ would be available and the final statutory language had been enacted, I tasked our Strategy & Budget and Finance staff to rethink how the city's budget is structured to meet Council's priorities and our community's expectations within the requirements of the PAVE Act.

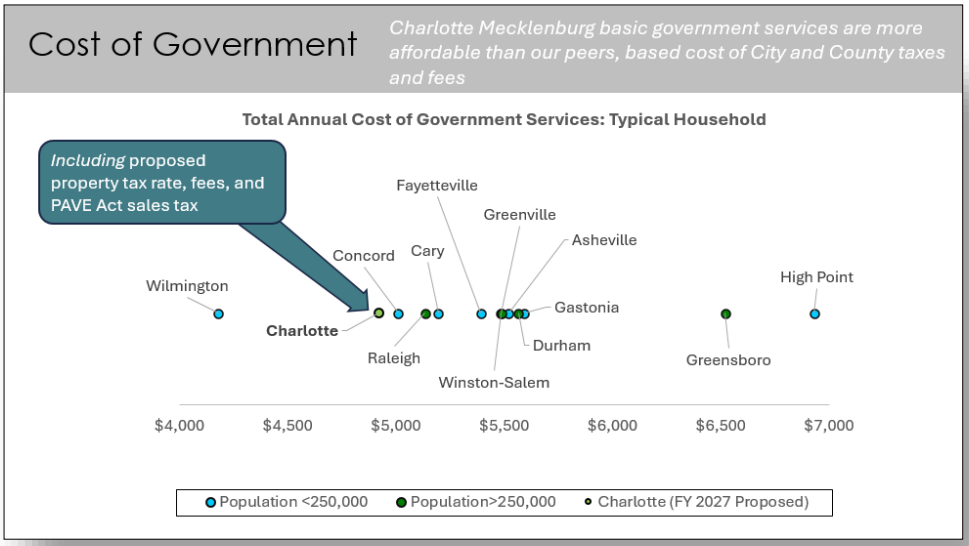
The team went to the drawing board and reviewed our existing revenues: their eligible uses, legal restrictions, and projections. Then the team was tasked with reviewing the implications of the PAVE Act. This does not just include projecting what Charlotte's portion of the new sales tax would generate. It also includes evaluating the eligible uses for this revenue as defined by the Act, identifying eligible uses for the existing Motor Vehicle License Tax now that the CATS Maintenance of Effort will be dissolved, and structuring and funding operations to meet the Act's new Roadways Systems Maintenance of Effort.

On the other side of the ledger, the team worked across city departments to identify needs within the transportation area; areas in public safety, core services, vehicles/equipment, and facilities that required additional investment; and other Strategic Priorities and community priorities, including affordable housing and workforce development.

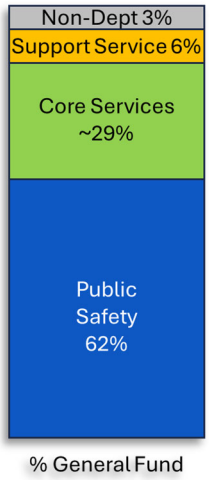
The results produced a Proposed FY 2027 budget that substantially increases city investment in transportation, delivering on the trust placed in us by the General Assembly and our voters. Results include significant investments in our workforce via compensation and benefits, and operations for public safety; important investments in our core services; and an increase in the steady state housing bond. To achieve this level of investment and meet the service and infrastructure expectations of our residents, the Proposed FY 2027 Budget includes a proposed 1.89¢ property tax increase.

With Additional Revenues, Cost of Government Services Remains Low

When factoring in the newly approved 1¢ sales tax dedicated to roadway systems and the proposed 1.89 cent property tax dedicated to public safety, Charlotte's cost of government remains lower than the FY 2026 costs for all our peer cities, except Wilmington.



Staying on Track by Investing in Core Services



The Proposed FY 2027 Budget includes financial investments to maintain the quality of many of the City's core services that residents, businesses, and visitors rely on to meet their basic public service needs. Externally-facing core services such as Solid Waste Services and internal services like Innovating & Technology, Procurement, and Fleet Management that support service delivery by other departments are the backbone of what we do.

With the typical budget development cycle, the city annually reviews services and processes, identifies and leverages technology advances, and analyzes best practices for consideration. To maintain core service levels and infrastructure, and avoid a decline in service quality, investments in critical areas will shore up the city's framework of core services.

Service Alignment and Efficiency

In FY 2026 to further promote efficiencies in service, equitable opportunities for participation – with a focus on small businesses, and heightened collaboration across the city, the Contracting and Procurement Department was created. As we worked through the fiscal year and settled through the transition, we identified an additional opportunity for alignment. In FY 2027 the Asset Recovery and Disposal (ARD) unit within Contracting and Procurement will join General Services. ARD manages the storage and ultimate disposal of surplus property and rolling stock for the city, county, MEDIC, and INLIVIAN. This shift will allow ARD to work jointly with Commissioning and Decommissioning services in General Services and better align administrative operations.

In addition, FY 2027 funding is being provided to advance efficiency outcomes by purchasing a new E-procurement system. This new system is expected to further streamline procurement processes, freeing up existing staff time to focus on the highest priorities and providing city vendors with a faster, more user-friendly experience.

Taking Community Engagement to the Next Level

Providing services to residents is core to what we do–so is talking to our residents about the services we offer, and more importantly, hearing from them about how we can do better. Therefore, a core focus moving into FY 2027 will be increasing connections and meaningful engagement with the community we serve. The Proposed FY 2027 Budget includes several components to strengthen accessibility and advance community engagement. Highlights include:

- Partnership with Foundation for the Carolinas, Zencity, and HDR in connecting community:
    - Increasing understanding of what City of Charlotte does
    - How to engage, opportunities for input and involvement
    - Topical discussions (i.e. Affordable Housing)

- Adding an International Relations Manager in the Community Relations Department to coordinate an effective approach to maximize the benefits of the city's global connection.
- Adding a Corporate Communications Specialist Senior in the Office for Mayor and City Council to help coordinate media requests and support timely and responsive communication with the public.
- Realigning a position from Housing and Neighborhood Services into the Communication and Marketing Department to create a Community Engagement Manager charged with advancing best practices for public engagement.



- Funding to support the development and implementation of enhanced community engagement initiatives.

These investments will create a more expansive and impactful portfolio of engagement opportunities to connect people to city services and information and to allow the city to further capitalize on community input and feedback.

Resources for Animal Care and Control Services

Animal Care and Control (AC&C) was realigned to a division within General Services from Police in FY 2026. This realignment paired AC&C alongside civilianized staff and programs that were more comparable and more directly focus on administrative, operations, and non-sworn field services. For FY 2027, funding for an additional Veterinarian, Foster Coordinator, and Volunteer Coordinator along with an additional $0.5 million will help with operational needs.

The FY 2025-2029 Capital Investment Plan earmarked future Certificates of Participation (COPs) funding in anticipation of AC&C facility needs. To advance this Council action, the FY 2025 Budget programmed Animal Care and Control into the city's Advanced Planning Program to eventually provide facility update options. Beginning in FY 2026, $7.5 million in COPs funding was programmed for an eventual $30 million to construct an approximately 30,000 square foot satellite adoption center that will include dog kennels and dedicated space for cats and small pets. The adoption center that is planned for city-owned property at 5400 South Tryon Street reached 30 percent design during FY 2026, and the Proposed FY 2027-2031 Capital Investment Plan includes $12 million in COPs funding in FY 2027 and $10.5 million in planned funding in FY 2028 to complete design and construction of the facility.



Conceptual rendering of the Animal Care and Control Adoption Center.

Investing to Maintain a Well-Managed Government

Solid Waste Services



FY 2026 began a four-year plan to improve Solid Waste Services' cost recovery to 50 percent for Residential Curbside collections by splitting the Solid Waste Fee into two fees: Residential Curbside and Dumpster.

Along with managing toward a sustainable fee schedule for Solid Waste, we need to ensure that Solid Waste Services is resourced appropriately to maintain service delivery. Alongside $1.1 million for day-to-day operating costs, FY 2027 proposes adding funding for six positions for three additional Side-Loader Garbage Collection Crews and three Labor Crew Chiefs. These additional positions will support our growing community's need for Solid Waste Services and allow the department to continue to provide timely garbage collection.

The FY 2027 budget also continues a partnership with the Center for Employment Opportunities. This partnership helps to reduce litter while also providing previously incarcerated individuals an opportunity to build work experience. The contract promotes upward mobility opportunities and enhances quality of life for the community by expanding capacity for litter reduction.

Vehicle Replacement and Maintenance

Over the last few years, the city has been advancing a multi-pronged fleet management strategy that emphasizes stronger lifecycle planning, improves operational performance in our fleet maintenance facilities, and provides the operating funding necessary to maintain and keep our frontline service vehicles on the road.

Beginning in 2024, the city has been updating its approach to vehicle replacement in light of changes in the market and to better reflect growing demands on the fleet from a growing city. This data-driven, targeted approach to vehicle replacement will focus investments where they most directly support essential services, including police vehicles, solid waste collection trucks, and fire apparatus. Fully funding replacement in these areas supports service consistency and reliability for residents and will reduce long-term maintenance costs.





More recently, with grant-funded support from the Bloomberg Center for Public Innovation at Johns Hopkins, the city's I-team (Innovation Team) completed a data-driven evaluation of operational performance for one of the city's largest fleets, the fleet for Solid Waste Services. This assessment identified both operational efficiencies and the need to accelerate replacement of aging vehicles to sustain reliable service delivery. As part of this effort, the city has prioritized the replacement of 19 sanitation trucks in FY 2027 and is advancing a broader strategy to strengthen vehicle replacement practices across all core service areas.

Additional operational efficiencies within Fleet Services are also improving vehicle readiness and return-to-service timelines. These improvements include establishing a third maintenance shift to increase the speed at which vehicles are returned to operations and adding two dedicated full-time positions in FY 2027 focused specifically on maintaining fire apparatus.

In addition to an updated replacement strategy and operational efficiencies, funding in the General Fund for routine maintenance and repairs has increased by $7.5 million since FY 2024, or 36 percent, including a proposed $2.7 million in FY 2027, ensuring departments, particularly Police, Fire, and Solid Waste Services, are better positioned to maintain vehicles proactively and extend asset life where appropriate.

Innovation & Technology

The city's I&T team delivers technology services to the city's departments and partner agencies and coordinates I&T initiatives across the organization to support service delivery. In addition to the maintenance of citywide networking, cybersecurity, and enterprise business systems, I&T works with each of the city's departments to prioritize and implement specialized technology needs, such as the network of traffic signals and cameras managed by the city's Transportation department. The FY 2026 budget included $2 million in PAYGO funds targeted to ensure the city's technology network remained secure, hardware was replaced at the end of useful life, and the city's backup systems were replaced with higher-performing and more secure solutions to ensure business continuity. In addition to $1.8 million in proposed FY 2027 General Fund operating funds, the FY 2027 – 2031 CIP provides $2.45 million in a recurring PAYGO program to allow I&T to continue a strategic refresh and modernization of the technology solutions that allow the city to operate securely and efficiently.

Streetlighting

Providing streetlighting is an important component of safety and the perception of safety. In FY 2027 the electrical costs for new and existing streetlights are programmed to be $15.1 million which represents a $788,206 increase from the prior year's budget.

Public Safety for All

Advancing public safety remains a top priority for our community. The City of Charlotte's commitment to providing excellent value to its residents has made Charlotte a desirable destination for workers and new businesses. With such rapid, significant growth, it is critical that the city continue to manage its resources so that the quality of city services is not compromised. The city has worked proactively to address and mitigate many of the challenges associated with growth, particularly surrounding public safety.

Moving into FY 2027, the city has maximized service efficiencies and fully leveraged General Fund revenues to capacity. In order to provide sufficient revenue levels to operate and meet service-level expectations from the community, a property tax increase of 1.89¢ is proposed to be dedicated entirely to funding public safety. The FY 2027 budget programs funding to support multiple needs of public safety operations.

Public Safety Pay Incentives

Public Safety employees within step pay plans are currently eligible for several incentives: military in lieu of associate's degree (5%), education (5% for associate's degree, 10% for bachelor's), and language incentives (5%). New for FY 2027, eligible employees who meet both the military and associate's degree criteria will receive both incentives (equating to 10%). This will help with recruitment and retention as well as continue to recognize the skill sets gained by those who have served in our nation's military.

Advancing Public Safey: Fire



Fire Pay Plan Employees

To recognize frontline Fire employees in the Public Safety Plan, FY 2027 includes **a 7 percent pay increase for all Fire Pay Plan employees**. This means that all steps will freeze in FY 2027 as we distribute the across-the-board percent pay raise for sworn fighters through rank of Captains. Command staff will be eligible for the same merit pool compensation increase as general employees.

Charlotte Firefighters' Retirement System

Funding the city's pension liabilities is part of being a well-managed, triple-A rated city. Charlotte has its own retirement system for firefighters, the Charlotte Firefighters' Retirement System (CFRS). In 2020 and 2022, the CFRS Board of Trustees made necessary updates to the actuarial assumptions that form the foundation of the System. In the near-term, these structural reforms lowered the Funded Ratio of the System, yet along with sustained investments from the City Council since FY 2021, the System will ultimately be stronger in the long run. The Proposed FY 2027 Budget includes $3.4 million, to continue making progress toward reaching the Actuarially Determined Employer Contribution by increasing the contribution rate from 29.31 percent to 32.37 percent for every $1 in earned compensation.

Additional Support Service and Operations Staff

The Proposed FY 2027 Budget includes adding two civilian positions, one Training Specialist and one Fire Equipment Technician to improve fire training programs and department response times. In addition, three Field Technicians are included to provide operations support for the three Operations Division Chiefs by acting as "boots-on-the-ground" support during emergencies, allowing chiefs to focus on strategic decision-making and command rather than task-level logistics.

Critical Fire Equipment

When an emergency happens, first responders must be ready at a moment's notice. The gear that our firefighters wear is the essential infrastructure that allows our men and women to be safe and successful in facing disastrous conditions. FY 2027's budget provides $4 million in non-recurring funds to replace turn-out gear, which is essential for protecting firefighters from flames, heat, and hazardous material.



Right-Sizing Overtime Budget

The city has made investments in the Fire Department in anticipation of the increased public safety needs of our growing community. This includes adding 99 sworn positions in the last five years to provide critical staffing and backfill support for five new in-fill companies. As the infrastructure needs of Fire operations have grown, the cost of overtime expenditures has also increased. In FY 2027 $4.1 million will be programmed to shore up Fire's overtime budget for a total of $7.0 million.

Fire Facilities

Following Fire's development of a Facility Master Plan in 2020, a Fire Facilities Program was established in the CIP to address facility needs in priority order. Since the completion of the 2020 Plan, all priority replacements and new infill firehouses have been completed or are in-progress and fully-funded with the exception of Gateway Station, which will remain a priority as development continues to progress within the district. Firehouses completed in FY 2026 include:

- New Infill Hidden Valley Firehouse #45, September 2025
- Replacement of Firehouse #30, December 2025
- New Infill Temporary River District Firehouse #44, March 2026
- Replacement of Firehouse #11, April 2026

To continue to identify and prioritize fire facility needs, an update to the Fire Facility Master Plan has been added to the Advanced Planning and Design Program to ensure the Fire Department is able to maintain exceptional response times across Charlotte.

The FY 2027-2031 Capital Investment Plan also includes planned future funding in the Fire Facilities Program to advance the priorities that result from this updated, prioritized Master Plan. $11.5 million is planned for FY 2027 to complete the new infill Miranda Road Firehouse #46 and expansion of

Firehouse #20 to accommodate the new ladder company added in FY 2025. Both of these projects are anticipated to be complete in FY 2027. These funds will also advance the new infill River District Firehouse #44, which is currently in design and anticipated to be complete in FY 2028. An additional $55.5 million is planned for FY 2028-2031 for the Commercial Burn Building project, which is anticipated to reach 30 percent design during FY 2027, and other priorities that emerge from the updated Master Plan. The CIP continues to provide $500 thousand in FY 2027 to renovate and expand existing Firehouses to address gender equity in restrooms and exercise rooms as prioritized in the Facility Strategic Plan. Renovations to Firehouse #22 are anticipated to be completed during FY 2027, and renovations to Firehouse #12 remain in design and are anticipated to be completed during FY 2028.

Staffing Engine 46 in Northwest Charlotte

With the city's newest fire station – Firehouse #46 on Miranda Road – estimated to be complete in FY 2027, this year's budget includes $2.3 million to place the station into service and add 18 new firefighter positions to establish a new engine company and provide relief staffing at both at the new station and across the Fire Department as needed.

Advancing Public Safety: Police

Police Pay Plan Employees

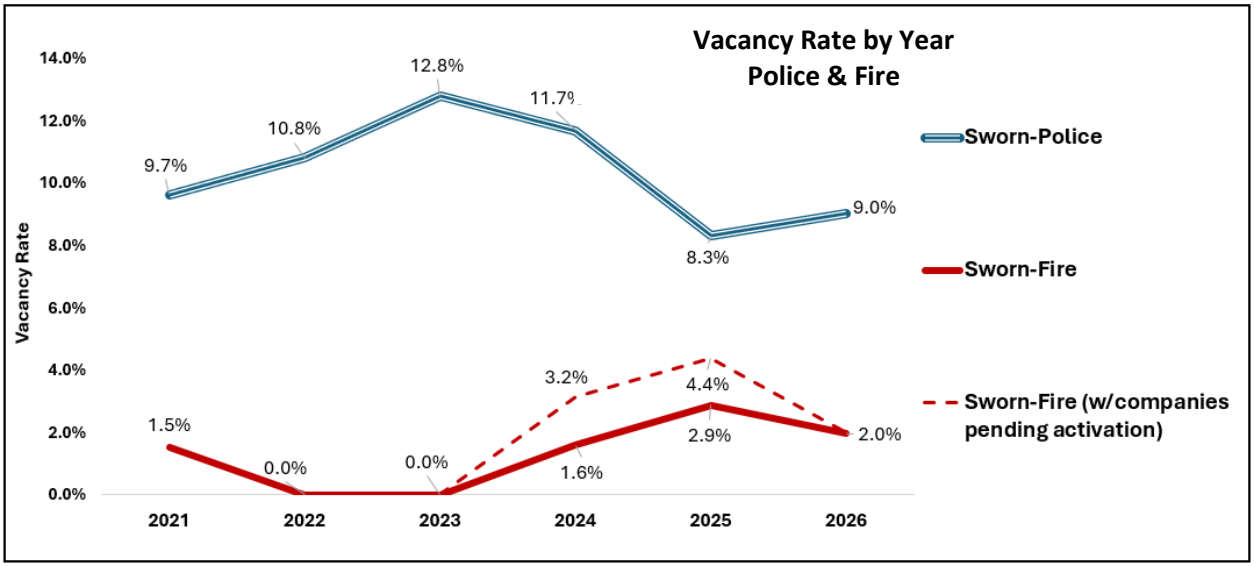
This year, consistent with Chief Patterson's vision of improved recruitment and retention, the budget proposes to advance compensation for **all Police Pay Plan employees with an across-the-board 10 percent pay increase**. The 10 percent pay increases apply to the ranks of Officers through Sergeants and are in lieu of a pay step in FY 2027. Command staff will be eligible for the same merit pool compensation increase as general employees. The second and third shift 2.5 percent pay incentive also continues in FY 2027. I believe this strategy gives the Chief what she needs to fulfill her commitment of filling all vacancies by end of 2027, and the community's expectations of enhancing public safety.

Police vacancies have been elevated for a long time and in response the city has previously taken targeted steps to address the high vacancy rate relative to Fire and other employee groups. Police's high vacancy rate has been the result of national trends in law enforcement hiring, including adverse societal perceptions of Police, and at least one factor specific to Charlotte which is our department's grant-funded growth in the 1990s that contributed to increased retirements through the COVID years.

Strategy & Budget and Human Resources completed a comprehensive pay and benefits benchmarking project in 2019 that created an initial multi-year plan beginning in FY 2020 to boost pay and benefits. The SAFE Charlotte initiative the following year supplemented this effort by recommending converting low-risk duties from sworn officers to civilians to relieve Police Officers from completing clerical and administrative functions and to focus on frontline duties; and recommended enhanced recruitment strategies. What started as a two- or three-year plan to align our public safety pay and benefits to the market has transformed into a longer-term commitment, particularly in Police, to keep our pay competitive, and ultimately ensure we have the staffing levels

needed to provide reliable and timely public safety response. City Council has previously approved various market adjustments, step increases, adjustments to particular steps in the pay plan, and adjustments to top steps to recognize veteran Officers and encourage them to remain with the city.

While the city has made progress, it has become clear that more is needed to substantially move forward on filling all Police vacancies. Vacancy rates in other employee groups are lower, including in the city's other public safety department, Fire. This is notable as no full-time sworn Police positions have been added to the Police Department over the last five years while 99 sworn positions have been added to Fire, which Fire has been able to successfully fill.

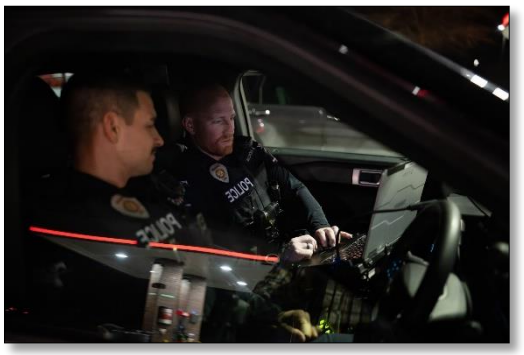


Take-Home Vehicles

Several years ago, the city created a take-home vehicle program for eligible Police Officers residing in Charlotte to improve community safety by creating a visible presence in neighborhoods and improving response times for call backs, while providing an additional benefit to Officers. Take-home vehicles are a significant contributor to officers' overall job satisfaction, and surveys show that this program is consistently ranked as a top priority for both recruitment and retention. The Proposed Budget recommends purchasing an additional 35 vehicles in FY 2027 for a total of 139 and establishes a dedicated PAYGO program to regularly replace these vehicles as they reach the end of their useful life.

Dash Cameras for Patrol Vehicles

The Proposed FY 2027 Budget includes $1.1 million to fund the deployment and integration of in-car dash cameras with the existing body-worn camera system. This investment is Year 1 of a multi-year strategy to more widely deploy these devices across the Department's patrol vehicles to increase transparency, improve officer safety, and improve the collection of digital evidence.



Right-Sizing Police Personnel Budget

Police overtime expenses also need to be shored up in FY 2027. Over the past five years the city has taken actions to improve retention and recruitment for Police Officers. These actions have included elevated pay, converting the police pay cycle for overtime from 28 to 14 days, and enhancing recruitment by streamlining the application process to prioritize filling existing positions. Nonetheless vacancies remain elevated and some vacancies will remain through FY 2027 even as the Chief implements her plan to fill vacant positions. Vacancies in positions that require 24/7 coverage means overtime is required from existing employees to meet service demands. As the city tracks to fill vacancies by December 2027, $1.7 million in additional funding for overtime will structurally support the Police budget, and provide ongoing support once vacancies are filled in recognition of an increase in pay and benefits over the years. In addition, the Proposed FY 2027 Budget includes $3.3 million to fund positions previously funded by grants and to implement the multi-year strategy to fill all existing positions.

Police Facilities

Supporting Police goes beyond a pay plan. In 2010, CMPD developed a Strategic Facilities Plan with a goal to integrate into neighborhoods and serve as an anchor within the community, promoting safety and security. The report outlined a plan to transition from leased facilities into owned facilities; the final city-owned Division Station, Northwest Division, is anticipated to be completed in FY 2027. With the completion of the Northwest Division, the 13 existing police divisions within the 2010 CMPD Facility Strategic Plan will have been fully delivered.

CMPD's ultimate vision is to expand from 13 patrol divisions to 15 to better serve the community as it grows. As police advances towards having a fully staffed Police force by the end of 2027, land for the future 14th Division, the Northeast Division, is planned to be acquired. An update to CMPD's Strategic Facilities Plan is being added to the Advanced Planning and Design Program to assess and prioritize needs across all of CMPD's services, including the construction of new Division Stations, expansion opportunities at existing facilities, and renovation or refurbishment needs of existing facilities. The CIP reserves $59.5 million in planned future funding to being held in the out-years of the CIP to support potential projects currently being studied in the Advanced Planning and Design Program.



The FY 2027 – 2031 CIP also includes $20M for a replacement helicopter hangar for CMPD's Aviation Division, which has been in the Advanced Planning and Design Program since FY 2024. This project will provide CMPD with a new hangar as well as additional facility space for CMPD's special operations units. The ongoing renovation of the 911 Call Center within CMPD Headquarters is anticipated to be completed within FY 2027. Completion of this renovation will increase 911 telecommunicator capacity to meet increasing call volumes and reduce abandoned calls. The renovation of the 911 Call Center at the Police and Fire Training Academy remains in design and is anticipated to be completed in FY 2028.

Public Safey Technology

In addition to operational equipment and vehicles, Police and Fire both require portable and mobile radios and other technology solutions specific to their departments. The radio replacement program was created in FY 2026 to implement a recurring replacement plan for the city's public safety and operations staff to have the communication equipment they need to stay safe and meet community expectations. Funding in FY 2027 will enhance this commitment with a $2.2 million increase over what was funded in FY 2026, for a total of $5.2 million in annual funding to prioritize this critical infrastructure need for police, fire and other city services. The FY 2027 – 2031 CIP includes a total of $26 million, a $15 million increase over the FY 2026 - 2030 CIP.

Police and Fire also rely on networking technology such as routers, modems, and firewalls to stay connected to critical public safety support systems while working across the city. Additionally, CMPD utilizes a network of license plate readers, cameras, and other specialized technology to assist with crime investigation and enforcement. The FY 2027 – 2031 CIP also includes $2.95 million in ongoing annual funding to support the replacement and upgrade of this critical equipment to ensure the city's public safety services are supported by reliable, secure and up-to-date technology systems.

Supporting Employees

$25/hour

New Minimum Pay for 40 hr./week staff

Investing in General Employees

City Council has taken bold actions to support city employees and promote economic mobility. Investing in the recruitment and retention of staff has allowed Charlotte to remain an attractive career choice within the regional job market. Competitive pay plans and benefit packages have led the city to become an employer of choice.

The city's minimum hourly pay has risen from $13.58 an hour in FY 2017 to $24 an hour in FY 2026. The Proposed FY 2027 Budget will again raise minimum wage, to $25 an hour for non-temporary general employees on 40-hour-per-week schedules. This adjustment equates to an 84 percent

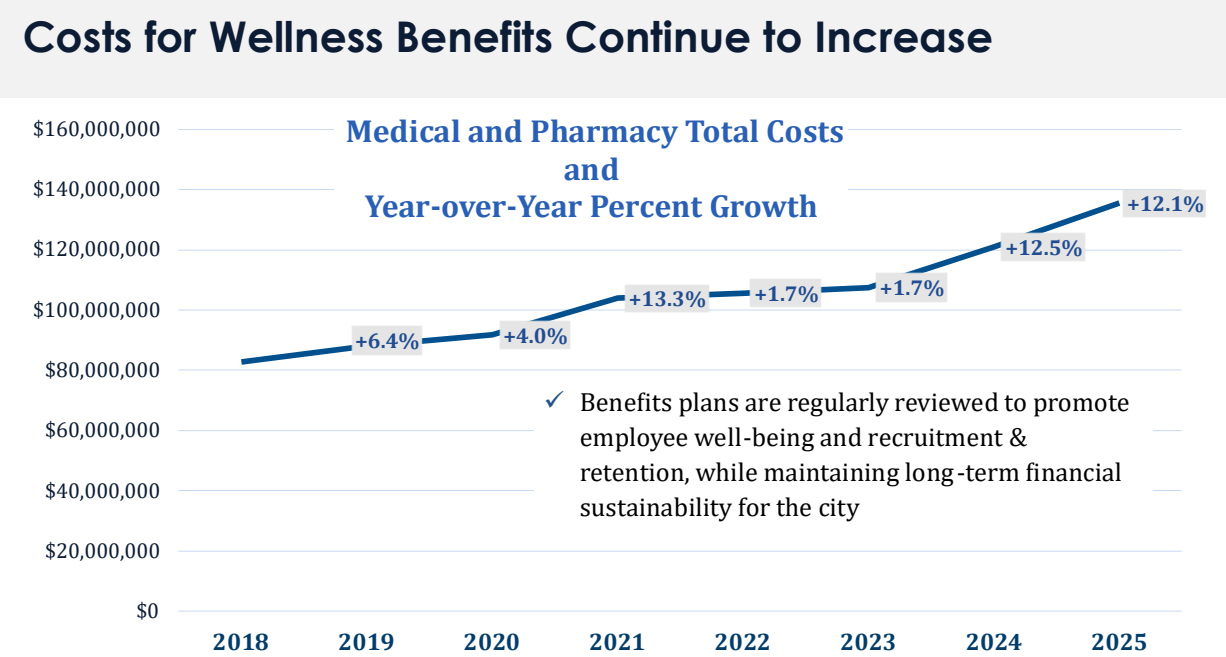


increase to minimum hourly pay over the past 10 years. Beginning in July FY 2027 all non-temporary 40-hour-per-week employees will earn at least $52,000 a year.

Pay incentives for the city's hourly employees will include a combination of market and merit adjustments funded from a four percent pool. For the city's salaried pay plan employees, a four percent merit pool is programed in the FY 2027 budget. These actions highlight the city's continued focus on employees as the foundation for our services to the community.

In addition to base pay adjustments, general city employees remain eligible for other pay incentives such as Commercial Driver's License incentives and non-traditional shift work incentives (2nd and 3rd shift). The city will also continue to offer career coaching, rental and downpayment housing assistance, and financial coaching and counseling to help employees thrive.

Benefits



Medical Benefits

Pay is not the only way the city can recognize employee contributions to the organization and community. A competitive total compensation package includes providing multiple benefits options that are competitively priced and give employees the choice to pick the medical, dental, and other benefits options best suited for them.

In recent years, to help the city retain the best workforce in the region, be an employer of choice, and attract new talent, the city's goal has been to provide a benefits package that allows employees to keep more of their paycheck. The city did this by increasing its contribution to benefits while leaving employees' weekly premiums virtually unchanged from 2018 to 2025 and similarly holding flat or even reducing other cost-sharing mechanisms such as deductibles over this same time period. The result is that between 2018 and 2024, even after including point-of-service payments made by

employees (e.g., copays, deductibles), the city's share of medical plan expenses has increased from 59 percent to 68 percent; employee premiums would be significantly higher if these actions had not been taken.

Financially, this strategy has become increasingly difficult to continue, and the city is not alone. Employers across the country are reporting that their healthcare cost increases are at the highest point in over a decade (the city's costs are projected to grow another 8 percent in 2027), and this is on top of multiple preceding years of significant inflation since the pandemic. Employers are increasingly turning to the same strategies as the city to maintain the sustainability of their benefits plans. Because we are a municipal government, we lack the financial flexibility that comes with the revenue-raising mechanisms of private businesses and must optimize the use of public funds. There are many Strategic Priorities, compensation strategies, and inflation pressures that require financial investment with the revenue the city does have.

Even with increases planned for FY 2027, an employee's premium as a percentage of their salary is expected to be the same or less as in 2018 when these plans were first implemented.

Increases in the city's employer contribution and modest increases in premiums paid by employees in recent years have not been sufficient to offset the impact of medical and pharmaceutical inflation and utilization. As a result, in 2026 the city essentially reset the design of the plans to where the plans were in 2021 and increased weekly premiums to improve the financial stability of the benefits plan while freezing in place the portion of costs covered by employees.

In FY 2027, I am proposing to continue this strategy of primarily adjusting the plans to stay in line with market inflation and hold the current cost share in place along with a 12.5 percent increase in the city's budgeted contribution to benefits ($7.4 million for the General Fund; $4.1 million for Non-General Fund). When costs are rising, keeping the plans substantially "the same" means annually recalibrating the plans. I believe this approach demonstrates the city's continued commitment to do right by our employees: the city's 12.5 percent is greater than anticipated inflation to protect employees and stabilize and maintain our current plans.

Available benchmarking data show the city's plans are competitively designed with other employers. Adjusting the plans only accounting for inflation balances our responsibility to current and future taxpayers, while neither making our plans more generous (by making little or no adjustments) nor shifting costs back to employees, which would make our plans less competitive and would create a burden on employees.

Retirement Benefits

Average Cost of Employee Benefits (Healthcare & Retirement) Continues to Grow

Employee Type	FY 2021	FY 2026	% Cost Increase
Sworn Fire	$22,202	$43,646	97% (14%/yr.)
Sworn Police	$25,725	$38,365	49% (8%/yr.)
General Employee	$21,438	$31,410	47% (8%/yr.)

Maintaining the well-funded pension systems which Team Charlotte relies on at the end of their service is a great benefit that helps attract the best talent to serve the city. In addition to the proposed increase to the city's contribution to the Charlotte Firefighters' Retirement System mentioned above, an additional $3.5 million is included in the Proposed Budget to contribute to the Local Governmental Employees' Retirement System (LGERS) (which covers general and sworn law enforcement employees) to continue paying down LGERS's unfunded liability.

Special Initiatives

Office of Sustainability and Resiliency

The Office of Sustainability and Resiliency advances the city's SEAP+ initiatives (Sustainable Energy Action Plan, Plus) through Council adopted policy. This office is able to operate with such a large footprint because of its ability to leverage funding opportunities (both public and private) and drive progress within city services through horizontal collaboration.

In FY 2027 the office will continue highlighting and guiding funding investments that advance SEAP+. Examples of sustainable infrastructure efforts that support SEAP+ will:

- Continue to support fleet electrification focusing on public safety locations in city facilities co-located with other departments and those on the perimeter of the city
- Provide a combination of level 2 charging and fast charging to support the needs across our departments
- Support employees who have take-home vehicles, and
- Provide fast charging accessibility across the organization

The Sustainable Housing Initiative was developed through the GreenPrints planning project and supports interdepartmental and citywide goals of anti-displacement. This initiative educates and empowers Charlotte residents to take advantage of the Energy Saver NC state program by providing rebates for energy efficiency upgrades, providing small business expansion opportunities, and creating new jobs. There are three tiers of cumulative investment:

- Tier 1: Basic Home Repairs and Rehab – implementation through existing H&NS programs funded both federally (CDBG) and locally.



- Tier 2: Energy Efficiency Upgrades – implementation is envisioned to leverage the Energy Saver NC program, offering energy efficiency rebates to residents who are income qualified. **The FY 2027 budget uses $200,000 to implement this tier level for qualified residents.**

- Tier 3: Cool Roofing and Solar Upgrades – implementation for this tier is currently being completed via the Charlotte Mecklenburg Solarize campaign.

Office of Youth Opportunity

In FY 2026, the city established the Office of Youth Opportunity to centralize city programs for Charlotte-area youth in career and skill development, civic engagement, violence prevention, and mentorship.

As part of the city's efforts to streamline program administration and service delivery, we are also going to invest in expansion in the Office of Youth Opportunity. $500,000 will be programmed in FY 2027 to serve a total of 1,000 youth summer internships. This funding adds 250 paid work experiences for youth between ages 16-18, access to paid summer internships, pre-employment training, and exposure to professional workplaces.

The city will continue this collaborative approach to youth enrichment and employment in FY 2027 by supporting the expansion of the Road to Hire program. This program serves at-risk students from Title I schools in the city's Corridors of Opportunity by providing: summer internships, fellowships, and other experiences from their junior year of high school through college; college tuition and room and board at no cost to students; and student career coaches to support students for their four years of college. Student participants are guaranteed employment at one of the program's private partners upon graduation. The Road to Hire pilot program showed great promise in advancing educational and workforce development among at-risk youth in Charlotte, with 85 percent of student participants graduating college on-time and transitioning to employment with a minimum annual salary of $55,000, which is 25 percent above the Charlotte market for recent graduates. Starting in FY 2027, the city will contribute $1.5 million per year over the next five years (planned total of $7.5 million) to expand the program to serve 1,000 students. The expanded program will be a public-private partnership to invest in future employees.



Workforce Development

The City of Charlotte's Workforce Development Office launched a new initiative in January 2026 to position talent for success as upcoming mobility and transportation projects create new jobs, called Mobility Workforce Readiness. The Mobility Workforce Readiness initiative supports talent in two ways:

1. Talent centered workforce solutions
2. Business centered workforce solutions

Initiatives like this are essential for balanced growth as the city scales up for the historic mobility tax investment now and in the coming years. In FY 2027 the Office of Workforce Development will continue efforts for smart, scaled growth. Workforce development will be imbedded within city departments and initiatives such as Contracting and Procurement and Economic Development. An example of this cross-collaboration is Skilled to Build. Skilled to Build combines small business readiness, workforce development, and business management – a multitiered approach.

- **SMALL BUSINESS READINESS**

  Designed to help local small businesses gain the skills, technical support and resources they need to compete for upcoming city-led mobility and infrastructure contracts. The program is expected to launch in Fall 2026 with grants provided for organizations to deliver technical assistance and tools to support businesses in their success. Charlotte **Economic Development** will collaborate closely with its network of resource partners to deliver the programs and assistance. FY 2027 dedicates **$5.95 million for Mobility+ to advance economic development initiatives**.

- **WORKFORCE DEVELOPMENT**

  Offering grants to develop a skilled workforce for transportation projects and connecting employers to talent, training, apprenticeships 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.

FY 2027 will also continue the city's Education to Employment (E2E) program. Introduced in 2024, the E2E program provides recent high school graduates from Charlotte-Mecklenburg Schools (CMS) with valuable career opportunities and professional development. Our 2025 program graduates were selected for entry-level positions in departments including Aviation, Charlotte Area Transit System, Charlotte Department of Transportation, Charlotte Water, Department of General Services, Housing & Neighborhood Services, and Solid Waste Services.

The Capital Investment Plan: *Past and Future*

A Look Back

In many ways, the city's General Capital Investment Plan has been reset over the past few years and redefined by predictability and transparency. In FY 2020, we engaged external advisors to evaluate the city's assumptions and methodologies around everything from debt modeling to capital planning, project controls, and project delivery. From that work, several key changes were made that are common practice now:

- Establishing a "steady state" debt capacity to support long-range capital planning
    - Provides predictable amount of future debt capacity without the need to raise taxes
    - Results in policy-driven, sustainable level of borrowing
- Dedicating $20 million of Debt Service Fund cash to be used to explore potential projects
    - Limits cost-overages due to scope changes
    - Serves as a revolving fund that is reimbursed by projects' funding source
- Expanding the city's communication tools
    - The Budget Book now includes a project page for every project or program in the CIP
    - Developed the Capital Project Dashboard to share project updates on all active projects

All of these changes over the years have garnered enough trust with the community that the residents of Charlotte continue to comfortably approve GO Bonds, including the historic $400 million 2024 GO Bonds for affordable housing, neighborhoods, and transportation. The 2024 affordable housing bond increased from a planned $50 million to $100 million and was approved by 64 percent of voters. The 2024 neighborhood and transportation bonds increased from $176 million to $300 million and were approved by 71 percent and 67 percent of voters respectively. To support these increased funding levels, revenues were realigned between funds, out-year debt capacity was pulled forward, and there was a 0.24¢ property tax increase.

Highlights of projects and programs in the 2024 bonds include:

- $100 million Affordable Housing Bond:
    - $51 million to provide financing to developers for new affordable housing,
    - $49 million allocated to anti-displacement and wealth-building activities, including $25 million for homeownership, $14 million for Naturally Occurring Affordable Housing preservation, and $10 million for housing rehabilitation, emergency repair, and land acquisitions in areas designated for transit-oriented development, and
    - All funding is anticipated to be awarded by the end of summer 2026.
- $300 million Transportation and Neighborhood Bonds:
    - $55 million for a new, data-driven approach to project identification within the Strategic Investment Areas
    - $50 million for the sidewalk program, matching the largest investment in program history

- $36.7 million to support economic development partnerships, including infrastructure reimbursement agreements
- $25 million for infrastructure in Corridors of Opportunity
- $24.6 million to supplement the Powell Bill allocation to help maintain and resurface streets
- $20 million for the Vision Zero program, the largest investment in program history

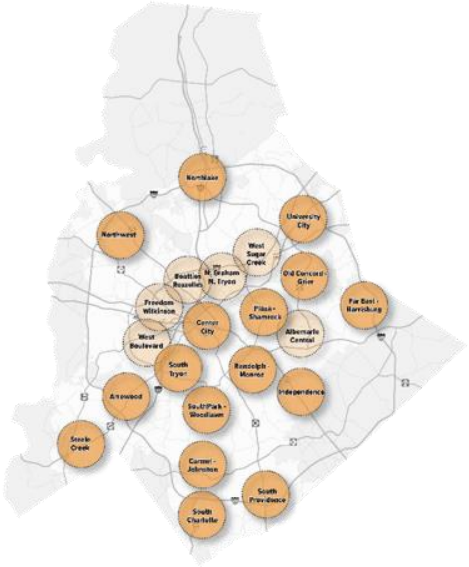
While FY 2026 was not a bond year, the city continued advancing projects from the 2024 GO Bonds and funded capital projects through installment financings for facilities, and PAYGO funding.

Highlights of projects and programs from FY 2026 include:

- $107 million program to construct and renovate Fire facilities with a $25.6 million allocation in FY 2026. During FY 2026, the replacement of Firehouses #11 and #30, the new infill temporary Firehouse #44, and the new infill Firehouse #45 were all completed.
- Fully funded the expansion of the 911 call centers at CMPD Headquarters and the Police and Fire Training Academy. $2 million was added in FY 2026, bringing the total project to $9 million. The expansion to CMPD Headquarters is anticipated to be complete in FY 2027; the expansion at the Training Academy remains in design.
- $8.7 million to ensure well-maintained and efficient city-owned facilities that also advance the Strategic Energy Action Plan.
- $7.5 million reserved for a satellite Animal Care and Control adoption facility, which reached 30 percent design in the Advanced Planning and Design Program in FY 2026.

Strategic Investment Area Pilot Program

The 2024 transportation bond included $55 million for the new Strategic Investment Area (SIA) program, which aligns City Council's mobility policies with the city's mobility needs. There are 16 SIAs throughout Charlotte, plus the six Corridors of Opportunity for a total of 22 areas, that include a wide range of big and small projects being delivered efficiently, while being measurable and adaptable. SIAs set up a place-based focus, with a strategy for building infrastructure around local needs, and created a new way of identifying, prioritizing and implementing transportation infrastructure. The goal is to expedite a range of projects across project type and scale in targeted areas – designed for specific local impact.



The SIA program offered a pilot opportunity to refocus the city's project delivery goals to shift towards accelerated project delivery as the priority; after all, the city's ability to have project impact only extends as far as our ability to put projects on the

ground. Some of the SIA strategies to accelerate project delivery include:

- Project Scope – SIA projects are scaled smaller (while still part of a larger strategy) to increase the speed of delivery.
- "Perfect is the enemy of delivery" – projects need to be designed to balance vision with practicality.
- Focus on obstacles and constraints (risks) first – informed design translates to projects delivered.
- Manage a program of projects – this allows projects within a program to be delivered more quickly based on readiness.



The SIA program also piloted a focused community engagement strategy by building awareness, inviting collaboration, generating excitement, and establishing trust and accountability. Between hosting community events that go beyond typical public meetings by providing family-friendly atmospheres, bringing the community to groundbreakings and ribbon cuttings to celebrate the success as one team, placing project-specific signs that publicize project details, and creating a new, more transparent project dashboard, this new process will build a sustainable engagement platform including the public as partners and teammates.

The results are demonstrable: SIAs are on track to **deliver $55 million of transportation investments in two years** (complete or under construction). Work is underway to institutionalize this accelerated project delivery approach into project delivery procedures and project management practiced. More information about the SIA program, specific projects within each SIA, and the project dashboard is available online at charlottenc.gov/SIA or by scanning the QR code.

Increasing the 2024 neighborhood and transportation bonds and piloting the SIA program were integral to understand the city's ability to manage and deliver capital projects at significantly increased funding levels. The success stories and lessons learned have been translated into a framework that will be used to manage increased funding levels in FY 2027 and beyond.

A Bet on Our Future – for Charlotte and the Region

With the completion of the Blue Line Extension in 2018, there was a recognition that a new plan for regional transportation funding was necessary. While the 1998 Transit and Land Use vision had significantly advanced, it remained incomplete, and available funding sources were inadequate.

Funding studies and committees were commissioned over the years culminating in 2021, with the Charlotte Moves Committee recommending a regional, multimodal approach funded by a new one-cent sales tax. This led to a multi-year collaboration between the city, county, and the towns to shape and expand that vision across Mecklenburg County. Now, the FY 2027 Budget is the first budget that

will include the new Mecklenburg County 1¢ sales tax to fund investments and improvements in transit and transportation. This budget has been a long time coming! It has taken the tireless work of so many people believing in this bold mobility vision: it is thanks to the vision and resolve of City Council and the Mayor to chart the course and bet on our future; it is thanks to the business community that bought-in and saw the value of this vision; and ultimately, it is thanks to the community that believed in our region's mobility future. We have the opportunity to invest in our infrastructure at a scale and scope like never before. To be in this position reflects the community's belief in our future. And now, with the FY 2027 Budget, we get to begin implementing the 30-year plan. We are entering a new chapter, one that recognizes transit is the answer to many of the challenges and opportunities ahead. We are doing this together for our community, for our customers, and for each other as part of Team Charlotte.

The Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act

The North Carolina General Assembly passed the Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act on June 26, 2025 and it was signed into law by the Governor on July 1, 2025. The PAVE Act authorized Mecklenburg County to obtain an additional source of revenue to expand and improve roadway systems and public transportation for the Mecklenburg County region by assessing a 1¢ local sales and use tax subject to voter approval. On November 4, 2025, Mecklenburg County voters approved the 1¢ local sales tax referendum with 52.1 percent of the vote. The new revenue will be dedicated 40 percent to rail construction, 40 percent to road improvements, and 20 percent to bus and microtransit.

The PAVE Act established a new regional public transportation authority, the Metropolitan Public Transportation Authority (MPTA). The 60 percent of revenue dedicated to public transit (40 percent for rail construction plus 20 percent for bus and microtransit implementation) will be managed by the MPTA and used to implement the 2055 Transit System Plan. Each municipality within Mecklenburg County will manage their respective share of the remaining 40 percent of revenue dedicated to road improvements; the City of Charlotte, through the Capital Investment Plan, will manage the remaining funding. Key highlights of each portion of Mobility+ are included below.



Bus: *Comprehensive Better Bus service with expanded service, increased frequency, and bus stop improvements.*

Microtransit: *New curb-to-curb, on-demand ride-sharing service.*

Rail: *Significant rail expansion connecting the community, including the Red Line, Silver Line, Gold Line extension, and Blue Line extension.*

Road: *New capital projects including new streets, increased road capacity, sidewalks, pedestrian crossings, street lighting, streetscapes, intersection improvements, and traffic light synchronization.*

This new sales tax will begin being levied on July 1, 2026, and is anticipated to generate more than $19.4 billion over 30 years and enable another $5.8 billion in federal funding over that same time period.

Proposed 2026 General Obligation Bonds

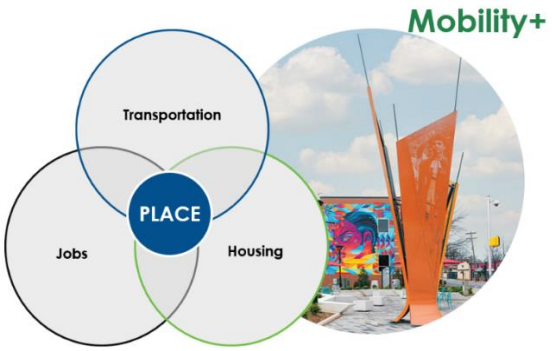
FY 2027 is a transformational year for mobility within Charlotte and the region. The City of Charlotte's portion of the new one-cent sales tax revenue dedicated to road improvements will flow into the Debt Service Fund to support roadway system projects within the General Capital Investment Plan (CIP) and a new Mobility Pay-As-You-Go program. While all the new sales tax revenue will immediately flow into the Debt Service Fund, there will be two debt models maintained within the Fund to help isolate funding sources and differentiate debt capacity between uses: the mobility model, and the housing and facilities model.

If City Council adopts a 2026 slate of Transportation, Neighborhood, and Affordable Housing GO Bonds, each bond will be presented to the voters on November 3, 2026. It is important to note that voters will still be presented with Transportation and Neighborhoods bonds that fund roadway system projects despite the new one-cent sales tax already being approved by voters in 2025. The PAVE Act allows the MPTA to utilize the new sales tax to issue revenue bonds for public transit, which do not require voter approval. To obtain financing for its capital improvements, the city will still be required to issue GO Bonds, which require voter approval. Although the city cannot pledge the new sales tax as security for a GO bond, the revenue may be used to pay the debt service on those bonds. The City of Charlotte plans to maintain its typical bond schedule of every-other-year in even-numbered calendar years.

The FY 2026 planned 2026 GO Bonds presented a return to a combined $220 million "steady state" GO Bond capacity in the 2026 (FY 2027) and 2028 (FY 2029) bonds, which was a decline from the historic 2024 GO Bond total of $400 million. The planned 2026 bonds included a return to a $50 million affordable housing steady state and a $170 million for transportation and neighborhoods. The new one-cent sales tax revenue dedicated to road improvements and FY 2027 budget planning will allow for another record-breaking proposed slate of bonds. The Proposed 2026 GO Bonds include **$125 million Affordable Housing Bond, the highest affordable housing bond to date, and $300 million total between the Transportation and Neighborhood Bonds, matching the highest bonds to date**. A new three-pronged strategy, Mobility+, will be used to help focus investment and connect three of City Council's highest priorities: housing, jobs, and transportation.



The Future of Transportation is Mobility+



Charlotte's success corresponds with our ability to connect our residents to opportunity. Our investment in those connections goes far beyond how we move - it includes removing barriers and opening doors to support the economic mobility of everyone who lives in our community. This approach to economic mobility centers around three components: access to safe, reliable, and affordable transportation choices; having a safe and affordable place to live; and ensuring attainable job and education opportunities. This three-pronged initiative is called Mobility+ and unites these goals in a single vision in support of our community's prosperity.

The city's investment in Mobility+ is designed to open doors. Investments in transportation will transform and expand how we move – whether by foot, bike, car, bus, or rail. The aim is to reduce the distance, time, and costs of daily mobility needs, first and foremost getting between where you work and where you live. Our mobility investment will be intentionally woven into the fabric of our neighborhoods, connecting investment in building affordable places to live with safe and affordable ways to move. In addition, our mobility investment in the concrete and asphalt of actual projects will intentionally flow through our local, small businesses and workforce, making the dollars we spend an investment in Charlotte's economic mobility. In practice, this means:

- Investing in business and workforce readiness programs, such as Skilled to Build, to ensure our local economy will prosper from the dollars they have invested in sales tax.
- Creating small business and workforce training programs to prepare local businesses to capitalize on upcoming bid opportunities. As an example, the SIA Pilot Program has established a program of free on-site demonstrations and training to prospective contractors on the requirements to install ADA-compliant curb ramps and sidewalks, installation of solar-powered street lighting, and plans a session on the installation of Rectangular Rapid Flashing Beacons.
- Unbundling large projects into smaller scopes of work to better align with business capacity, offer more bid opportunities, and deliver projects more quickly to the community. This strategy is one of the foundations of the SIA Program; instead of creating one or two large projects that take years to deliver, dozens of smaller projects are identified to address community needs and are more accessible to small businesses to construct quickly.
- Simplifying the bid process for small businesses. Again, the SIA Program actively engaged with businesses to build awareness of upcoming contracting opportunities and the skills necessary to deliver on them. This included hosing business networking events and creating "cheat sheets" of commodity codes (required technical skills) with every code applicable to the type of SIA projects to be contracted.

- Hosting comprehensive events for small businesses that include staff experts on the vendor registration and certification processes. These events have also included previews and schedules of the specific bid opportunities ahead to supplement the city's EarlyBird and Bonfire systems.

The FY 2027 budget is designed with intention, to allow the city to lead toward a future of robust mobility that includes transportation, jobs, and housing.

2026 Proposed Transportation and Neighborhood Bonds

The infusion of the new 1¢ sales tax revenue allows the city to build on the $300 million historic investment in mobility that began with the 2024 Neighborhood and Transportation General Obligation (GO) Bonds with a proposed $300 million 2026 Neighborhood and Transportation Bond package, which grows to a new steady state total of $350 million between Neighborhood and Transportation GO Bonds in 2028 and 2030.

The Proposed FY 2027-2031 General CIP includes a match of the historic Transportation and Neighborhood GO bonds approved by voters in FY 2025, which included $20 million for new Vision Zero projects, $50 million for sidewalks, and $55 million for Strategic Investment Areas (SIAs). The success of the FY 2025 bonds demonstrated the city's ability to scale and deliver mobility projects on a level never before seen.

The Proposed 2026 Bond also includes $100 million in funding to advance seven large-scale multimodal transportation projects across the city through the new Big Moves program, with an additional $166.5 million planned for the 2028 Bond to complete these projects. These first seven projects proposed for funding through the Big Moves program have already been designed in anticipation of the new sales tax funding and were developed over years of community engagement and partner collaboration. Each of the projects has been identified to advance the city's Strategic Mobility Plan by addressing identified mobility priorities including safety and the High Injury Network; mode choice with the Complete Streets, Bicycle, and Pedestrian Priority Networks; and vehicular capacity. With the new funding in place, the city is able to accelerate delivery of the projects and plans to have them complete by 2030. These projects include:

- DeArmon Road "Complete Street" Improvements
- Ashley/Freedom/Tuckaseegee Intersection
- Eastway Drive/Shamrock Drive Intersection
- Shamrock Drive "Complete Street" Improvements
- Robinson Church Road "Complete Street" Improvements
- Brown Grier Road "Complete Street" Improvements
- Build Bryant Farms Road

Proposed 2026 Bond program highlights include:

- $5 million more in SIAs than 2024 Bond (from $55 million to $60 million) for strategic resurfacing projects

- $2 million more in Vision Zero than 2024 Bond (from $10 million to $22 million total) for signal projects with highest priority for transportation safety
- $2 million more in Bicycle Facilities than 2024 Bond (from $8 million to $10 million)
- $2 million to begin the new Orphan Roads program

To help advance these projects and programs in anticipation of the November bond referenda, and support ideation and analysis of project for future bonds, the Proposed FY 2027-2031 CIP also adds $5 million to the Advanced Planning and Design program to support the ongoing increase in capital mobility investments supported by the PAVE Act sales tax.

Mobility PAYGO Program

In addition to large-scale capital projects, the FY 2027 – 2031 CIP dedicates a portion of the PAVE Act sales tax and Motor Vehicle License Tax revenue to a new Mobility PAYGO program. This will provide a sustained funding source for smaller-scale transportation programs such as maintenance of city-owned parking and purchase of equipment to support transportation projects. The Proposed FY 2027 Budget also dedicates $7 million of Mobility PAYGO funding to support the acceleration of early-stage development, assessment, and prioritization of transportation projects; pilot projects for innovative mobility initiatives; and engagement and communication of potential projects with the community, small businesses, and infrastructure partners. This funding includes enhanced project management and communication tools and technology for project dashboards, reporting, accountability, and public transparency of the progress of capital investment.

One Mission – One Team

We are at a historic moment in Charlotte with the passage of the 1¢ sales tax for transportation and transit investment. This new funding will not only implement the region's Transit System Plan, but it also provides billions of dollars for the city to invest in our local transportation system. This investment will expand and transform how our community moves whether by foot, bike, car, bus or rail, and it comes at a time when the pace of our growth requires more mobility choices.

The scale of our new mobility funding necessitates thinking differently. Our organization is high performing – putting over $100 million of investment into the community annually to increase the safety and capacity of our transportation system and expand mobility choices. The success of our investment in Strategic Investment Area Pilot demonstrates the added value of intentionally aligning the right skills and resources across our organization under one mission. The result is accelerated project delivery, expanded economic opportunities and an engaged community actively participating in impactful outcomes.

We have the right team, and now is the time to position us for even greater success while also scaling resources responsibly to meet this unique moment. To do this, the FY 2027 Proposed Budget places our complete capital investment program together – from project definition to deployment. Organizationally, this aligns the capital planning and design team in CDOT, with the capital project delivery team in General Services, together within CDOT, putting our transportation planning and delivery teams and resources in one place.

The 118 employees from the Engineering and Project Management team and two from the business management team that exclusively support the capital budget will be moved into CDOT, and up to 30 new positions are being made available to provide immediate project delivery support and acceleration. Over the next year a wholistic and on-going review and prioritization of additional project delivery needs will be conducted with the goal of maximizing organizational efficiency with people, processes, and technology. Based on this upcoming review, additional project delivery needs may be proposed for consideration in FY 2028 to continue scaling up for consistent, increased revenue.

This approach will have immediate and long-term benefits, both internally and externally. Community relationships and engagement will be strengthened with a clear and consistent process from project definition and selection to project delivery. Capital program (sidewalks, Vision Zero, etc.) and large capital project (Big Moves) investments will be aligned for greater efficiency and community impact. Project management and communication resources will be enhanced combining our best management practices and technology for project dashboards, reporting, accountability, and public transparency.

This alignment of project delivery is about more than just building projects. It ensures our investment in transportation mobility is focused on our goal of greater economic mobility for Charlotte.

2026 Proposed Affordable Housing Bonds

The current year (FY 2026) General CIP shows an ongoing steady state affordable housing capacity of $50 million per bond cycle. **The Proposed FY 2027 General CIP Budget includes a new affordable housing steady state of $100 million per bond, and a one-time, increased 2026 affordable housing GO Bond of $125 million.**

In the eight affordable housing bonds from 2002 through 2016, the Housing Trust Fund enabled 5,894 units. Over the past four bonds from 2018 through 2024, the Housing Trust Fund has enabled 8,708 units; together, with the community's trust and commitment, we have enabled 60 percent of the total units in only half the number of bonds. This proposed one-time funding bump of $125 million in the 2026 bond will allow the us to continue advancing the city's primary tool for creating and preserving affordable housing. The additional $25 million is proposed to support staying in place initiatives, especially in response to community concern around future mobility projects. This additional funding could include land acquisition in transit-oriented development areas or acquisition of naturally occurring affordable housing (NOAH) along transit corridors.

To advance the support provided to communities impacted by displacement, an affordable housing specialist has been established within Housing and Neighborhood Services to work directly with developers, property owners of NOAHs, and community-based organizations to cultivate affordable housing opportunities and efficiently navigate city programs, incentives, and resources.

To support the GO Bond investments in the Housing Trust Fund, the Proposed FY 2027 PAYGO Budget also includes $750,000 of additional funding for NOAH subsidies, an increase of $500,000 over the FY 2026 budget. This program expands opportunities for low-income households to live in

high-quality naturally occurring affordable housing developments by creating new long-term rent subsidies for households earning 30 percent of the area median income (AMI) that do not have existing vouchers or other rent subsidies. Program funding is used to pay the difference annually between what the household can afford (30 percent of income) and the lesser of the property's asking rent or Fair Market Rent.

Proposed Facility Funding

Prior budgets pulled capacity forward to advance high-priority projects such as fire stations identified in the Master Plan and AC&C Adoption Facility. The FY 2027-2031 CIP establishes a new $45 million steady state for facilities. In addition to the fire and police facilities funding this will continue to support programmatic investments in:

- Capital facility maintenance for large-scale investments in city buildings such as HVAC, roof repairs, etc.
- Energy efficiency and generation projects supported by the Strategic Energy Action Plan (solar panels, EV chargers, thermostat, etc.)
- ADA transition plan
- Reserves future funding for future needs, with $59.5 million of planned funding set aside for projects that emerge from the Advance Planning and Design Program

Continuing to Invest in our Community

Corridors of Opportunity

FY 2027 invests in our community by leveraging city funds through community partnerships for corridor investments. We are starting to see the sprawl of corridor focused policy and how previous year funding for initiatives and city programs has optimized the impact for residents. Programming for amplifying corridors stories, including placemaking investments, advancing economic mobility through GreenPrints and Opportunity Hubs, and building connections for stable and safe neighborhoods through Youth Ambassadors are just some of the efforts creating a robust corridor program. Additional community investments are highlighted in the following sections.

Alternatives to Violence ($750,000)

Alternatives to Violence (ATV) works to stop violence before it happens in Charlotte's Beatties Ford Road, West Boulevard, and Nations Ford Road areas. Using a proven public health approach, ATV focuses on three core strategies:

1. Detecting and interrupting conflicts
2. Identifying and supporting individuals at highest risk of violence
3. Changing community norms around violence

This funding extends support for the ATV program along Beatties Ford Road while a long-term sustainability plan is developed.

Business District Organizations/Mainstreet ($600,000)

Promoting smart growth for our communities and businesses includes funding for a new initiative called Business District Organizations (BDOs). These geographies include businesses yet are smaller than the typical Municipal Service District footprint. The FY 2027 budget includes $600,000 to help support small businesses in commercial corridors and activity centers by providing tools and programs that build small business capacity. This funding will be available to support long-standing Business District Organizations, such as the Plaza-Midwood Merchants Association, Historic West End Partners and Charlotte East, as well as early-stage BDOs still developing programming and relationships. This funding will also support a Main Street-style program for seasoned BDOs.

Neighbors Building Neighborhoods ($500,000)

Neighbors Building Neighborhoods is a new initiative launched by Housing & Neighborhood Services focused on helping communities with clear needs and real momentum get the support to activate change. By zeroing in on small geographic areas, we work side-by-side with residents to identify priorities, align city services, and turn ideas into action. It's a hands-on, problem-solving approach to building stronger neighborhoods together. This approach is being piloted in five areas across the city: Little Rock Apartments, Park at Oaklawn, Catherine Simmons/Lincoln Heights, Plaza/Milton and Nations Ford/Arrowood

Revitalize Business Corridors: Business Matching Grant program ($500,000)

The Business Matching Grant program provides commercial businesses within specific geographies the opportunity to apply for façade, security, and brownfield improvements grants. These program funds are used to provide 50 percent matching grants. Eligible area may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values.

Financial Partners

The city's long-standing Financial Partner program extends the city's capacity to advance Council's Strategic Priorities and meet emergent needs of the community via partnerships with non-profit organizations. Following the adoption of the Financial Partner Program policy in September 2025, the program has further matured with the formalization of key requirements, including specifying acceptable non-profit status designations, maximum funding requests capped at 30 percent of an organization's operating budget, term limits of up to five years for program participation, and enhanced financial reporting standards. For FY 2027 participation city staff continued to strengthen program effectiveness by providing targeted training for applicants and partners; including guidance on performance measure development and reporting, clarified understanding of financial reporting practices, and understanding the importance of financial statements and how they reflect organizational health.

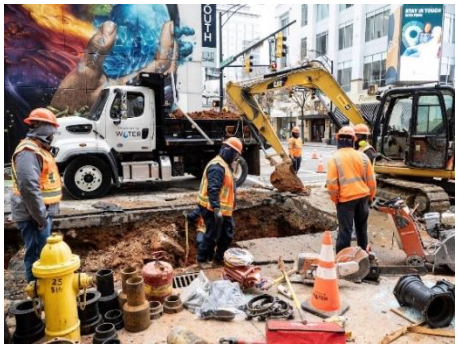
The FY 2027 application cycle attracted significant community interest, with 39 eligible applications accepted, totaling $6.2 million in funding requests. These requests reflect the ongoing demand to leverage strategic partnerships that advance Council's Strategic Priorities and deliver services across the community. Funding recommendations continue to prioritize accountability, measurable outcomes, and alignment with the city's strategic goals.

Serving the Region

CLT

Charlotte-Douglas International Airport (CLT) has been recognized on the national and international stage as an award-winning airport. CLT was awarded for their third consecutive year as being the most financially efficient airport by the Air Transport Research Society, a leading academic research organization in the air transportation industry. The city's Aviation Department is a regional titan, driving five percent of North Carolina's gross-domestic product. CLT is ranked seventh busiest airport worldwide for aircraft operations, moving 53.6 million passengers in 2025. For FY 2027, CLT will focus on employee success initiatives, strategic growth, and asset preservation. These initiatives will be advanced with appropriate funding sources through Aviation's $821 million operating budget and $533 million capital investment plan.

One Water

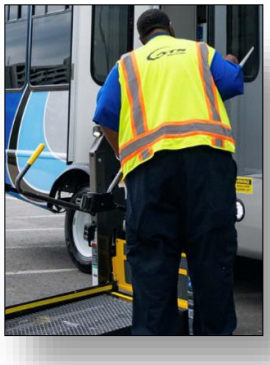


The One Water Team of approximately 1,300 Charlotte Water and Storm Water employees manages regional water resources for more than 1.2 million residents throughout the city, Mecklenburg, and surrounding counties. The city continues to operate the largest public water and wastewater utility in the Carolinas treating 87.6 million gallons of wastewater per day, maintaining over 9,300 miles of water and wastewater pipes, and managing 18 watersheds within the City of Charlotte. As part of One Water's financial stability and to maintain affordability while supporting system growth, rate increases will be programmed in FY 2027 of 5.74 percent, or $4.41 for an average customer. Proposed Storm Water fee increases for FY 2027 are 4.44 percent which equates to $0.48 per month increase for an average homeowner.

In FY 2027 One Water will advance environmental stewardship, invest in employees, and enhance community engagement through Storm Water's $107 million operating budget and $77 million capital investment plan, and Charlotte Water's $686 million operating budget and $466 million capital investment plan.



Transition of Transit Operations to the MPTA



On December 18, 2025, the inaugural Metropolitan Public Transportation Authority (MPTA) Board Meeting was held, oaths of office were administered to the Board of Trustees, and Board positions were elected. Since then, the 27-member MPTA Board and the city have partnered to complete tasks outlined in the PAVE Act. Together, we have entered into interlocal agreements to provide transition funding through the end of FY 2026, to continue providing risk management services to the MPTA through FY 2027, and to dissolve the Metropolitan Transit Commission. As we look ahead to FY 2027, transit operations and employees within the Charlotte Area Transit System (CATS), currently a department within the City of Charlotte, are planned to transition to the MPTA on January 1, 2027.

As the city and the MPTA prepare for the transition of transit operations on January 1, 2027, all decisions will be rooted in a clear vision for the future of transit in our region, a vision focused on delivering safe, reliable, and innovative mobility options for the community we serve. We recognize employees are the backbone of that transit vision, so we are focused on ensuring a smooth transition for our employees. It is important that we commit to CATS employees that:



- No one is losing their job because of this transition.
- No one is losing access to benefits because of this transition.
- No one will lose their accrued leave or sick bank.
- No one will lose their tenure with CATS.
- CATS employees will remain in Local Governmental Employees' Retirement System (LGERS).
- All existing CATS employees will be offered positions in the new CATS.
- Salaries are not decreasing.
- Post-employment healthcare will not change for eligible employees.

As we enter into this year of change ahead, the city is committed to communicating timelines and milestones with employees, hosting Town Halls to answer employees' questions, and making as many resources as possible available to employees to successfully navigate this transition.

Preparing the FY 2027 Transit Budget

The FY 2027 transit budget totals $352 million in operating budget and $225 million in capital costs, and for the first time in several years, a planned $5 million transfer to reserves for future years. This budget continues to prioritize:

- The safety and security of all transit riders and operators,
- Implementation of the 2055 Transit System Plan – advancing design of the Red Line to 30 percent, reviewing the Silver Line consistent with the PAVE Act, and executing on Better Bus,
- No fare increases for riders,
- And a well-managed transit department that will be handed over to the MPTA on sound financial footing.

The Proposed FY 2027 CATS Budget represents half of the total Proposed FY 2027 Budget, with $157 million in operating budget. Due to the planned transit operations transition date of January 1, 2027, the city is budgeting for revenues and expenses from July 1 through December 31, 2026, and the MPTA is budgeting for revenues and expenses from January 1 through June 30, 2027. The Metropolitan Transit Commission approved the FY 2027 transit budget on April 22. In addition to the city's budget public hearing on May 11, the MPTA also plans to hold a public hearing on May 13.

We have built this budget together, and we will continue to move in lockstep with the MPTA through the transition over the next year.

In Closing

We are on the horizon of significant transformations for our community. $4.49 billion will be invested over the coming year in providing core city services, reliable mobility options, safe communities, and a healthy business ecosystem where everyone has opportunity to thrive. I am grateful for the opportunity to be at the helm of such a strong organization as we stive daily to meet and exceed the public service needs of Charlotte.



Respectfully,

Marcus D. Jones,

City Manager

CITY OF CHARLOTTE

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EXECUTIVE SUMMARY

CITY OF CHARLOTTE

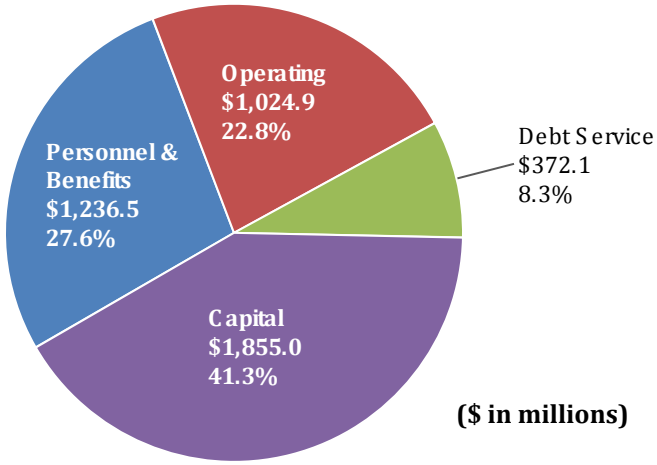
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Executive Summary

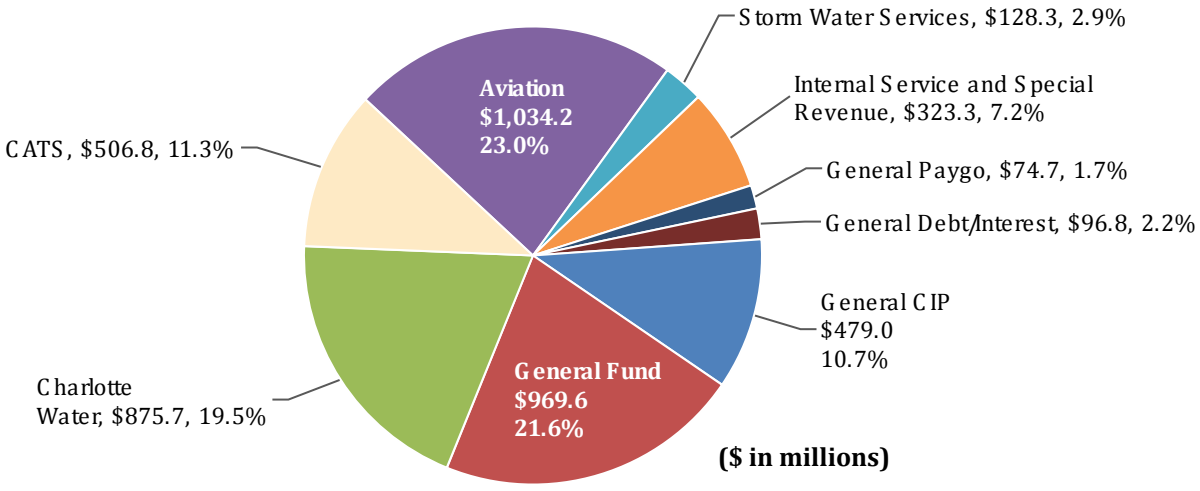
Overview of Total Budget

The total FY 2027 Budget is $4.49 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents capital outlays. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

FY 2027 Total Expenditures by Category
$4.49 billion



FY 2027 Budget
Net of Transfers
$4.49 billion



Revenue and Finance

Development of the Proposed FY 2027 Budget included a review of revenue and financial strategies that maintain a good value to tax and rate payers, are consistent with Council policies, and uphold the city's strong financial ratings. Since the last budget, the city has added an additional revenue source to fund roadway improvements. This prompted a full review of the budget structure in order to best align revenues with City Council priorities.

The proposed property tax rate for FY 2027 is 29.30¢ per $100 of assessed valuation, a 1.89¢ increase from FY 2026. The FY 2027 assessed value is estimated at $237.1 billion, with an estimated collection rate of 99.0 percent. The Proposed FY 2027 Budget includes a realignment of the property tax rate equal to 1.54¢ to the General Fund. This realignment of revenue helps meet the growing demands for public safety and other core services within the General Fund while also maintaining Steady State debt capacity. The proposed allocation of the tax rate is provided in the table below:

Fund	FY 2026 Tax Rate	FY 2027 Tax Rate	Change from FY 2026 to FY 2027
General Fund	21.23¢	24.66¢	3.43¢
Debt Service	4.09¢	3.06¢	-1.03¢
Pay-As-You-Go Capital	2.09¢	1.58¢	-0.51¢
Total Tax Rate	**27.41¢**	**29.30¢**	**1.89¢**

Charlotte Water

The FY 2027 Water and Sewer Fee is increasing by 5.74 percent for the typical homeowner. The increasing fee is programmed to cover the cost of services, maintaining existing infrastructure, and planned growth. The monthly bill for a typical user will increase $4.41.

Storm Water

The FY 2027 Storm Water Services Fee is increasing by 4.44 percent to support storm drainage improvements and surface water quality enhancement projects. The monthly bill for a typical homeowner will increase $0.48.

Solid Waste

The FY 2027 Solid Waste Fee is increasing by approximately $1.35 per month ($16.25 annually) for residential curbside services and by approximately $0.41 per month ($4.87 annually) for residential dumpster services. The increases will maintain full cost recovery for residential dumpster service and bring the estimated cost recovery for curbside residential service to 42.1 percent with the goal to reach 50 percent cost recovery by FY 2029.

Property Tax

The median assessed home value in Charlotte in 2026 is approximately $359,700. The following table reflects the FY 2027 city tax and fee impact for a home valued at the current median assessed value.

City of Charlotte Taxes and Fees	Prior Year FY 2026	FY 2027 Proposed	$ Change	% Change
Property Taxes	$985.39	$1,053.92	$68.53	6.95%
Solid Waste fee (Residential curbside)	$120.30	$136.55	$16.25	13.51%
Water and Sewer (Average user rate, 6 Ccf/mo.)	$921.60	$974.52	$52.92	5.74%
Storm Water (Average homeowner)	$129.84	$135.60	$5.76	4.44%
Total Annual	**$2,157.13**	**$2,300.59**	**$143.46**	**6.65%**
Total Monthly	**$179.76**	**$191.72**	**$11.96**	**6.65%**

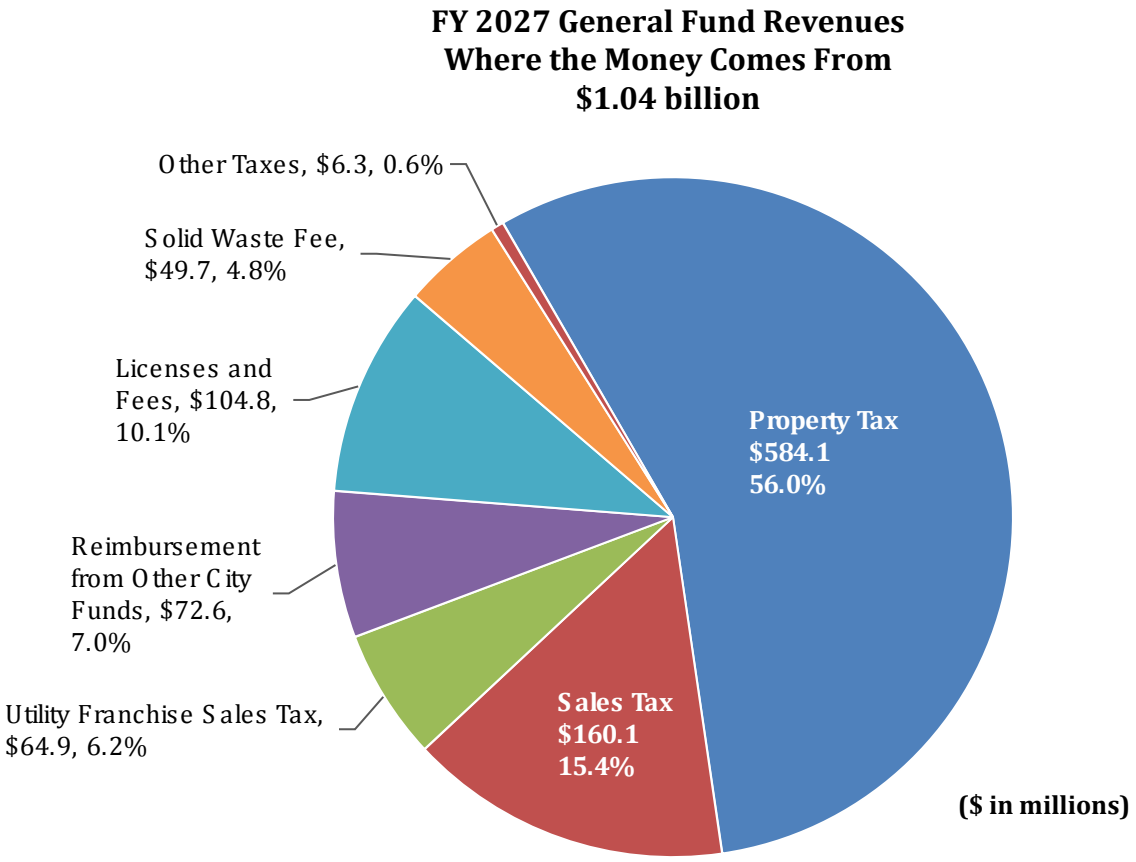
General Fund Budget

General Fund Definition

A central fund into which most of the city's general tax revenues and other unrestricted revenues are pooled, which is allocated to support many of the operations of city government.

General Fund Revenues

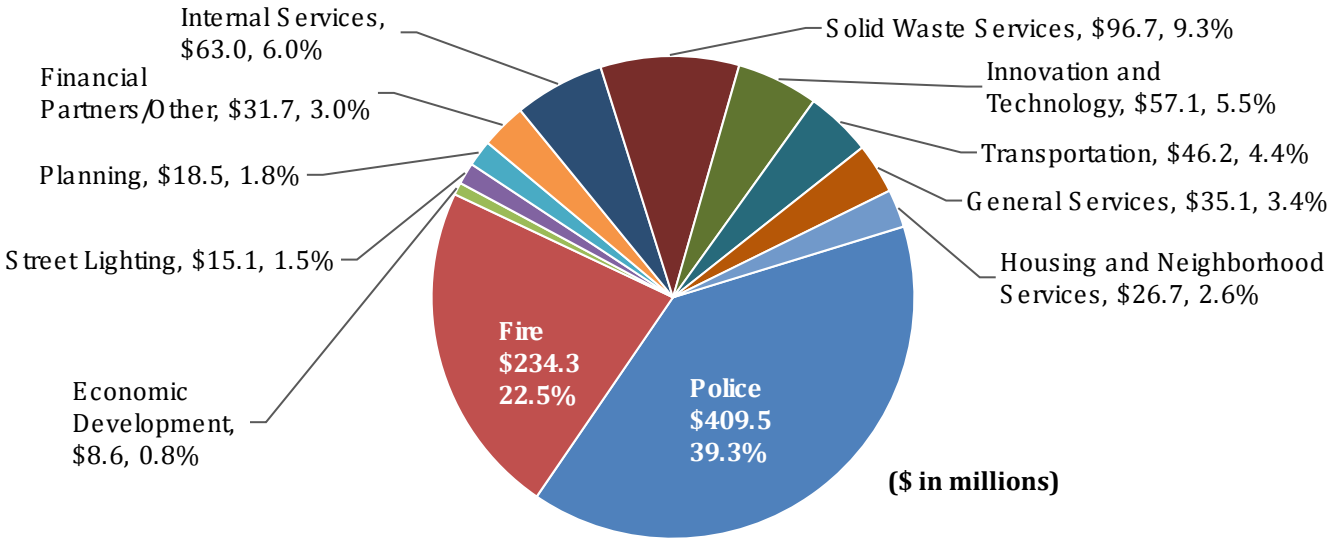
The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 71.4 percent of total revenue. Total General Fund revenue increased by $99.1 million to $1.04 billion in FY 2027, an increase of 10.5 percent from FY 2026.



General Fund Expenditures

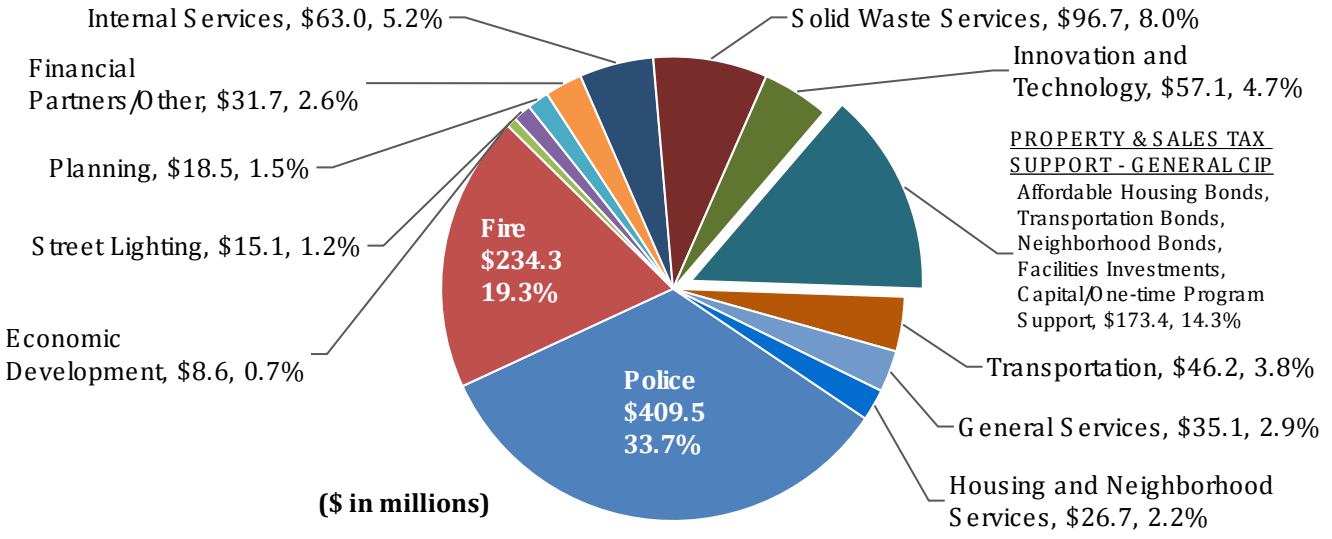
The FY 2027 General Fund budget is $1.04 billion, a 10.5 percent increase from FY 2026.

FY 2027 General Fund Expenditures
Where the Money Goes
$1.04 billion



The below chart displays unrestricted local tax support for the city's General Capital Investment Plan plus General Fund expenditures to fully illustrate how expenditures in Governmental Funds are supported by property and general sales taxes.

FY 2027 Expenditures Supported by General Property and Unrestricted Sales Taxes
$1.22 billion



Summary of Tax Levies

	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Adopted	FY 2027 Proposed
Citywide Assessed Property Valuation	**$214,830,305,221**	**$226,260,193,997**	**$231,777,401,713**	**$237,118,002,383**
Citywide Tax Rate Per $100 Valuation				
General	0.2061	0.2096	0.2123	0.2466
Municipal Debt Service	0.0506	0.0551	0.0409	0.0306
Pay-As-You-Go	0.0037	0.0094	0.0209	0.0158
Total Citywide Tax Rate	**0.2604**	**0.2741**	**0.2741**	**0.2930**
Collection Rate				
All Funds	0.9900	0.9900	0.9940	0.9900
Citywide Tax Levy[1]				
General	$438,404,197	$469,498,953	$489,111,043	$578,885,664
Municipal Debt Service	$107,728,835	$123,422,673	$94,228,176	$71,832,528
Pay-As-You-Go	$7,787,313	$21,055,774	$48,150,828	$37,089,998
Total Citywide Tax Levy	**$553,920,345**	**$613,977,400**	**$631,490,047**	**$687,808,190**
Municipal Service Districts Rates Per $100 in Valuation				
District 1 - Center City	0.0128	0.0128	0.0128	0.0128
District 2 - Center City	0.0218	0.0218	0.0300	0.0300
District 3 - Center City	0.0332	0.0332	0.0414	0.0414
District 4 - South End	0.0280	0.0280	0.0280	0.0280
District 5 - University City	0.0262	0.0262	0.0262	0.0380
District 6 - SouthPark	0.0381	0.0381	0.0381	0.0381
Municipal Service Districts Assessed Valuation				
District 1 - Center City	$14,695,318,100	$14,856,281,620	$15,211,562,614	$15,304,042,580
District 2 - Center City	$6,057,193,685	$6,065,156,387	$6,261,690,605	$6,050,476,963
District 3 - Center City	$6,221,999,495	$6,139,786,418	$6,357,680,733	$6,709,373,695
District 4 - South End	$5,684,613,280	$5,895,984,658	$6,277,047,163	$6,925,843,006
District 5 - University City	$5,330,709,672	$5,852,628,910	$6,230,559,090	$6,491,402,658
District 6 - SouthPark	$4,278,407,953	$4,725,256,058	$4,754,981,254	$4,792,121,098

[1] Levy excludes estimated rebates, interest, penalties, and prior year taxes.

Summary of Revenues

Major General Fund Revenue Sources

A balanced budget requires anticipated revenues equal appropriated expenditures. Using best practice budgeting principles, anticipated revenue is the key driver of the budget development process. The city's revenue forecasting philosophy is focused on realistic expectations, while considering historic data and trends. The following outlines the major revenue sources in the General Fund and the assumptions used to forecast them.

The total General Fund budget for FY 2027 is $1.04 billion, a revenue increase of $99.1 million (or an increase of 10.5 percent) from the FY 2026 Budget. For FY 2027, revenue estimates are compiled using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 24.66¢ per $100 valuation, equal to 84.2 percent of the total 29.30¢ property tax rate. This will yield $584.1 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents an $89.3 million revenue increase compared to FY 2026. Of the $89.3 million revenue increase, $8.7 million is attributed to natural growth and prior year collections and $44.4 million represents the proposed 1.89¢ increase. The remaining $36.2 million in revenue is from resetting the allocation of the property tax rate to move 1.54¢ to the General Fund from the Municipal Debt Service Fund to support public safety and other core services. The tax base used represents a total property valuation of $237.1 billion (including motor vehicles). One cent on the tax rate produces $23.5 million in revenue after the estimated collection rate is applied. The city's tax rate is the lowest of the five largest cities in the state.

Sales Taxes: The General Fund is projected to collect $160.1 million in sales tax revenue in FY 2027, a $6.8 million (or 4.4 percent) increase from the FY 2026 budget. Local sales taxes levied by the city and county comprise 3.5 percent of the total 8.25 percent sales tax paid on retail sales in Mecklenburg County. The unrestricted local sales tax portion consists of a one-cent tax (Article 39) that was first levied in 1967, a ½-cent tax (Article 40) levied in 1983, and a ½-cent tax (Article 42) levied in 1986. All Article 39 sales tax revenue and one-half of Article 42 sales tax revenue are appropriated in the General Fund while Article 40 sales tax revenue is appropriated in the Municipal Debt Service Fund. The other half of the second ½-cent tax (Article 42), previously budgeted in the Municipal Debt Service Fund, is appropriated in the PAYGO Fund in FY 2027.

Although not a revenue source for the General Fund, there is 1½-cents of restricted sales tax for transit, public transportation, and roadway systems. A ½-cent sales tax (Article 43) was first levied in 1999 and is dedicated to the public transit system operated by CATS. Beginning July 1, 2026, there will be a one-cent sales tax (PAVE Act) to support public transportation and roadway systems. Revenue from this new sales tax is restricted with 60 percent being dedicated to the transit system for rail, bus, and microtransit. The remaining 40 percent is restricted for roadway systems and is budgeted in the Municipal Debt Service Fund beginning in FY 2027.

Utility Franchise Sales Tax: As of July 1, 1999, the city's share of the Utility Franchise Fee was based on actual receipts from companies providing electricity. The state levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the state and distributed to the city based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the previous Utilities Franchise Fee. This revenue source is projected to be $64.9 million in FY 2027, which represents an increase of $1.0 million (or 1.6 percent) from FY 2026.

Solid Waste Services Fee: The city collects a curbside residential solid waste annual fee and a dumpster residential annual fee to offset a portion of the cost of providing solid waste services. The annual curbside residential fee is increased by $16.25 (or $1.35 per month) from FY 2026, for a total of $136.55. The annual dumpster residential fee is increased by $4.87 (or 41¢ per month) from FY 2026, for a total of $114.77. This revenue source is projected to generate $50.0 million in FY 2027, which represents an increase of $4.9 million from FY 2026. The additional revenue brings the estimated cost recovery for curbside residential service to 42.1 percent with the goal to reach 50 percent cost recovery by FY 2029.

Summary of Revenues

General Fund

The following provides a line-item detail and year-to-year comparison of all budgeted General Fund revenues.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	% Change FY 2026 FY 2027
PROPERTY TAX					
Property Tax	$455,462,133	$479,687,954	$494,861,043	$584,135,664	18.0%
Total	**$455,462,133**	**$479,687,954**	**$494,861,043**	**$584,135,664**	**18.0%**
SALES TAX					
Sales Tax	$146,116,665	$148,986,900	$153,353,397	$160,108,434	4.4%
Total	**$146,116,665**	**$148,986,900**	**$153,353,397**	**$160,108,434**	**4.4%**
UTILITIES FRANCHISE TAX					
Utility Franchise Tax	$58,895,689	$63,917,013	$63,897,043	$64,940,538	1.6%
Total	**$58,895,689**	**$63,917,013**	**$63,897,043**	**$64,940,538**	**1.6%**
POLICE SERVICES					
Law Enforcement Services - County	$18,225,087	$19,604,652	$19,875,395	$20,783,791	4.6%
Small Town Service Fees	$144,523	$105,301	$135,000	$110,000	-18.5%
School Resource Officers - School	$7,263,595	$7,916,724	$8,978,561	$9,023,454	0.5%
Total	**$25,633,205**	**$27,626,677**	**$28,988,956**	**$29,917,245**	**3.2%**
TAX REIMBURSEMENTS					
Beer & Wine Tax	$4,351,463	$3,688,580	$4,505,070	$4,351,463	-3.4%
State Waste Disposal Tax	$715,485	$694,442	$712,000	$715,276	0.5%
Total	**$5,066,948**	**$4,383,022**	**$5,217,070**	**$5,066,739**	-2.9%
SOLID WASTE FEE					
Refuse Disposal Fees	$35,036,572	$39,240,389	$44,788,761	$49,740,106	11.1%
Business Garbage Fees	$242,995	$210,500	$320,400	$306,000	-4.5%
Total	**$35,279,567**	**$39,450,889**	**$45,109,161**	**$50,046,106**	**10.9%**

Summary of Revenues

General Fund (continued)

	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	% Change FY 2026 FY 2027
OTHER REVENUES					
Motor Vehicle Licenses	$3,200,260	$3,263,792	$3,345,298	$3,395,649	1.5%
Motor Vehicle Licenses - Rebates	-$65,717	-$55,280	-$55,000	-$55,000	–%
Animal Licenses - Fertile	$119,117	$98,597	$125,000	$100,000	-20.0%
Animal Licenses - Spay/Neuter	$336,213	$327,569	$360,000	$340,000	-5.6%
Fire Plan Review Fees	$2,143,944	$3,309,666	$3,591,515	$3,124,453	-13.0%
Vehicle Licenses - City Billed	$12,660	$8,735	$12,000	$12,000	–%
Fire Permits	$2,806,527	$2,801,967	$5,110,780	$5,624,135	10.0%
Vehicle for Hire Fees and Permits	$297,964	$229,415	$263,830	$320,514	21.5%
Carrier Franchise Fees	$77,421	$77,202	$77,171	$71,886	-6.8%
Video Programming (Cable Franchise)	$5,838,263	$5,379,009	$5,852,384	$4,715,874	-19.4%
Development Plan Review Fees	$972,786	$848,546	$1,252,375	$1,346,994	7.6%
Sexually Oriented Businesses	$95,685	$94,265	$115,175	$129,024	12.0%
Temporary Infrastructure Permits	$7,581	$6,735	$17,260	$13,910	-19.4%
E-Scooter Permit Fee	$410,813	$395,789	$468,915	$570,962	21.8%
Parking and Parade Permits	$277,780	$332,018	$492,585	$343,816	-30.2%
Total	**$16,531,297**	**$17,118,025**	**$21,029,288**	**$20,054,217**	**-4.6%**
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	$1,300	$–	$1,000	$–	-100.0%
Housing Code Violations	$184,630	$156,005	$260,000	$260,000	–%
Parking Citations	$1,501,794	$2,146,077	$2,393,525	$2,253,380	-5.9%
Parking Citation Penalties	$253,247	$389,409	$280,000	$311,527	11.3%
Security Alarm Fines	$792,548	$770,322	$819,448	$848,200	3.5%
Fire Citation Fines	$8,110	$11,410	$15,000	$20,000	33.3%
Zoning Enforcement Fines	$156,204	$164,143	$220,000	$220,000	–%
Court Assessment Crime Lab	$3,935	$11,338	$15,000	$3,935	-73.8%
Animal License Penalties	$28,369	$47,963	$35,000	$37,094	6.0%
Animal Citation Penalties	$1,932	$12,523	$2,500	$2,500	–%
Court Costs - Superior	$90,874	$58,853	$80,000	$80,000	–%
Animal License Late Fees	$32,360	$37,260	$25,000	$25,000	–%
Total	**$3,055,303**	**$3,805,303**	**$4,146,473**	**$4,061,636**	**-2.0%**

Summary of Revenues

General Fund (continued)

	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	% Change FY 2026 FY 2027
Interlocal Grants and Agreements					
Wireless Communications	$684,413	$864,371	$864,371	$864,371	–%
Fleet Maintenance	$3,096,307	$1,412,454	$–	$–	–%
First Responder	$499,035	$540,621	$499,035	$499,035	–%
Procurement Services	$116,810	$127,252	$110,000	$127,252	15.7%
Customer Services - CharMeck 311	$1,577,337	$1,698,271	$1,562,097	$1,034,745	-33.8%
CMGC Occupancy	$904,972	$1,035,925	$1,041,668	$987,475	-5.2%
Equipment Management Services - Fleet	$5,851	$–	$–	$–	–%
County Fire Reimbursement	$825,000	$850,000	$850,000	$850,000	–%
Corporate Communication Services	$–	$–	$–	$30,000	100.0%
Total	**$7,709,725**	**$6,528,894**	**$4,927,171**	**$4,392,878**	**-10.8%**
Federal and State Shared Revenues					
ABC Stores Revenue	$10,485,823	$8,843,398	$11,220,741	$10,022,071	-10.7%
Total	**$10,485,823**	**$8,843,398**	**$11,220,741**	**$10,022,071**	**-10.7%**
General Government					
Enhanced User Fees	$625	$–	$349,625	$349,625	–%
Zoning Petition Filing Fees	$1,020,421	$1,408,851	$1,713,190	$1,793,893	4.7%
Annexation Fees	$3,600	$6,800	$5,000	$6,800	36.0%
Subdivision Services	$6,848,620	$7,240,309	$8,320,315	$8,778,710	5.5%
Animal Reclaim Fees	$40,688	$86,168	$70,000	$37,206	-46.8%
Sale of Animals	$25,027	$109,570	$70,000	$71,508	2.2%
Spay/Neuter Fees	$41,055	$210,376	$45,000	$90,000	100.0%
Zoning Admin Fees	$–	$48,420	$–	$–	–%
Passport Processing Fees	$113,545	$151,533	$200,635	$210,666	5.0%
Historic District Fee	$85,235	$91,155	$125,160	$158,230	26.4%
Procurement Prof. Services	$1,001,771	$1,054,941	$1,000,000	$1,000,000	–%
Procurement CCPA	$1,005,943	$619,124	$750,000	$666,868	-11.1%
Park It! Program Fees	$2,885	$–	$2,500	$–	-100.0%
Parking Garage Fees	$1,006,399	$1,465,775	$1,269,280	$1,306,848	3.0%
Parking Meter Revenue	$2,221,410	$3,008,520	$3,033,495	$3,098,775	2.2%
Underbrush and Debris Removal	$324,236	$308,661	$325,000	$350,000	7.7%
Demolition - Clearing	$178,940	$36,650	$180,000	$180,000	–%
Utility Street Cuts	$2,315,737	$2,577,310	$2,400,000	$2,400,000	–%
Rent Revenue - Misc.	$681,697	$930,599	$663,259	$663,259	–%
Right of Way Leases	$1,743,129	$1,423,664	$1,326,884	$1,604,322	20.9%
Total	**$18,660,963**	**$20,778,426**	**$21,849,343**	**$22,766,710**	**4.2%**

Summary of Revenues

General Fund (continued)

	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	% Change FY 2026 FY 2027
Public Safety					
State Reimbursement for Services Provided - Transportation/Fire	$1,473,036	$1,321,037	$1,375,886	$1,375,266	–%
Federal Reimbursement for Services Provided - Fire	$203,159	$815,864	$400,000	$–	-100.0%
Special Events Administration Fees	$43,655	$149,317	$325,000	$290,927	-10.5%
Special Events - On Duty Pull	$145,567	$604,376	$550,000	$600,000	9.1%
Vehicle Towing and Storage	$141,245	$145,035	$145,000	$145,000	–%
Total	**$2,006,662**	**$3,035,629**	**$2,795,886**	**$2,411,193**	**-13.8%**
Cemeteries					
Sale of Cemetery Lots	$399,847	$525,957	$497,004	$499,659	0.5%
Grave Digging	$487,143	$429,096	$511,650	$456,359	-10.8%
Monument Foundation	$74,850	$72,246	$85,731	$75,858	-11.5%
Total	**$961,840**	**$1,027,299**	**$1,094,385**	**$1,031,876**	**-5.7%**
Use of Money and Property					
Interest on Investments	$9,716,795	$9,775,026	$6,198,253	$6,600,575	6.5%
Transaction Fees	$313,405	$671,581	$550,000	$600,000	9.1%
Interest on Liens	$124,259	$52,825	$125,000	$52,825	-57.7%
Damage to City-Owned Equipment	$1,030,513	$678,384	$1,100,000	$650,000	-40.9%
Reimbursement for City Car Use	$170,530	$181,846	$170,000	$177,081	4.2%
Total	**$11,355,502**	**$11,359,662**	**$8,143,253**	**$8,080,481**	**-0.8%**
Sale of Salvage and Land					
Sale of Land	$–	$57,195	$–	$–	–%
Sale of Salvage	$113,209	$116,988	$175,000	$115,613	-33.9%
Sale of Used Autos	$650,527	$638,111	$800,000	$800,000	–%
Total	**$763,736**	**$812,294**	**$975,000**	**$915,613**	**-6.1%**
Other					
Miscellaneous Grants and Contributions	$308,508	$59,849	$97,206	$97,206	–%
Reimbursement for City Services - Solid Waste Special Services	$50,379	$141,999	$120,000	$91,350	-23.9%
Google Fiber Hut Lease Agreement	$28,376	$45,895	$66,000	$37,703	-42.9%
Other Revenue	$228,607	$185,275	$558,213	$522,918	-6.3%
Total	**$615,870**	**$433,018**	**$841,419**	**$749,177**	**-11.0%**

Summary of Revenues

General Fund (continued)

	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	% Change FY 2026 FY 2027
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Heavy Equipment Tax	$1,702,743	$1,519,771	$1,210,070	$1,219,821	0.8%
Convention Center Tax - Stadium Traffic	$250,000	$250,000	$–	$–	–%
Total	**$1,952,743**	**$1,769,771**	**$1,210,070**	**$1,219,821**	**0.8%**
Intragovernmental Revenues					
Account Services - Charlotte Water	$5,851,111	$4,101,738	$4,253,489	$3,509,128	-17.5%
Account Services - Storm Water	$1,869,522	$1,848,029	$1,920,132	$1,584,109	-17.5%
Cost Allocation - Aviation	$5,131,554	$6,445,598	$6,945,693	$6,734,475	-3.0%
Cost Allocation - CATS	$7,521,148	$8,747,503	$8,557,032	$6,402,760	-25.2%
Cost Allocation - Charlotte Water	$12,623,013	$15,780,047	$17,463,946	$16,082,518	-7.9%
Cost Allocation - Fleet	$–	$1,569,335	$2,970,315	$2,642,048	-11.1%
Cost Allocation - Public Safety Communications	$430,952	$256,030	$90,540	$84,589	-6.6%
Cost Allocation - Risk Management	$869,930	$694,724	$252,439	$747,282	196.0%
Cost Allocation - Storm Water	$3,046,750	$2,843,678	$2,923,540	$2,776,900	-5.0%
Fire Control Services - Aviation	$8,969,567	$11,248,167	$13,103,490	$15,313,926	16.9%
Police Services - Aviation	$13,345,940	$13,981,107	$14,849,776	$16,178,416	8.9%
Police Services - CATS	$408,987	$382,565	$366,111	$499,130	36.3%
Total	**$60,068,474**	**$67,898,521**	**$73,696,503**	**$72,555,281**	**-1.5%**
Transfers from Other Funds					
Cemetery Trust	$55,208	$143,799	$143,799	$124,320	-13.5%
Pay-As-You-Go	$650,000	$–	$–	$–	–%
Budget Stabilization Fund	$–	$1,659,595	$–	$–	–%
Total	**$705,208**	**$1,803,394**	**$143,799**	**$124,320**	**-13.5%**
Total Transfers and Intragovernmental Revenues	**$62,726,425**	**$71,471,686**	**$75,050,372**	**$73,899,422**	**-1.5%**
Total General Fund Revenues	**$861,327,353**	**$909,266,089**	**$943,500,001**	**$1,042,600,000**	**10.5%**

Summary of Expenditures

By Fund and Activity

Net of Transfers

Fund / Activity	FY 2027 Operating	Percent Change	FY 2027 Capital	Percent Change	FY 2027 Total	Percent Change
General Fund	$969,598,248	11.5%			$969,598,248	11.5%
General Capital Investment Plan			$479,022,000	490.3%	$479,022,000	490.3%
Pay-As-You-Go			$74,717,901	164.4%	$74,717,901	164.4%
Debt Service (All Funds)	$372,096,555	20.7%			$372,096,555	20.7%
Aviation	$401,489,175	-8.8%	$533,040,110	11.9%	$934,529,285	1.9%
Charlotte Area Transit System	$274,569,997	3.6%	$224,890,383	284.1%	$499,460,380	54.3%
Water and Sewer	$293,579,941	6.6%	$466,291,847	4.2%	$759,871,788	5.1%
Storm Water	$37,733,862	8.7%	$77,000,000	-4.9%	$114,733,862	-0.8%
Employee Health and Life Fund	$81,815,383	13.9%			$81,815,383	13.9%
Fleet Management Fund	$4,276,542	11.2%			$4,276,542	11.2%
Risk Management	$4,538,290	-10.8%			$4,538,290	-10.8%
Convention Center	$77,063,290	-1.2%			$77,063,290	-1.2%
Tourism Operating	$22,058,030	-18.9%			$22,058,030	-18.9%
NASCAR Hall of Fame	$14,325,432	-6.6%			$14,325,432	-6.6%
General Grants	$19,881,906	-8.7%			$19,881,906	-8.7%
Housing and Neighborhood Grants	$24,799,706	3.4%			$24,799,706	3.4%
Emergency Telephone System	$4,122,724	49.9%			$4,122,724	49.9%
Public Safety Communications	$4,337,884	1.9%			$4,337,884	1.9%
Powell Bill	$14,583,373	-3.0%			$14,583,373	-3.0%
Municipal Service Districts	$12,661,184	9.7%			$12,661,184	9.7%
Total Budget	**$2,633,531,522**	**5.3%**	**$1,854,962,241**	**62.0%**	**$4,488,493,763**	**23.1%**

Expenditures from one city fund to another (i.e., transfers) must be appropriated in both funds. Adjusting the city's funds to "net of transfers" eliminates the presentation of duplicate expenditures and does not represent the full appropriation.

Summary of Expenditures

General Fund Gross Expenditures

Department	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	Percent Change
Charlotte Business Inclusion[4]	$1,263,858	$1,308,230	$–	$–	–%
City Attorney	$5,105,477	$5,954,095	$6,754,633	$7,010,116	3.8%
City Clerk	$1,361,383	$1,508,158	$1,537,009	$1,630,522	6.1%
City Manager[3]	$3,327,934	$3,275,250	$3,541,370	$3,784,530	6.9%
Communication and Marketing[5]	$5,312,606	$5,440,384	$4,278,905	$4,743,594	10.9%
Community Relations[7]	$2,559,168	$2,752,356	$2,546,969	$2,895,896	13.7%
Contracting and Procurement[4 9]	$–	$–	$8,567,637	$7,280,446	-15.0%
Economic Development[8]	$4,330,504	$5,341,829	$7,560,363	$8,564,600	13.3%
Finance	$10,780,788	$11,792,046	$12,112,152	$13,282,794	9.7%
Fire	$174,484,875	$197,742,364	$207,798,347	$234,289,490	12.7%
General Services[1 3 4 6 9]	$26,365,339	$27,818,407	$34,374,521	$35,137,323	2.2%
Housing and Neighborhood Services[2 7]	$22,045,705	$26,091,620	$25,515,548	$26,700,635	4.6%
Human Resources[3]	$7,847,381	$8,325,765	$8,639,743	$9,321,266	7.9%
Innovation & Technology	$46,963,703	$48,595,552	$53,658,946	$57,128,070	6.5%
Internal Audit	$1,482,296	$1,615,715	$1,826,348	$1,902,092	4.1%
Mayor and City Council[5]	$1,113,142	$1,160,259	$2,703,178	$3,579,338	32.4%
Planning, Design, and Development	$14,327,932	$16,196,575	$17,023,864	$18,452,594	8.4%
Police[6 7]	$339,128,625	$341,042,889	$366,194,870	$409,518,137	11.8%
Solid Waste Services	$80,161,488	$87,093,288	$91,206,788	$96,703,853	6.0%
Special Initiatives[3 7]	$–	$2,079,119	$4,399,692	$4,726,617	7.4%
Strategy and Budget[8]	$2,508,448	$2,566,063	$2,732,202	$2,865,640	4.9%
Transportation[9]	$30,521,047	$33,492,182	$37,606,631	$46,227,090	22.9%
Non-Departmental	$57,636,724	$68,906,995	$42,920,284	$46,355,357	9.2%
Total General Fund Expenditures	**$838,628,423**	**$900,099,141**	**$943,500,000**	**$1,042,600,000**	**10.5%**

[1] FY 2025 included the realignment of $2,320,487 from General Services to the new Fleet Management Fund.

[2] FY 2025 included the realignment of $2,900,000 in programmatic funding from PAYGO to Housing and Neighborhood Service's operating budget.

[3] FY 2025 included the realignment of $1,475,212 from General Services, Human Resources, and the City Manager's Office to offices within Special Initiatives.

[4] FY 2026 included the realignment of $1,738,187 from Charlotte Business Inclusion and $6,643,235 from the Procurement Division within General Services to form the new Contracting and Procurement Department.

[5] FY 2026 included the realignment of $1,284,705 from Communication and Marketing to Mayor and City Council.

[6] FY 2026 included the realignment of $9,257,045 from Police for Animal Care and Control to General Services.

[7] FY 2026 included the realignment of $1,627,723 from Housing and Neighborhood Services, $215,337 from Community Relations, and $110,163 from Police to an office within Special Initiatives.

[8] FY 2026 included the realignment of $188,611 from Strategy and Budget to Economic Development.

[9] FY 2027 includes the realignment of $4,914,230 from General Services to Transportation and $738,256 from Contracting and Procurement to General Services.

Summary of Fund Balance

The City of Charlotte has two major governmental funds: the General Fund and the Municipal Debt Service Fund. The General Fund is the city's main operating fund. At the end of FY 2024, the total fund balance for the General Fund reached $244.9 million. On June 30, 2025, the General Fund total fund balance totaled $239.2 million, a decrease of approximately 2.3 percent. The Municipal Debt Service Fund had a total fund balance of $190.4 million for FY 2024 and $173.3 million on June 30, 2025. This reflects a decrease of approximately 9.0 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2022	Actual as of 6/30/2023	Actual as of 6/30/2024	Actual as of 6/30/2025	Change in FY 2025	Percent Change FY 2024 FY 2025
General Fund	$212,484,000	$237,124,000	$244,907,000	$239,163,000	-$5,744,000	-2.3%
Municipal Debt Service Fund	$202,009,000	$218,231,000	$190,401,000	$173,283,000	-$17,118,000	-9.0%
Total Governmental Fund	**$414,493,000**	**$455,355,000**	**$435,308,000**	**$412,446,000**	**-$22,862,000**	**-5.3%**

The City of Charlotte has four enterprise funds: Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services. At the end of FY 2024, the net position for Aviation reached $2.62 billion. On June 30, 2025, the Aviation net position totaled $2.89 billion, an increase of approximately 10.1 percent. At the end of FY 2024, the net position for the Charlotte Area Transit System was $1.44 billion. On June 30, 2025, the Charlotte Area Transit System net position totaled $1.45 billion, increasing approximately 1.1 percent. At the end of FY 2024, the net position for Charlotte Water reached $3.36 billion. On June 30, 2025, the Charlotte Water net position totaled $3.58 billion, an increase of approximately 6.5 percent. At the end of FY 2024, the net position for Storm Water reached $888.2 million. On June 30, 2025, the Storm Water net position totaled $920.3 million, an increase of approximately 3.6 percent. Net position is not representative of available cash on hand.

	Actual as of 6/30/2022[1]	Actual as of 6/30/2023	Actual as of 6/30/2024	Actual as of 6/30/2025[2]	Change in FY 2025	Percent Change FY 2024 FY 2025
Enterprise Fund Total Net						
Aviation	$2,109,896,000	$2,319,808,000	$2,624,976,000	$2,890,702,000	$265,726,000	10.1%
Charlotte Area Transit System	$1,431,067,000	$1,425,868,000	$1,435,747,000	$1,450,927,000	$15,180,000	1.1%
Charlotte Water	$2,962,917,000	$3,149,986,000	$3,359,834,000	$3,579,265,000	$219,431,000	6.5%
Storm Water	$790,659,000	$845,260,000	$888,189,000	$920,296,000	$32,107,000	3.6%

[1] The FY 2022 net position of the Charlotte Area Transit System was restated in the FY 2023 Annual Comprehensive Financial Report.

[2] FY 2025 beginning balances were restated due to the adoption of GASB Statement 101, Compensated Absences. The implementation of the standard establishes updated guidance for accounting and financial reporting of compensated absences, such as vacation, sick leave, and paid time off.

Summary of Financial Partners

Financial Partners are contracted by the City of Charlotte to provide specific services. The types of financial partnerships are diverse and include partnerships that support City Council's Strategic Priorities and contribute to community enrichment.

There are two categories of Financial Partners: Dedicated Revenue Agencies and Discretionary Organizations, which include organizations funded within the General Fund and organizations funded with one-time funding sources.

In the Proposed FY 2027 Budget, each Discretionary Organization's mission has been aligned with the various funding mechanisms to efficiently allocate available resources. More information about Financial Partner funding mechanisms and selection criteria for Dedicated Revenue Agencies is provided below.

Dedicated Revenue Agencies are funded by dedicated revenue sources such Municipal Service District levies and occupancy tax.

- Municipal Service District agencies are awarded through a competitive solicitation process every five years.
- The Charlotte Regional Visitors Authority is Charlotte's municipal tourism development authority with responsibilities assigned by City Charter and dedicated revenue sources restricted to particular tourism-related purposes.

Discretionary Organizations

- During FY 2025, City Council adopted a new Financial Partner Program policy that clarified selection criteria and funding guidelines for Discretionary Organizations.
- Funding is awarded to General Fund Discretionary Organizations through a competitive application process, and existing and new organizations are invited to apply on an annual basis with funding from General Fund annual allocations in the Non-Departmental portion of the operating budget.
- Additional funding may be allocated using one-time allocations, as available, comprised of Pay-As-You-Go (PAYGO) funds and/or grant funds. The availability of funding for Discretionary Organizations varies from year to year.
- A Discretionary Organization may become integrated into an alternative, ongoing funding sources such as a department operating budget or a specific revenue source.
- For FY 2027, the Program received 39 eligible applications for discretionary funding consideration, including three new organizations that are proposed to be funded in FY 2027 that have not previously been funded by the Program.

The FY 2027 individual Financial Partner funding levels are detailed on the following pages.

Summary of Financial Partners

Dedicated Revenue Agencies	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	Percent Change
Charlotte Center City Partners	$6,850,509	$8,137,294	$8,410,559	3.4%
University City Partners	$1,516,054	$1,613,953	$2,442,066	51.3%
SouthPark Community Partners	$1,783,323	$1,794,542	$1,808,558	0.8%
Charlotte Regional Visitors Authority	$23,361,809	$23,978,293	$24,587,022	2.5%
Charlotte Regional Visitors Authority - Film Commission	$150,000	$150,000	$150,000	–%
Dedicated Revenue Agencies Total	**$33,661,695**	**$35,674,082**	**$37,398,205**	**4.8%**

General Fund Discretionary Financial Partners are funded by General Fund annual allocations in the Non-Departmental portion of the city's operating budget.

Discretionary - General Fund	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	Percent Change
Alliance Center for Education	$90,000	$90,000	$–	-100.0%
Bengali Women's Forum	$10,000	$–	$–	–%
Carolina Youth Coalition	$–	$– [1]	$125,000	100.0%
Community Building Initiative	$50,000	$–	$–	–%
Community Culinary School	$–	$–	$38,830	100.0%
Crisis Assistance Ministry	$–	$– [2]	$90,000 [3]	100.0%
Greater Enrichment Program	$200,000	$200,000	$–	-100.0%
Housing Collaborative	$–	$– [1]	$200,000	100.0%
Knothole Foundation, Inc.	$–	$75,000	$–	-100.0%
My Brother's Keeper Charlotte-Mecklenburg	$50,000	$50,000	$–	-100.0%
ParentChild+	$–	$–	$190,000	100.0%
Per Scholas, Inc.	$–	$–	$120,000	100.0%
Race Matters for Juvenile Justice	$51,468	$–	$–	–%
Roof Above	$–	$– [1]	$127,182	100.0%
Safe Alliance	$397,038	$397,038	$–	-100.0%
Discretionary - General Fund Total	**$848,506**	**$812,038**	**$891,012**	**9.7%**

[1] In FY 2026, Carolina Youth Coalition and Roof Above were funded using one-time American Rescue Plan Act (ARPA) funding, and Housing Collaborative was funded using one-time PAYGO funding for Innovative Housing.

[2] In FY 2026, Crisis Assistance Ministry received $825,000 in one-time federal Emergency Rental Assistance funding, and Roof Above received $100,000 in one-time American Rescue Plan Act (ARPA) funding.

[3] In FY 2027, Crisis Assistance Ministry is also receiving $425,000 in one-time PAYGO funding for Innovative Housing.

Summary of Financial Partners

One-time Discretionary Organizations are funded using one-time allocations, as available, including Pay-As-You-Go funds and/or grant funds. The availability of one-time funding for Financial Partners varies annually based on available resources.

Discretionary - One-time Sources	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	Percent Change
PAYGO				
Carolina Metro Reds	$50,000	$– [1]	$–	–%
Crisis Assistance Ministry	$550,000	$– [2]	$425,000 [3]	100.0%
For The Struggle	$100,000	$– [1]	$–	–%
Housing Collaborative	$200,000	$200,000	$– [3]	-100.0%
The Males Place	$100,000	$– [1]	$–	–%
United Way of Greater Charlotte	$130,000	$130,000	$–	-100.0%
Total PAYGO	**$1,130,000**	**$330,000**	**$425,000**	**28.8%**
American Rescue Plan Act (ARPA) or ARPA Revenue Replacement Funding				
Big Brothers Big Sisters of Central Carolinas	$–	$100,000	$–	-100.0%
Carolina Metro Reds	$– [5]	$50,000	$–	-100.0%
Carolina Youth Coalition	$–	$100,000	$–	-100.0%
Carolinas Asian American Chamber of Commerce	$100,000	$100,000	$–	-100.0%
Charlotte Museum of History	$–	$100,000 [4]	$–	-100.0%
DreamKey Partners	$– [6]	$231,000	$–	-100.0%
For The Struggle	$– [5]	$100,000	$–	-100.0%
Hearts for the Invisible	$–	$100,000	$–	-100.0%
Just Do it Movement! Inc.	$–	$32,000	$–	-100.0%
National Institute of Minority Economic Development - The Women's Business Center of Charlotte	$–	$50,000	$–	-100.0%
Our Daily Bread Foundation	$–	$70,000	$–	-100.0%
PowerUp USA	$–	$100,000	$–	-100.0%
Prospera North Carolina	$–	$50,000	$–	-100.0%
Que-OS/BOOM Charlotte	$–	$90,000	$–	-100.0%
Roof Above	$–	$100,000	$– [3]	-100.0%
Stilletto Boss University	$77,500	$–	$–	–%
The Boost Pad	$–	$50,000	$–	-100.0%
The Males Place	$– [5]	$100,000	$–	-100.0%
The Save Our Children Movement	$–	$34,000	$–	-100.0%
Total ARPA and ARPA Revenue Replacement	**$177,500**	**$1,557,000**	**$–**	**-100.0%**
Discretionary - One-time Total	**$1,307,500**	**$1,887,000**	**$425,000**	**-77.5%**

[1] In FY 2026, Carolina Metro Reds, For The Struggle, and the Males Place were funded using one-time ARPA revenue replacement funds.

[2] In FY 2026, Crisis Assistance Ministry received $825,000 in one-time federal Emergency Rental Assistance funding.

[3] In FY 2027, Crisis Assistance Ministry, Housing Collaborative, and Roof Above are recommended to receive funding through the General Fund Discretionary Financial Partners Program.

[4] In FY 2026 an additional $300,000 was allocated to the Charlotte Museum of History for the *American Revolution, the Augmented Expedition* exhibit.

[5] In FY 2025, Carolina Metro Reds, For The Struggle, and The Males Place was funded using one-time PAYGO funds.

[6] In FY 2025, DreamKey Partners was allocated $1,300,000 in Affordable Housing federal grant funding.

Summary of Position Allocations by Fund

Departments	FY 2024 Budget FTEs	FY 2025 Budget FTEs	FY 2026 Budget FTEs	FY 2027 Budget FTEs	FY 2027 FTE Change
Charlotte Business Inclusion[3]	12.00	13.00	–[3]	–	–
City Attorney's Office[8]	45.00	48.00	52.00	48.00[8]	-4.00
City Clerk	9.50	11.00	11.00	11.00	–
City Manager's Office[2]	12.00	11.00[2]	11.00	11.00	–
Communication and Marketing[6]	37.00	38.00	28.00[6]	29.00	1.00
Community Relations[5]	20.00	21.00	19.00[5]	20.00	1.00
Contracting and Procurement[3 7 8]	–	–	70.00[3]	63.00[7 8]	-7.00
Economic Development	21.00	21.00	21.00	21.00	–
Finance	75.00	76.00	73.00	78.00	5.00
Fire	1,286.00	1,358.00	1,361.00	1,384.00	23.00
General Services[1 2 3 4 7 9]	457.00	328.00[1 2]	359.00[3 4]	245.00[7 9]	-114.00
Housing and Neighborhood Services[5]	233.75	235.75	224.75[5]	224.75	–
Human Resources[2]	55.00	61.00[2]	60.00	62.00	2.00
Innovation and Technology	208.00	206.00	205.00	203.00	-2.00
Internal Audit	11.00	11.00	11.00	11.00	–
Mayor and City Council[6]	12.00	12.00	22.00[6]	29.00	7.00
Planning, Design, and Development	139.00	144.00	145.00	146.00	1.00
Police[4 5]	2,458.50	2,498.50	2,418.50[4 5]	2,419.50	1.00
Solid Waste Services	320.00	321.00	321.00	327.00	6.00
Special Initiatives[2 5]	–	12.00 [2]	23.00[5]	23.00	–
Strategy and Budget	16.00	17.00	15.00	16.00	1.00
Transportation[9]	412.75	411.75	408.00	532.00[9]	124.00
Total General Fund	**5,840.50**	**5,855.00**	**5,858.25**	**5,903.25**	**45.00**
Aviation	829.00	907.00	954.00	975.00	21.00
Charlotte Area Transit System[8]	644.75	660.75	664.00	679.00[8]	15.00
Charlotte Water	1,106.00	1,106.00	1,126.00	1,181.00	55.00
Storm Water	243.00	255.00	258.00	264.00	6.00
Total Enterprise Funds	**2,822.75**	**2,928.75**	**3,002.00**	**3,099.00**	**97.00**
Fleet Management[1]	–	126.00[1]	129.00	133.00	4.00
Risk Management	24.00	24.00	25.00	26.00	1.00
Total Internal Services Funds	**24.00**	**150.00**	**154.00**	**159.00**	**5.00**
Public Safety Communications Fund	22.00	22.00	22.00	22.00	–
Total Special Revenue Funds	**22.00**	**22.00**	**22.00**	**22.00**	**–**
Total All Funds	**8,709.25**	**8,955.75**	**9,036.25**	**9,183.25**	**147.00**

[1] FY 2025 included the realignment of 124.0 FTEs from the Fleet division in General Services to the new Fleet Management Fund.

[2] FY 2025 realigned 8.00 FTEs from the City Manager's Office, General Services, and Human Resources to Special Initiatives.

[3] FY 2026 included the realignment of 13.00 FTEs from Charlotte Business Inclusion and 57.00 FTEs from the Procurement division in General Services to form the new Contracting and Procurement Department.

[4] FY 2026 included the realignment of 90.00 FTEs from the Animal Care and Control division in Police to General Services.

[5] FY 2026 included the realignment of 8.00 FTEs from Housing and Neighborhood Services, 1.00 FTE from Police, and 2.00 FTEs from Community Relations to Special Initiatives.

[6] FY 2026 included the realignment of 10.00 FTEs from Communication and Marketing to Mayor and City Council.

[7] FY 2027 includes the realignment of 3.00 FTEs from Contracting and Procurement to General Services for Asset Recovery and Disposal.

[8] FY 2027 includes the realignment of 6.00 FTEs from the City Attorney's Office and 9.00 FTEs from Contracting and Procurement to CATS.

[9] FY 2027 includes the realignment of 120.00 FTEs from General Services to Transportation.

OVERVIEW

CITY OF CHARLOTTE

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Overview of the Budget Process

The budget is an instrument to set policy and summarize public services provided by the city. It is the annual plan for coordinating revenues and expenditures. The city's annual budget is based on a July 1-June 30 fiscal year and is guided by five City Council-adopted Strategic Priorities:

- Well-Managed Government,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

Each Strategic Priority contains policy initiatives driven by the needs of the community and the organization. The budget process is used to assess and allocate resources to achieve optimal service delivery and advance progress in achievement of the Strategic Priorities.

The operating and capital budgets are developed in two phases:

1. Budget policy development, which is composed of the following:
    - City Council engagement regarding policy direction,
    - Department services review,
    - Staff engagement on performance management activities, and
    - Community outreach and feedback through the Budget Community Input Survey, Budget Engagement Sessions, and Balancing Act exercise.

2. Budget deliberations and adoption, which are composed of the following:
    - A presentation of the City Manager's Proposed Budget to the Mayor and City Council,
    - Community engagement and feedback through the Public Hearing process,
    - Budget adjustments by City Council, and
    - City Council adoption of the budget by June 30.

Budget Policy Development – Phase One (October – April)

The budget process is guided by budget principles. The process begins in the fall with internal Budget Kick-off events. During these events, departments receive information pertaining to:

- Key dates and submittals for department budgets,
- Federal and state legislative activities,
- Revenue projections, and
- The budget impact of achieving the vision set forth in City Council's Strategic Priorities.

In December, City Council formally approves the regular meeting and budget schedule for the upcoming calendar year. The budget schedule includes: an Annual Strategy Meeting; Council Budget, Governance, and Intergovernmental Relations Committee Meetings; Budget Workshops; and several Council budget review meetings to discuss key components of the budget once it has been proposed by the City Manager.

The Annual Strategy Meeting allows the city's Executive Team and department directors to provide an overview of the economic environment and potential operating and capital budget considerations for the upcoming year. During the strategy meeting, the Mayor and City Council also discuss key policy activities occurring at the federal, state, and local levels and how these activities may impact the community. The results of these discussions are reflected as policy initiatives in the strategic priorities. Additionally, city departments provide relevant information on key initiatives for the upcoming year, recognizing further guidance may be provided from the Mayor and Council during the Budget, Governance, and Intergovernmental Relations Committee Meetings and the Council Budget Workshops.

Budget Policy Development – Phase One (continued)

Between February and April, several meetings are held to continue discussions related to key components of the city's operating and capital budgets. As a part of FY 2027 budget development, Strategy and Budget held an in-person "Budget 101" session to kick off the city's budget engagement process, introduce key concepts, and answer any questions participants had. This event was followed by a virtual Budget Listening Session. During each meeting, participants were able to engage with staff, learn about the city's budget process, and provide comments on the city's budget priorities. City Council is engaged through two different series of meetings: Council Budget, Governance, and Intergovernmental Relations Committee Meetings and Council Budget Workshops.

The Council Budget, Governance, and Intergovernmental Relations Committee is responsible for providing input on the budget process and previewing planned Budget Workshop agenda topics. This committee provides input on issues and initiatives related to budget priorities in advance of the Budget Workshops.

Through the phase of Council Budget Workshops, city staff present key components of the city's operating and capital budgets, enterprise fund budgets, and issues specific to the upcoming budget year. The entire Council provides feedback and presents considerations for staff to analyze as the City Manager develops the proposed budget.

The budget policy development phase culminates in May when the City Manager proposes a budget to be considered by City Council.

Budget Deliberations and Adoption – Phase Two (May – June)

The City Manager presents the proposed budget to Council at the beginning of May, followed by the opportunity for the community to provide feedback at the Budget Public Hearing. Council has opportunities to adjust the City Manager's Proposed Budget during the Budget Adjustments and Straw Votes Meetings. The process occurs as follows:

1. A Budget Public Hearing is held to allow members of the community to provide feedback on the proposed budget.

2. City Council offers any desired budget adjustments during the Budget Adjustments Meeting. Those adjustments that garner five or more votes move forward for further analysis and inclusion in the Council Straw Votes Meeting.

3. At a later date, Council reconvenes for the Budget Straw Votes Meeting. Any proposed adjustment that receives six or more votes advances for inclusion in the final budget ordinance proposed for adoption.

4. Budget Adoption at a Council Business Meeting must occur no later than June 30 of each year. The budget is formally adopted by City Council by passing a budget ordinance.

5. After the budget is adopted by Council, the Department of Strategy and Budget coordinates with Finance and other city departments to close out the current fiscal year budget, enter budget data into the city's financial system, and complete budget-related documents and publications. For the adopted budget to be amended, an action item and ordinance must be brought before City Council and approved by a majority vote.

FY 2027 Budget Process

PHASE I - BUDGET POLICY DEVELOPMENT

October 2025

FY 2027 Operating and FY 2027-2031 and Capital Budget Kick-off

December 2025

City Council Business Meeting

- Review and approve FY 2027 Budget Meeting Schedule

February 2026

Council Budget, Governance and Intergovernmental Relations Committee Meeting

City Council Budget Workshop

- Budget Outlook and Strategy
- Capital Investment Plan

March 2026

City Council Annual Strategy Meeting[1]

Council Budget, Governance and Intergovernmental Relations Committee Meeting

- Water and Stormwater Budget Outlook

City Council Budget Workshop

- FY 2027 Capital Strategy

Public Budget Engagement Sessions

April 2026

Council Budget, Governance and Intergovernmental Relations Committee Meeting

- Aviation Budget Outlook
- Financial Partners

City Council Business Meeting

- CATS Budget Outlook

PHASE II - BUDGET DELIBERATIONS AND ADOPTION

May 2026

City Manager's Proposed Budget

Public Hearing on Proposed Budget

Council Budget Adjustments Meeting

June 2026

Council Budget Straw Votes Meeting

Budget Adoption

[1] The City Council Annual Strategy Meeting, which is normally held in January, was rescheduled in 2026 due to severe weather.

Budget Engagement

The city's budget engagement efforts focus on building relationships, encouraging participation, and creating meaningful opportunities for community dialogue. FY 2027 budget development efforts included a mix of major and minor events designed to inform residents, strengthen connections, and gather feedback on community priorities. A key highlight was the "Budget 101" session held in-person at Central Piedmont Community College, which drew 32 attendees and focused on providing foundational education about the city's budget and how it impacts residents' daily lives. Another major event, the Virtual Community Conversation, brought together representatives spearheading key city strategic initiatives (Housing, Workforce Development, and Mobility) to help attendees connect the impact of the city's capital investments and how strategic initiatives advance council's Strategic Priorities. With approximately 30 attendees, the session featured presentations followed by breakout discussions where participants could ask questions and engage directly with staff.

Budget Engagement Sessions

In addition to these larger events, the city engaged with several community groups through smaller, targeted sessions, including the League of Women Voters, Charlotte International Cabinet, UNC Charlotte MPA Program, the Community Relations Committee, and Leadership Charlotte. These engagements helped reach diverse audiences and expand opportunities for dialogue.



Budget Balancing Act

The Balancing Act exercise allows residents to prepare their own version of the budget by adjusting expenses and revenues to achieve a balanced budget. Simulations were submitted, and the results give valuable insight into the priorities of the community, and what the public sees as the best way to allocate funding to achieve those priorities.

Budget Community Input Survey

The annual budget community input survey was designed by the Strategy and Budget Department and distributed with the help of various city departments, including Communication and Marketing, Housing and Neighborhood Services, Human Resources, and the city's Constituent Services division within Mayor and City Council. For FY 2027 budget development, the survey was enhanced with features designed to capture real, experience-based context — moving beyond participation counts to provide a more actionable understanding of how residents experience city services and priorities. This year's survey had over 1,695 participants.

Strategic Priority	Rank*
Safe Communities	1
Great Neighborhoods	2
Well-Managed Government	3
Transportation	4
Workforce Development	5

***As ranked by survey respondents**

Financial Planning

Every fall, city staff begin preparing materials for the upcoming budget cycle. During this time, department budgets are reviewed, budget software is updated, proposals are submitted, and long-term planning begins. Strategy and Budget plays a key role in this process by coordinating with departments, engaging with the public, and working alongside the City Manager to advance Council's Strategic Priorities. From a financial planning standpoint, Strategy and Budget incorporates different financial components that help develop a better understanding of funding levels for the upcoming fiscal year. Revenue forecasts are created, debt capacity is reviewed, and levels of current expenditures are evaluated. These three examinations, along with the Strategic Priority framework set by Council, guide and prioritize funding programmed for initiatives and city services.

Strategic Priorities

The City of Charlotte's Strategic Priorities influence long-term financial planning. These priorities are set by City Council, which provides direction and policy guidance. Council-adopted Strategic Priorities include:

- Well-Managed Government,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

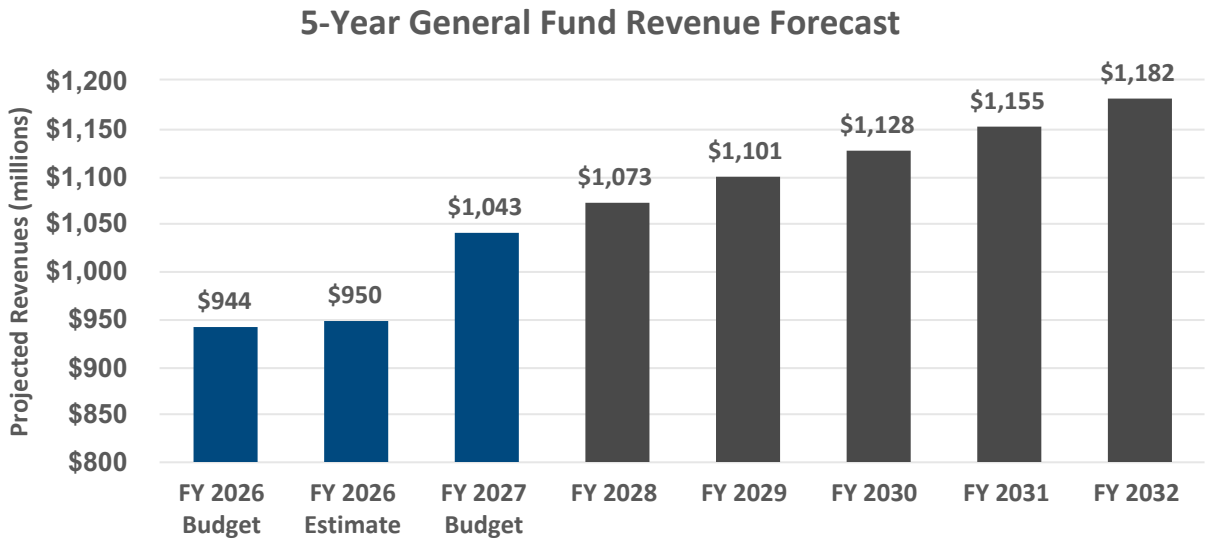
Specific goals within these priorities set a framework for the efforts of staff and Council throughout the upcoming year and guide investments through the annual budget process. At the March 2026 Annual Strategy Meeting, Council reaffirmed their five Strategic Priorities. While the five priorities are listed separately and may be discussed in a stand-alone fashion, there is significant connectedness in terms of the goals and objectives across all. The Well-Managed Government Priority, stands as a fundamental priority inclusive of a commitment to, and focus on, advancing equity across all services and opportunities, engaging the community, and safeguarding the environment.



In the State of North Carolina, municipalities are required by law to approve a balanced budget. Revenue growth is one of the main factors for determining funding levels for future years. A five-year revenue growth forecast is prepared annually as a tool to guide policy and decision-making. By evaluating economic and fiscal conditions, staff can identify important trends that may impact future revenue and expenditure levels, and thus, provide necessary information for policy and decision-makers to adjust to fluctuating conditions. This analysis provides a robust picture of the financial climate the city is operating in today and is likely to experience in the near-future.

5-Year General Fund Revenue Forecast (amounts shown in millions)

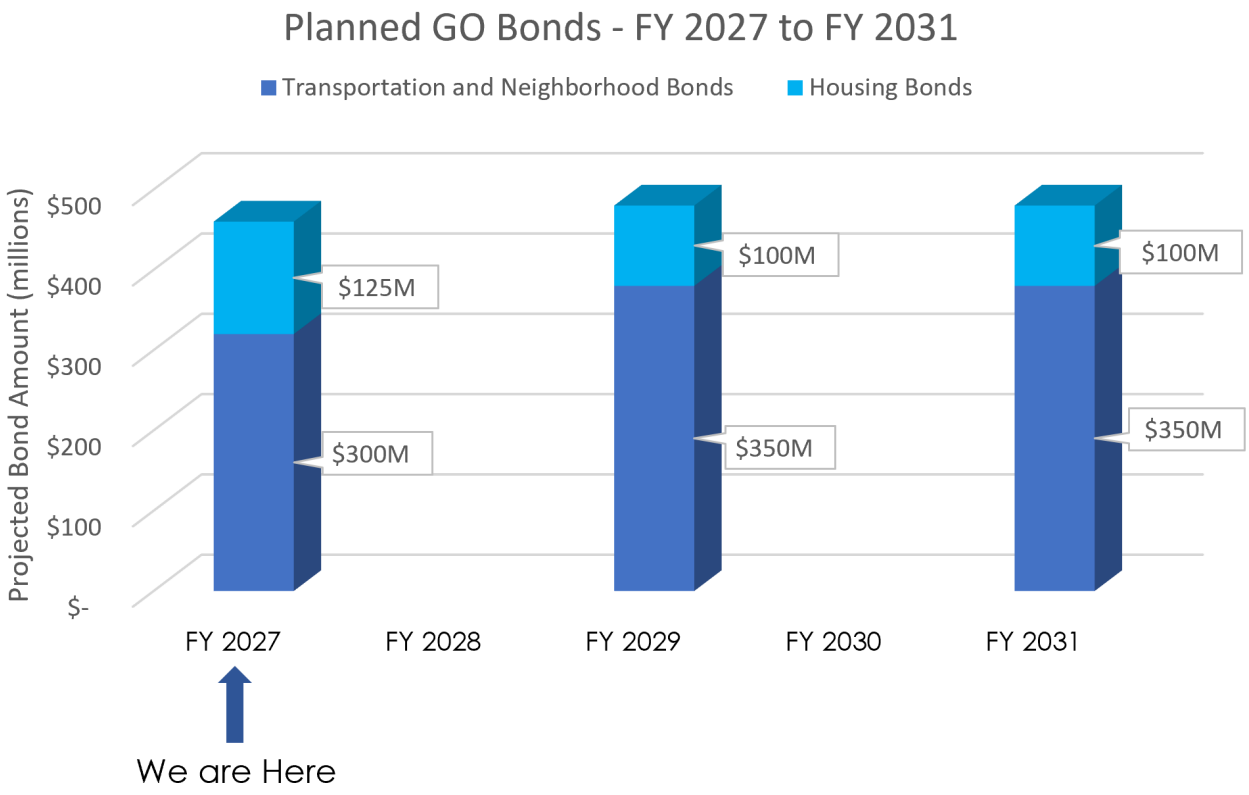
Moderate Scenario					**Forecast**				
	FY 2026 Budget	**FY 2026 Estimate**	**FY 2027 Budget**	**FY 26-FY 27 Growth**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Property Tax	$494.9	$498.3	$584.1	$89.2	$595.8	$607.7	$619.9	$632.3	$644.9
Sales Tax	$153.4	$154.3	$160.1	$6.7	$165.7	$171.5	$177.5	$183.7	$190.2
Utility Franchise Tax	$63.9	$63.7	$64.9	$1.0	$65.6	$66.2	$66.9	$67.6	$68.3
County Payment for LESD	$19.9	$19.9	$20.8	$0.9	$21.2	$21.6	$22.1	$22.5	$22.9
Solid Waste Fee	$44.8	$44.5	$49.7	$4.9	$53.9	$58.0	$59.8	$61.5	$63.4
Other Revenues	$166.7	$169.1	$163.0	($3.6)	$171.0	$176.1	$181.4	$186.9	$192.5
Total	**$943.5**	**$949.8**	**$1,042.6**	**$99.1**	**$1,073.2**	**$1,101.1**	**$1,127.6**	**$1,154.5**	**$1,182.2**



Long-Term Financial Planning – Capital Investment Plan and Five-Year Debt Forecast

The city's Capital Investment Plan (CIP) for long-term capital infrastructure is a multi-year plan that makes investments to support the growth, vitality, and quality of life of the community. Consistent with best practices, the city annually proposes a five-year CIP. The first year of the plan is adopted by City Council while the remaining four years are provided as a plan. Affordability for capital projects is determined annually using comprehensive debt models that evaluate revenues dedicated to capital, future debt service requirements, and city financial policies. The models measure the ability to issue debt, within the constraints of financial policies, that can be fully repaid with existing or planned revenues.

Debt is one component of a comprehensive capital planning program used to advance strategic initiatives. General Obligation (GO) Bonds and Certificates of Participation (COPs) are two types of debt the city evaluates within the municipal debt service fund when considering long-term affordability. In 2018, the city introduced the "Steady State," by which the Capital Investment Plan is adjusted annually based on the current economic forecast and financial capacity. Key drivers for this model include revised revenue assumptions, projected construction spend rate, and the cost of borrowing. This model helps staff determine funding for capital projects and other long-term expenditures that may arise as economic conditions and priorities transform.



Fund Descriptions

Major Governmental Funds

Funds are accounting groups that the city uses to keep track of specific sources of funding and spending for particular purposes. Some funds are required by state statutes. Other funds are established to control and manage resources designated for specific purposes.

The city uses three types of funds:

1. **Governmental Funds** – Most of the city's basic services are included in governmental funds, which are reported using the modified accrual accounting basis and a current financial resources measurement focus.

   The city adopts an annual budget for the General Fund, as required by state statutes. A budget comparison statement is presented in the Annual Comprehensive Financial Report (ACFR) for the General Fund using a budgetary basis.

   Major Governmental Funds include:

   General Fund – The city's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

   Debt Service – Accounts for the financial resources accumulated and payments made for principal and interest on debt of governmental activities.

   Capital Projects – Accounts for financial resources used for the acquisition, construction, and improvement of capital equipment and facilities. These financial resources are primarily proceeds from bonds, other financing agreements, and taxes.

2. **Proprietary Funds** – Services for which the city charges customers a fee are generally reported in proprietary funds. The city uses two types of proprietary nongeneral funds: Enterprise Funds and Internal Service Funds.

   Enterprise Funds include:

   Aviation – Accounts for the operation of the Charlotte Douglas International Airport, owner/ operator of the city's commercial service airport.

   Public Transit – Accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.

   Storm Water – Accounts for the operation of Charlotte Storm Water Services, administrator of stormwater programs and policies.

   Water and Sewer – Accounts for the operation of Charlotte Water, provider of water and wastewater services.

Internal Services Funds are used to account for goods and services that predominantly benefit other city funds and departments or other governments. These funds include:

Risk Management Fund – Accounts for the general insurance program of the city, as well as risk management services provided on a cost-reimbursement basis to other governmental units and agencies in Mecklenburg County.

Employee Health and Life Fund – Accounts for funds contributed by the city and employees for health and life benefits.

Fleet Management Fund – Accounts for maintenance, repair, commissioning, and decommissioning services for the city's fleet of vehicles.

3. **Fiduciary Funds** – The city is the trustee, or fiduciary, for the Charlotte Firefighters' Retirement System and the Employee Benefit Trust. The city is responsible for ensuring that the assets reported in these funds are used for their intended purposes. The city cannot use these assets to finance its operations. These funds account for:

   - Resources accumulated for the provision of benefit payments to members and beneficiaries of the Charlotte Firefighters' Retirement System, and
   - Resources accumulated for the provision of other post-employment benefit payments for retirees and their beneficiaries.

Fund Descriptions

Non-Major Governmental Funds

Special Revenue Funds

Special Revenue Funds are used to account for proceeds from specific revenue sources (other than funding for major capital projects) that are restricted to expenditures for specified purposes.

- Convention Center Tax Fund – Accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.
- Emergency Telephone System Fund – Accounts for revenues distributed by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.
- General Grants Fund – Accounts for revenue from many of the federal, state, and local grants that the city receives on an annual basis. This grant funding is typically required to be used for a specific purpose, such as public safety, transportation, planning, community relations, or other governmental activities.
- Neighborhood Development Grants Fund – Accounts for grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low- and moderate-income.
- Municipal Services District Fund – Accounts for revenues from property tax on properties within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.
- NASCAR Hall of Fame Tax Fund – Accounts for room occupancy tax to be used for the NASCAR Hall of Fame.
- Powell Bill Fund – Accounts for funds distributed by the state on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.
- Public Safety Communications Fund – Accounts for contributions from City of Charlotte departments and regional partners to be used for the support of the regional public safety radio network.
- Tourism Operating Fund – Accounts for room occupancy and other tax revenues to be used for tourism purposes.

Permanent Fund

A Permanent Fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used.

- Perpetual Care Fund – Accounts for monies held by the city for cemetery maintenance.



Vi Lyles
MAYOR



Dimple Ajmera
AT LARGE



James Mitchell Jr.
MAYOR PRO TEM
AT LARGE



LaWana Mayfield
AT LARGE



Danté Anderson
DISTRICT 1



Dr. Victoria Watlington
AT LARGE



Malcolm Graham
DISTRICT 2



Ed Driggs
DISTRICT 7



Joi Mayo
DISTRICT 3



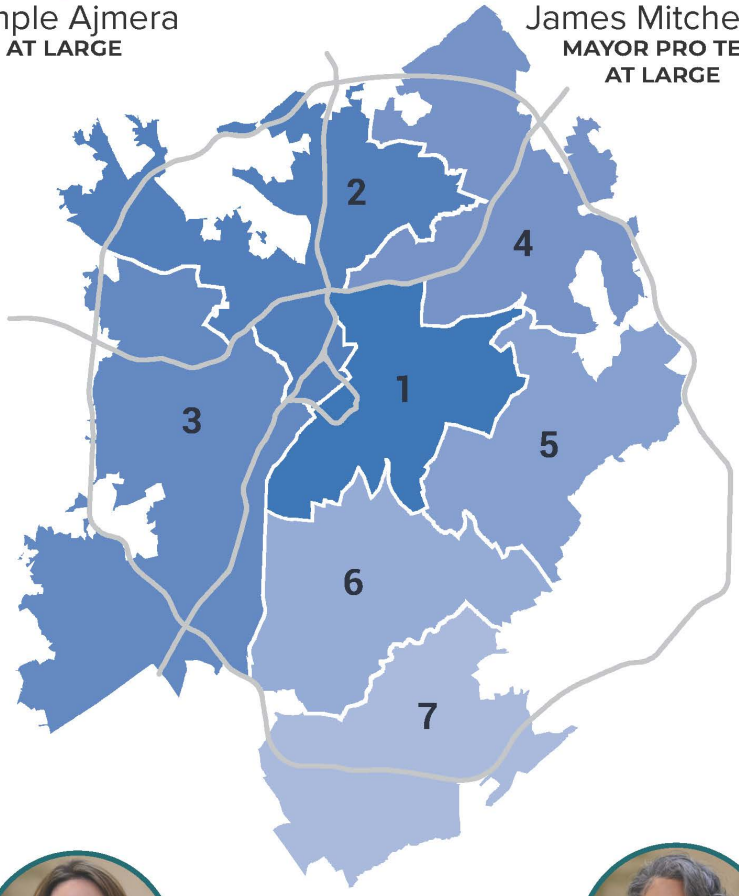
Kimberly Owens
DISTRICT 6



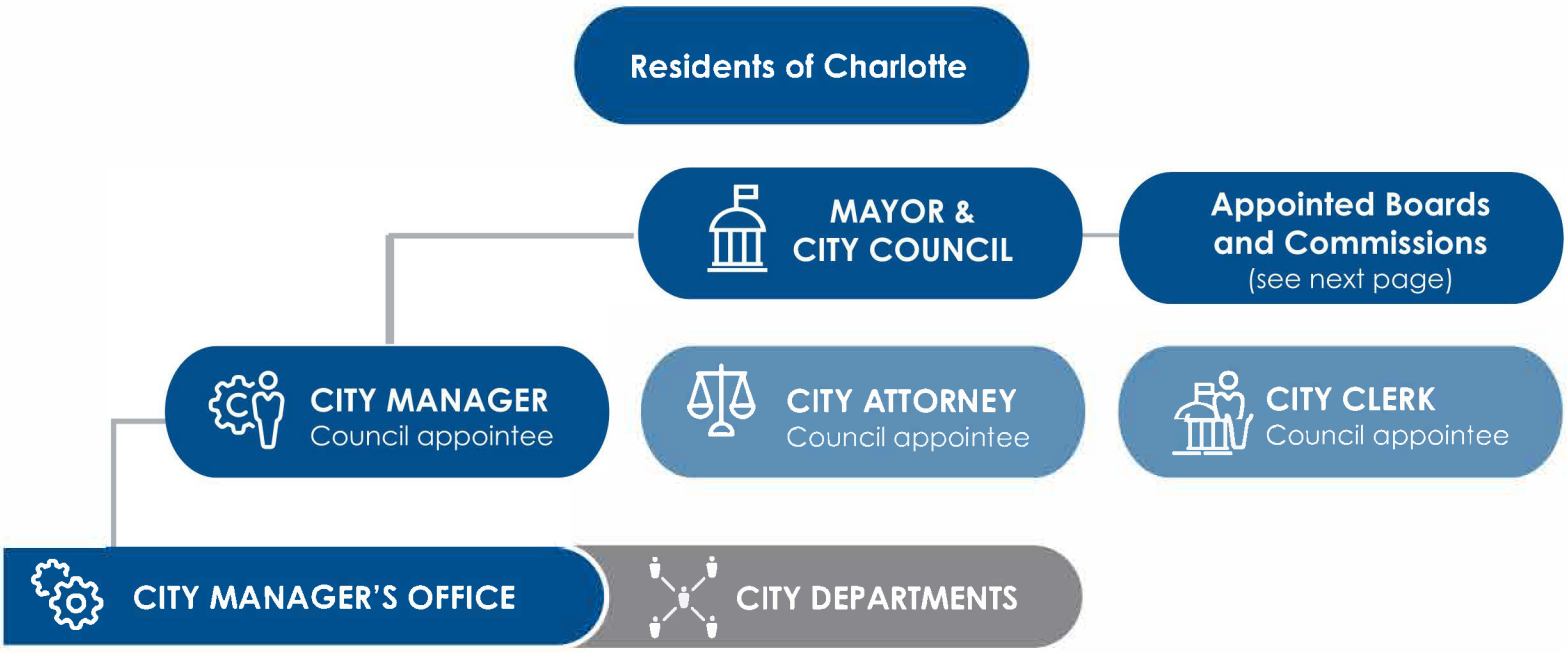
Reneé Johnson
DISTRICT 4



JD Mazuera Arias
DISTRICT 5



CITY OF CHARLOTTE ORGANIZATION



- Aviation
- Charlotte Area Transit System
- Charlotte Water
- Communication and Marketing
- Community Relations
- Contracting and Procurement
- Economic Development
- Finance
- Fire
- General Services
- Housing and Neighborhood Services
- Human Resources
- Innovation and Technology
- Internal Audit
- Planning, Design, and Development
- Police
- Solid Waste Services
- Special Initiatives
- Strategy and Budget
- Transportation

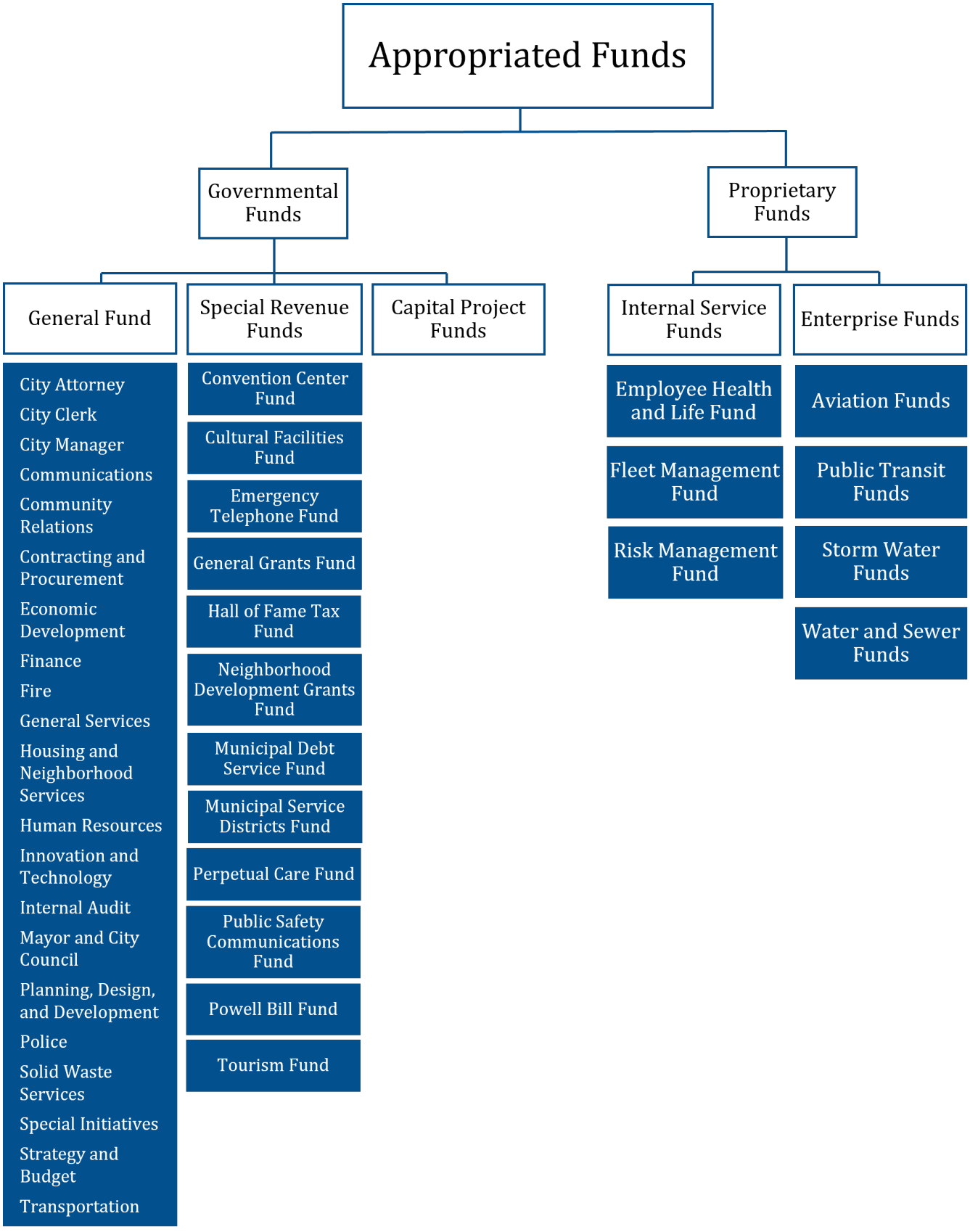
Organizational Chart

Active Appointed Boards

- Agricultural Advisory Board
- Alternative Compliance Review Committee
- Arts & Science Council Governance Board
- Bechtler Arts Foundation Board
- Bicycle Advisory Committee
- Business Advisory Committee
- Charlotte Area Fund Board of Directors
- Charlotte Business INClusion (CBI) Advisory Committee
- Charlotte International Cabinet
- Charlotte-Mecklenburg Public Access Corporation
- Charlotte Regional Visitors Authority
- Charlotte Tree Advisory Commission
- Charlotte Water Advisory Committee
- Citizens Review Board
- Civil Service Board
- Community Relations Committee
- Domestic Violence Advisory Board
- Firefighters' Relief Fund Board of Trustees
- Historic District Commission
- Historic Landmarks Commission
- Housing Appeals Board
- INLIVIAN Board of Commissioners
- Keep Charlotte Beautiful
- Metropolitan Public Transportation Authority Board of Trustees
- Mint Museum Board of Trustees
- NASCAR Hall of Fame Advisory Committee
- Neighborhood Matching Grants Fund
- Passenger Vehicle for Hire Board
- Planning Commission
- Public Art Commission
- Storm Water Advisory Committee
- Unified Development Ordinance Board of Adjustment
- Waste Management Advisory Board[1]

[1] The City of Charlotte does not appoint members directly to the Waste Management Advisory Board but rather, recommends candidates for appointment by the Mecklenburg County Board of County Commissioners.

Chart of Accounts



CITY PROFILE

CITY OF CHARLOTTE

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CITY OF CHARLOTTE

The City of Charlotte, located in Mecklenburg County, is in the Piedmont region of North Carolina and centered between the Appalachian Mountains and the Atlantic Ocean. Charlotte's location, business-friendly climate, educational and health care resources, and recreational and cultural amenities reinforce its status as a growing regional center in the Southeast.

Charlotte is consistently ranked among the fastest-growing cities in the U.S. With an estimated population of just over 1,000,000, Charlotte is the most populous city in North Carolina and the 14th largest city in the nation.

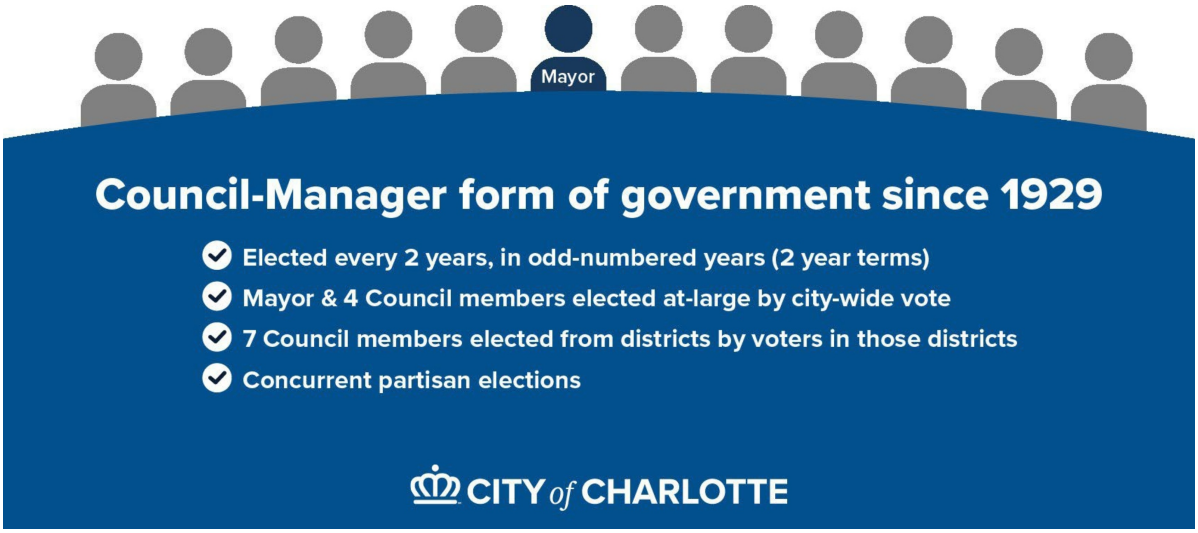
This city profile is a look into Charlotte's high quality of life and the many attractions that continue to bring new people and economic opportunity to the Charlotte community.

HISTORY AND LOCATION

- Charlotte was incorporated in 1768 and became the county seat in 1774.
- Referred to as the "Queen City", Charlotte earned its name from the German born Queen Charlotte, wife of England's King George III. The county earned its name from Queen Charlotte's birthplace, Mecklenburg, Germany.
- The city presently covers 314.8 square miles of the 523.6 square miles in Mecklenburg County.

GOVERNMENT STRUCTURE

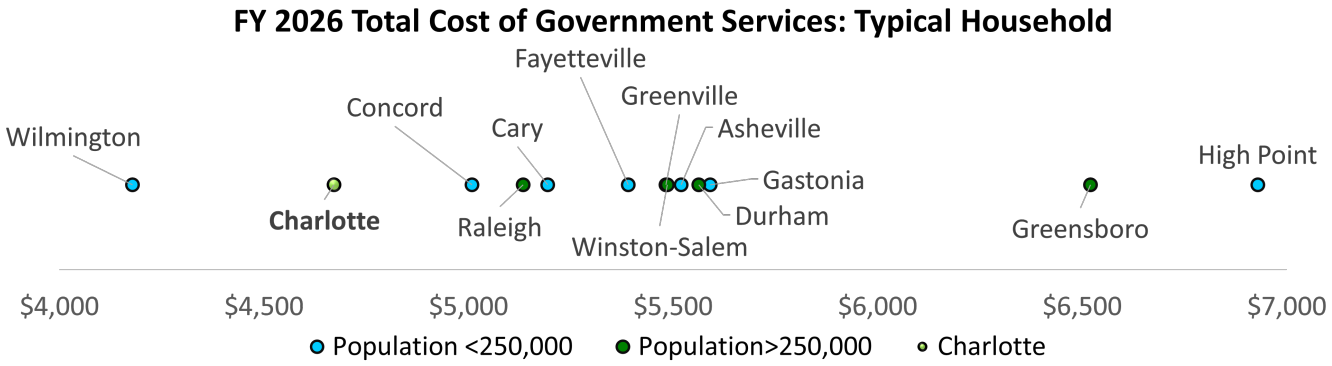
The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a Mayor and 11 additional members elected every two years on a partisan basis. The Mayor and four City Council members are elected at-large by a citywide vote. The remaining seven Council members are elected by district.



City Council is responsible for appointing the City Manager, City Attorney, City Clerk, and members of various boards and commissions. City Council enacts ordinances, resolutions, and orders; approves the annual budget; sets the tax rate; and approves the financing of all city operations. The City Manager is responsible for the daily operations of the organization and implementing the policies set by City Council.

COST OF GOVERNMENT

The City of Charlotte shines in its ability to deliver outstanding public services, while also maintaining the lowest property tax rate among the 12 largest cities in North Carolina. The graph below shows the cost of local government service for a typical household and includes city property taxes, county property taxes, water/wastewater, stormwater, solid waste, and local sales tax costs. Based on a home value of approximately $359,700, Charlotte is the lowest among all cities in North Carolina with 250,000 or more residents.

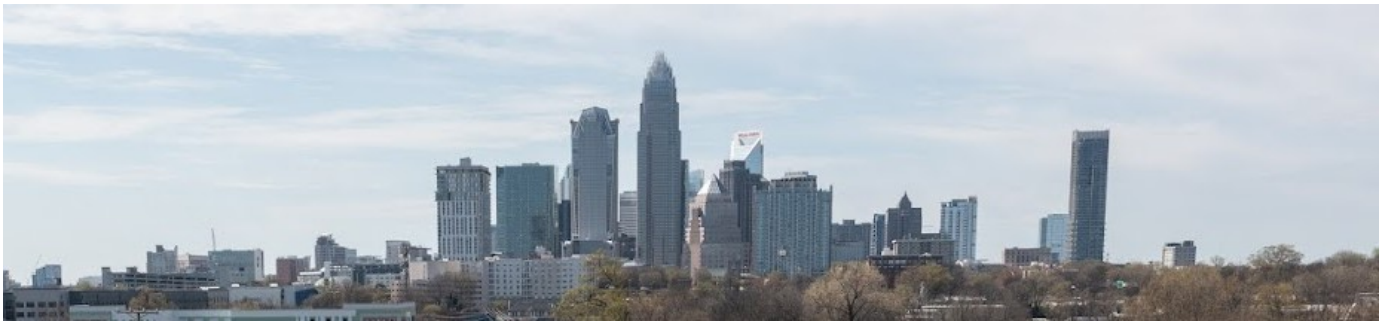


POPULATION AND DEMOGRAPHICS

With an estimated population of just over 1,000,000, Charlotte is the most populous city in North Carolina and the 14th largest city in the nation. Charlotte has been one of the fastest growing cities in the country. Many factors have attracted new residents and businesses to the region, including diverse employment opportunities, a relatively low cost of living, and the city's unique character. Charlotte is expected to continue to experience a high growth rate of 1.7 percent over the next 20 years, which equals more than 385,000 new residents in the Charlotte area by 2040.







BUSINESS CLIMATE

Charlotte enjoys a vibrant, active, and highly diversified economy that continuously supports business development and expansion for companies of all sizes. The city has become a key player in attracting new talent and innovative companies while also focusing on supporting the growth of small businesses and startups. Charlotte is a city that works hard and plays even harder, with a booming business landscape that welcomes newcomers into a robust and resilient community.

Charlotte is consistently recognized for being a top place to live, work, and play:

- #2 In the U.S in Job Growth the Last Year (U.S Bureau of Labor Statistics, 2026)
- #5 Best Places to Live in the U.S. (U.S. News & World Report, 2025-2026)
- #7 Most Livable City in the U.S. (Global Livability Index, 2025)
- #7 Most Diverse Cities in America (WalletHub, 2025)
- #13 Among the 100 largest cities to start a business (WalletHub, 2025)

For 2026, the Milken Institute ranked Charlotte as 23rd on its list of Best-Performing Cities: Mapping Economic Growth among large metros. Charlotte is home to six Fortune 500 Companies:

- Bank of America
- Honeywell International
- Nucor
- Truist Financial
- Duke Energy
- Sonic Automotive

Banking

With 13 banks based throughout Charlotte, the city has become nationally recognized as a hot spot for the financial services industry. Charlotte is also home to two of the top ten largest banks' headquarters and ranks as the nation's second largest banking center. Bank of America Corporation, the nation's second largest bank with $3.41 trillion in consolidated assets, and Truist Financial, the nation's seventh largest bank with $544 billion in consolidated assets, are headquartered in Charlotte. Charlotte's strength in a banking headquarters is foundational to the region's economic success.

Distribution Hub

The Charlotte region is strategically located between major ports and inland cities, and the region's location allows for two-day truck delivery to New York, Chicago, and Miami. Transportation assets in the region include Charlotte Douglas International Airport (CLT), four interstate highways (I-85, I-77, I-485, and I-40), an inland terminal, and two intermodal facilities. Charlotte is also the center of the country's largest consolidated rail system with two major railroads, Norfolk Southern Railway and CSX Transportation.

HEALTHCARE

Charlotte and Mecklenburg County are served by a number of healthcare providers ranging from nationally recognized hospital systems to specialized practices.

Atrium Health operates or manages more than 40 hospitals and more than 1,400 care locations across the Carolinas and Georgia. Atrium Health partnered with Wake Forest University's School of Medicine Charlotte campus in 2024 to offer clinical rotations for medical students. In 2025, IRCAD North America, a non-profit subsidiary of Atrium Health, partnered with Medtronic to build a world-class training and education center in Charlotte for surgeons and medical professionals in cardiovascular, neuroscience, and minimally invasive surgical specialties.

Novant Health is a four-state integrated network of physician clinics, outpatient centers, and hospitals. With a 624-bed medical center and more than 700 physicians on staff, Novant Health Presbyterian Medical Center is one of the largest medical facilities in the region and has been designated a Magnet Hospital by the American Nurses Credentialing Center.

VISITOR AND CULTURAL EVENTS

A healthy tourism sector raises the region's profile with visitors, showcases the community's southern hospitality, and helps support broader economic development initiatives by generating revenue to invest in the community.

Charlotte's Venues

Charlotte Regional Visitors Authority (CRVA), a community partner of the city, focuses on tourism promotion and facility management for venues such as the Bojangles' Coliseum, Charlotte Convention Center, Ovens Auditorium, and Spectrum Center.

Additionally, CRVA operates the NASCAR Hall of Fame complex. The complex includes the NASCAR Hall of Fame; a 150,000-square-foot museum; a 102,000-square-foot expansion to the Convention Center, including a 40,000-square-foot ballroom and the NASCAR Plaza; and a 19-story, 393,000-square-foot Class A office tower.

The tourism industry in the Charlotte region creates jobs and improves the quality of life for the entire community. The Charlotte region leads the Carolinas in tourism impacts with an estimated 33 million visitors and $9.1 billion in direct visitor spending annually. Charlotte is a destination of choice for tourism, conventions, and special events including:

- National sports with the Carolina Panthers (NFL) and Charlotte Football Club (MLS) at Bank of America Stadium, Carolina Ascent Football Club (USLS) at American Legion Memorial Stadium, the Charlotte Hornets (NBA) at the Spectrum Center, and the Truist Championship (PGA), which is held in Charlotte each spring.
- Minor-league sports with the Charlotte Knights (a Triple-A affiliate of the MLB's Chicago White Sox) at Truist Field, the Charlotte Checkers (an AHL affiliate of the NHL's Florida Panthers) at Bojangles' Coliseum, and the new professional women's basketball team, the Charlotte Crown (UpShot League), which will begin play at the Bojangles Coliseum in 2026.
- Live music and performances at Charlotte's major concert venues, including Bank of America Stadium, the Spectrum Center, PNC Music Pavilion, and the AvidXchange Music Factory.
- Art, culture, and science at the Bechtler Museum of Modern Art, the Knight Theater, the Harvey B. Gantt Center for African American Arts & Culture, the Mint Museum, the North Carolina Blumenthal Center for Performing Arts, the Charlotte Nature Museum, and the Discovery Place Museum.

Cultural Events

Charlotte is host to nationally recognized parades and gatherings each year, attracting visitors and locals alike. Charlotte hosts several unique, fun, and memorable events throughout the year including the Around the Crown 10k, where runners race around Uptown along I-277, and the Charlotte SHOUT Festival, a celebration of food, arts, culture, and community. Along with these events, Charlotte hosts several festivals and parades for every season that provide recognition to the city's diverse community and welcomes all residents and visitors to enjoy Charlotte in ways unique to their interests.



EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools

Charlotte Mecklenburg Schools (CMS) is the 16th largest school system in the nation with approximately 144,400 students representing 177 countries of origin and speaking 151 native languages. CMS is a consolidated city-county public school system bringing together 18,079 employees with more than 41,000 mentors and volunteers across 186 schools to prepare students to be leaders in a globally competitive world.



Higher Education

The greater Charlotte region is home to many institutions of higher learning, including the state's third-largest university, the state's second-largest community college, and a premier culinary school.

- Central Piedmont Community College offers nearly 300 associate degrees, diploma, and certificate programs at eight campuses throughout Mecklenburg County.
- Davidson College, a liberal arts college in Davidson, North Carolina, serves over 2,000 students.
- Johnson & Wales University's Charlotte campus, home to more than 1,100 students, offers more than 21 degrees ranging from baking and pastry arts, to fashion merchandising and retailing, to corporate accounting and financial analysis.
- Johnson C. Smith University is a Historically Black College and University (HBCU) with over 1,300 students, offering 23 undergraduate degrees and one graduate degree.
- Queens University of Charlotte offers 50 majors, 58 minors, and 35 graduate and certificate programs.
- University of North Carolina at Charlotte (UNCC) is a public urban research institution that offers 171 bachelor's degrees, 68 graduate degrees, and 24 doctoral degrees through eight professional colleges. UNCC has recently joined the top tier of research institutions with its R1 Classification given by the Carnegie Classification of Institution of Higher Education.
- Wake Forest University School of Medicine Charlotte offers one of the top-ranked third-year MD Program clerkships in the nation. The school provides medical students with opportunities in their third- and fourth-year clinical rotations at Atrium Health locations in Charlotte.

There are other opportunities for secondary education in the Charlotte area. Other major colleges and universities with a presence in Mecklenburg County include the Carolinas College of Health Sciences, Northeastern University, the University of North Carolina at Chapel Hill, the University of South Carolina, Pfeiffer University, Wingate University, and Gardner-Webb University.

CITY OF CHARLOTTE

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STRATEGIC PRIORITIES & PERFORMANCE MEASURES

CITY OF CHARLOTTE

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STRATEGIC PRIORITIES

City Council's Strategic Priorities guide and organize performance measure outcomes to meet Council-approved plans, frameworks, and policies. For the fourth year in a row, City Council approved the same framework of Strategic Priorities, reaffirming the commitment and importance of continuity to measure outcomes. A list of Council's five Strategic Priorities and a brief description of each are provided below.

Well-Managed Government

- Ensuring the city demonstrates inclusivity, transparency, and rigor through a commitment to and focusing on: community engagement, equity, and safeguarding the environment; leadership in financial stewardship; reviewing best practices; and maintaining consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

Great Neighborhoods

- Focusing on comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

Safe Communities

- Ensuring neighborhoods are safe, healthy, and inclusive, with a focus on policing, fire protection, and community relations.

Transportation and Planning

- Anticipating and planning for the growth of the community by addressing growth with strategic investments, building and maintaining a comprehensive transportation network, and implementing placemaking strategies that encourage connection between neighborhoods and employment centers.

Workforce and Business Development

- Building and maintaining a successful business climate and workforce talent, including the number of jobs with sustainable wages/benefits, economic opportunity and digital inclusion for all residents, and encouraging business development, innovation, and entrepreneurship.

PERFORMANCE MEASURES

Strategic Priorities at the department level organize performance measure outcomes at the service level, which is a different perspective and expectation than the policy level. Departments highlight objectives, measures, and targets to demonstrate responsibilities of the department and how services advance Council's priorities. Performance measure outcomes within a department serve as the foundation for funding decisions to measure whether actions advance Council objectives and policies, and plainly show where investments are making an impact or where resources need to be programmed. A key to implementing impactful change is to monitor data over time and performance measures are a leading indicator towards meeting performance measure targets.

The performance management process is guided by the following concepts to advance the Strategic Priorities toward achieving Council's vision through objectives, measures, and targets.

- Objectives: Intended results and drivers which describe the desired outcome that, if achieved, will further progress in advancing the Strategic Priorities.
- Measures: Performance measures are metrics or indicators which assess progress towards meeting the objective.
- Targets: Serve as benchmarks and are established to evaluate the effectiveness of efforts in meeting the objectives.

An example of how performance measures are displayed through department pages is highlighted below through a multi-year lens:

Strategic Priority – Safe Communities				
Objective	**Measure**	**FY 2025 Actual**	**FY 2026 Target**	**FY 2027 Target**
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	100%	100%	100%

Charlotte Fire FY 2027 Performance Measure

Performance measure management is an ongoing part of the budget development cycle as data is reviewed for Budget Adoption, Mid-Year, and Year-End. Services are routinely analyzed through multi-year analysis to understand trends of investment and outcomes. Each department plays an important role in highlighting service delivery for the community.

GENERAL FUND

CITY OF CHARLOTTE

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DEPARTMENT BUDGETS

CITY OF CHARLOTTE

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City Attorney

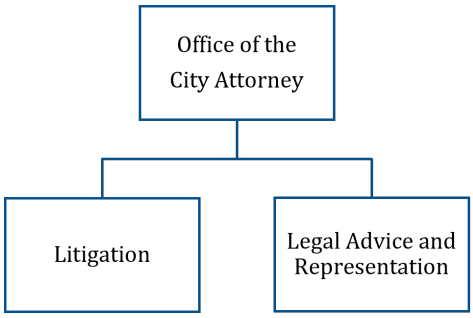
Mission Statement

Provide clear, consistent, and ethical representation to City Council and the city while being accessible, responsive, and effective in providing legal counsel of the highest quality.

Department Overview

- Provides legal advice and representation to the Mayor, City Council, City Manager, other city officials, and employees in their official capacities
- Represents the city, its officials, and employees in litigation filed by or against them in their official capacities
- Provides legal opinions to city officials and employees on city-related matters
- Drafts or reviews all ordinances and resolutions adopted by City Council
- Drafts or reviews contracts, leases, deeds, franchises, and other legal documents to which the city is a party

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed[1]	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$8,113,284	$8,828,710	$10,073,874	$9,626,111	-4.4%
Operating Expenses	$429,103	$677,641	$708,457	$724,457	2.3%
Department Charges	-$3,436,910	-$3,552,256	-$4,027,698	-$3,340,452	-17.1%
Total Expenditures	**$5,105,477**	**$5,954,095**	**$6,754,633**	**$7,010,116**	**3.8%**

[1] FY 2027 includes the realignment of 6.00 FTEs to the Charlotte Area Transit System.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$218,979
Provide additional non-personnel and specialty legal support Provide funds for technology and specialized legal services.	–	$67,000
Add a position to support Charlotte Water Add an Assistant City Attorney II to provide additional legal support to Charlotte Water. The costs of the position will be reimbursed by Charlotte Water, resulting in no General Fund impact.	1.00	$–
Add a position to support Planning and Transportation Add an Assistant City Attorney II to provide additional legal support to Planning and Transportation. The costs of the position will be reimbursed by user fee revenue, resulting in no General Fund impact.	1.00	$–
Support software maintenance Technical adjustment to provide funds for contractural increases in software licensing for legal research.	–	$2,354
Adjust department charges Technical adjustment to department charges for legal services provided to Enterprise fund departments. These services are reimbursed by other funds, resulting in no General Fund impact.	–	-$144,843
Transfer transit attorneys to the Charlotte Area Transit System (CATS) Realign transit-dedicated legal personnel to the CATS. These positions will transition to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027, along with other CATS positions. These positions have historically been reimbursed by CATS through a department charge, resulting in no General Fund impact.	-6.00	$–
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$97,902
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$67,444
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$53,353
Net Change	**-4.00**	**$255,483**

City Attorney

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Provide timely public record responses	Percent of public records requests responded to within two business days	90%	≥90%	≥90%
Strategic Priority Area: Workforce and Business Development				
Provide opportunities for law students to gain work experience in government practice	Number of internships provided	2	2	2
	Number of externships provided	1	1	1
Educate small business enterprise law firms of legal service opportunities with the city	Number of presentations held	2	2	2

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	1.00	1.00	1.00	2.00	1.00
Administrative Officer Senior	1.00	1.00	1.00	1.00	–
Assistant City Attorney I	4.00	4.00	1.00	2.00	1.00
Assistant City Attorney II	3.00	5.00	7.00	6.00	-1.00
Assistant City Attorney Lead	5.00	5.00	4.00	2.00	-2.00
Assistant City Attorney Senior I	10.00	8.00	11.00	13.00	2.00
Assistant City Attorney Senior II	8.00	10.00	11.00	7.00	-4.00
Assistant City Attorney Supervisor	3.00	3.00	4.00	5.00	1.00
City Attorney	1.00	1.00	1.00	1.00	–
Deputy City Attorney	1.00	1.00	1.00	1.00	–
Legal Analyst	–	–	–	1.00	1.00
Legal Secretary	1.00	1.00	–	–	–
Management Analyst	1.00	1.00	1.00	–	-1.00
Paralegal	6.00	–	–	–	–
Paralegal I	–	5.00	7.00	5.00	-2.00
Paralegal II	–	2.00	2.00	2.00	–
Department Total FTE	**45.00**	**48.00**	**52.00**	**48.00[1]**	**-4.00**

[1] FY 2027 includes the realignment of 6.00 FTEs to the Charlotte Area Transit System.

CITY OF CHARLOTTE

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City Clerk

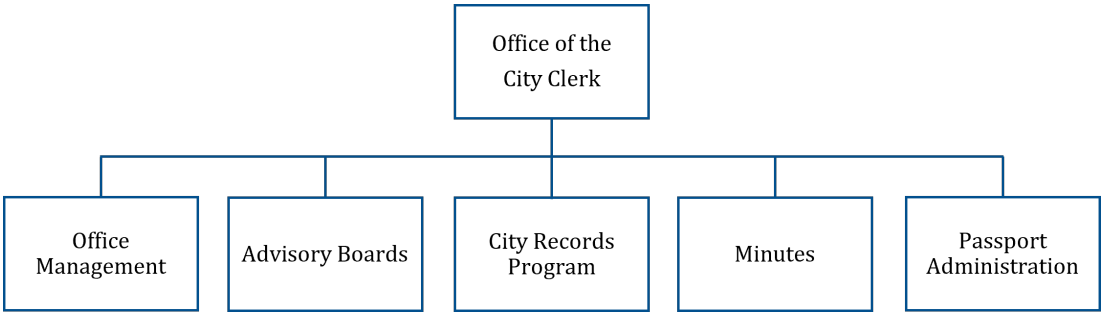
Mission Statement

Provide professional support and a high level of customer service to the Mayor and City Council, staff, and the public that encourages transparency and participation in city government, accessible and accurate public information, and official records while respecting the historical value of all materials entrusted to the office as custodians of the public's records.

Department Overview

- Maintains the Code of Ordinances
- Maintains a permanent history of government actions and administers the citywide records management program
- Creates, dispenses, and archives verbatim minutes of all City Council meetings
- Assists Mayor and City Council with record requests, oaths of office, the appointment process for boards and commissions, and the speakers list for City Council meetings
- Manages the city's Passport Acceptance Facility

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Licenses, Fees, and Fines	$170,080	$213,633	$265,634	$263,550	-0.8%
Total Revenues	**$170,080**	**$213,633**	**$265,634**	**$263,550**	**-0.8%**
Expenditures					
Personnel Services	$1,107,222	$1,111,421	$1,304,674	$1,380,577	5.8%
Operating Expenses	$254,161	$396,737	$232,335	$249,945	7.6%
Total Expenditures	**$1,361,383**	**$1,508,158**	**$1,537,009**	**$1,630,522**	**6.1%**
Net Expenditures	**$1,191,303**	**$1,294,525**	**$1,271,375**	**$1,366,972**	**7.5%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$32,186
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$29,449
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$14,267
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$17,611
Net Change	**–**	**$93,513**

City Clerk

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Maintain permanent history of government actions	Percent of meeting minutes completed, published to the web, and available for public access upon request within 30 days of original meeting	92%[1]	95%	95%
Certify, maintain, and process all official documents in a timely manner	Percent of official documents certified and processed within seven days of approval/receipt	100%	100%	≥90%
Enhance public access to government records	Number of public records requests received and completed within 30 days	81%[2]	≥90%	≥90%

[1] Performance was impacted in limited instances by meeting schedule changes and extended processing time for complex meetings, which affected achievement of the 30-day Target.

[2] Performance was impacted by a significant increase in request volume, legacy request processing, and transition to a new tracking system; however, these efforts have strengthened long-term records management and support improved performance tracking.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer	2.00	3.00	4.00	–	-4.00
Administrative Officer Lead	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	1.00	1.00	1.00	2.00	1.00
Administrative Specialist	3.50	4.00	3.00	5.00	2.00
Administrative Specialist Lead	–	–	–	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	–
Deputy City Clerk	1.00	1.00	1.00	1.00	–
Department Total FTE	**9.50**	**11.00**	**11.00**	**11.00**	**–**

CITY OF CHARLOTTE

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City Manager

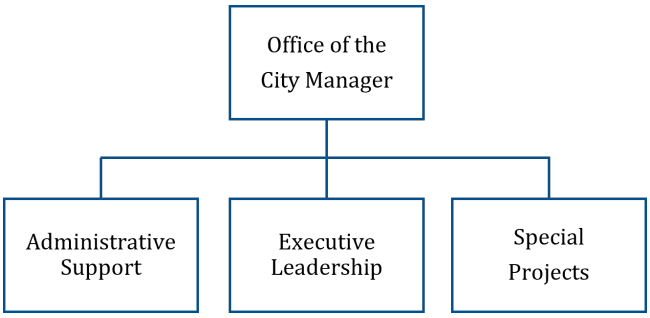
Mission Statement

Provide high-quality public service delivery and exceptional strategic leadership in the administration of Mayor and City Council priorities that promote safety, trust, and accountability, while improving the quality of life for all residents.

Department Overview

- Provides professional expertise and support to Mayor and City Council
- Provides organization-wide leadership and strategic direction for departments in the delivery of high-quality public services
- Maintains an organizational vision that utilizes data-driven strategies to invest in the city's future and ensure a well-managed government

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$2,907,858	$2,610,495	$3,141,307	$3,506,242	11.6%
Operating Expenses	$420,076	$664,755	$400,063	$278,288	-30.4%
Total Expenditures	**$3,327,934**	**$3,275,250**	**$3,541,370**	**$3,784,530**	**6.9%**

[1] FY 2025 included the realignment of 1.00 FTE and $300,408 from the City Manager's Office to an office within Special Initiatives.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$104,438
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$246,229
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$14,267
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$121,774
Net Change	**–**	**$243,160**

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Arts & Culture Officer	1.00	1.00	–	–	–
Assistant City Manager	3.00	3.00	–	–	–
Assistant to the City Manager's Office	1.00	1.00	1.00	1.00	–
Chief of Staff	–	–	1.00	1.00	–
City Manager	1.00	1.00	1.00	1.00	–
Deputy City Manager	1.00	1.00	5.00	5.00	–
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	–
Executive Assistant to the City Manager's Office	1.00	1.00	1.00	1.00	–
Intergovernmental Relations Manager	1.00	1.00	–	–	–
Special Assistant to the City Manager	2.00	1.00	1.00	1.00	–
Department Total FTE	**12.00**	**11.00[1]**	**11.00**	**11.00**	**–**

[1] FY 2025 included the realignment of 1.00 FTE from the City Manager's Office to the Workforce Development Office within Special Initiatives.

CITY OF CHARLOTTE

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Communication and Marketing

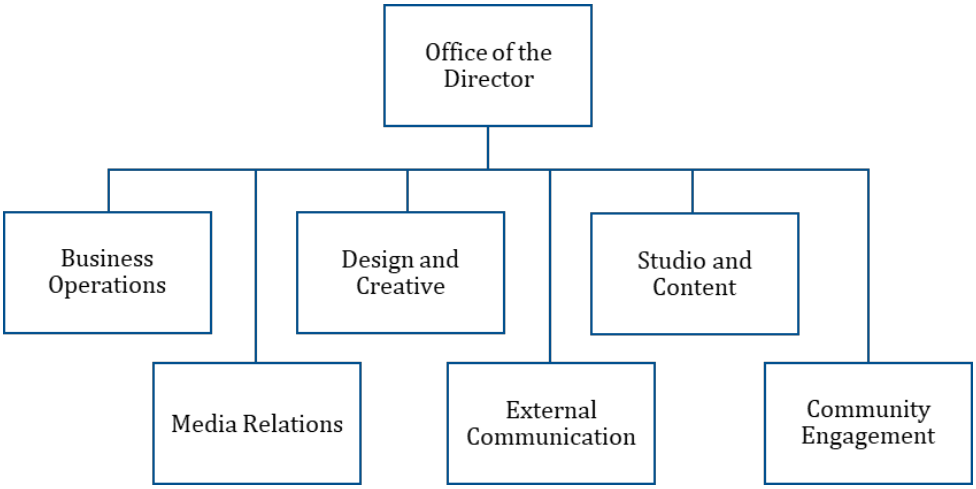
Mission Statement

Develop innovative and strategic communication and marketing solutions that advance the city's overall vision and tell the stories that shape Charlotte.

Department Overview

- Develops and implements strategic communications for departments and the residents of Charlotte
- Responds to media inquiries and public record requests, develop press releases, provide crisis communications, and manage social media presence
- Provides marketing strategy, brand development and management, and coordinate city website information

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1]	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$4,449,126	$4,602,717	$3,681,427	$3,886,366	5.6%
Operating Expenses	$863,480	$837,667	$597,478	$857,228	43.5%
Total Expenditures	**$5,312,606**	**$5,440,384**	**$4,278,905**	**$4,743,594**	**10.9%**

[1] FY 2026 included the realignment of 10.00 FTEs and $1,284,705 to Mayor and City Council from Communication and Marketing.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$105,224
Support community engagement Provide funds for the development and implementation of enhanced community engagement initiatives.	–	$200,000
Support civic engagement Provide funds to increase civic engagement and enhance citywide initiatives.	–	$70,000
Advance best practices for public engagement Transition one position from Housing and Neighborhood Services to advance the integration of public engagement strategies across the city's communications channels with a Community Engagement Manager. There is a corresponding entry in Housing and Neighborhood Services.	1.00	$167,094
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	-$103,695
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$36,316
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$10,250
Net Change	**1.00**	**$464,689**

Communication and Marketing

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Improve the city's website accessibility, including improved global search, skip navigation, and text increase/decrease menu options	Americans with Disabilities Act compliance score for government websites	98	≥88 out of 100	≥88 out of 100
Fulfill media-submitted public records requests in a timely manner	Percentage of media-submitted public records requests fulfilled or closed out within 30 days	89%	≥70%	≥70%
Increase consistent branding and utilization of style guides citywide	Number of quality assurance trainings and engagement touchpoints with branding and communication stakeholders	1,080	≥800 engagements and/or touchpoints	≥800 engagements and/or touchpoints
Increase content highlighting City of Charlotte's engagement with the community	Number stories published	2,729	≥2,000	≥2,000

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant Senior	1.00	1.00	–	–	–
Administrative Services Manager	1.00	–	–	–	–
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Community Engagement Manager	–	–	–	1.00	1.00
Constituent Services Division Manager	1.00	1.00	–	–	–
Content Webmaster	2.00	2.00	3.00	3.00	–
Corporate Communications Specialist	5.00	6.00	6.00	4.00	-2.00
Corporate Communications Specialist Senior	5.00	5.00	5.00	4.00	-1.00
Creative Services Manager	1.00	1.00	1.00	1.00	–
Deputy Communications Director	1.00	1.00	1.00	1.00	–
Director of Public Information	1.00	1.00	1.00	1.00	–
Graphic Artist Senior	1.00	1.00	1.00	1.00	–
Mayor & City Council Support Specialist	6.00	5.00	–	–	–
Mayor & City Council Support Specialist Associate	–	1.00	–	–	–
Public Information Specialist	1.00	1.00	1.00	1.00	–
Public Information Specialist Senior	3.00	3.00	2.00	2.00	–
Public Services Coordinator	3.00	3.00	3.00	4.00	1.00
Public Services Division Manager	1.00	1.00	1.00	–	-1.00
Special Assistant to Mayor and City Council	1.00	2.00	–	–	–
TV Station Manager	1.00	1.00	1.00	1.00	–
TV Station Assistant Manager	–	–	–	1.00	1.00
TV Producer & Program Coordinator	–	–	–	1.00	1.00
Video Producer/Director	1.00	1.00	1.00	2.00	1.00
Department Total FTE	**37.00**	**38.00**	**28.00**[1]	**29.00**	**1.00**

[1] FY 2026 included the realignment of 10.00 FTEs from the Constituent Services division in Communication and Marketing to Mayor and City Council.

Community Relations

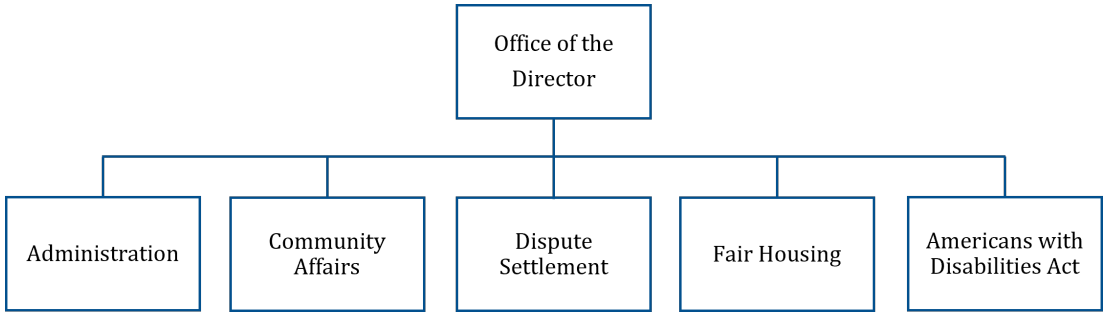
Mission Statement

Empower, collaborate, engage, and promote opportunities to create positive outcomes.

Department Overview

- Serves as the human relations agency for the City of Charlotte and Mecklenburg County
- Provides services to reduce discrimination barriers, ensure fair practices, and elevate opportunities to provide access for all
- Facilitates dialogue, mediation, and training to increase understanding and improve community harmony
- Provides training on the Americans with Disabilities Act (ADA) to help promote accessibility across the city

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1]	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - State	$71,513	$58,295	$76,500	$66,500	-13.1%
Total Revenues	**$71,513**	**$58,295**	**$76,500**	**$66,500**	**-13.1%**
Expenditures					
Personnel Services	$2,455,283	$2,675,729	$2,514,718	$2,898,525	15.3%
Operating Expenses	$194,039	$171,100	$101,956	$101,839	-0.1%
Department Charges	-$90,154	-$94,473	-$69,705	-$104,468	49.9%
Total Expenditures	**$2,559,168**	**$2,752,356**	**$2,546,969**	**$2,895,896**	**13.7%**
Net Expenditures	**$2,487,655**	**$2,694,061**	**$2,470,469**	**$2,829,396**	**14.5%**

[1] FY 2026 included the realignment of 2.00 FTEs and $215,337 to a new office within Special Initiatives.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$38,263
Provide support for international relations Add an International Relations Manager to coordinate an effective, efficient, city-led approach to maximize the benefits of the city's global connection.	1.00	$247,973
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$38,165
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$24,643
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$117
Net Change	**1.00**	**$348,927**

Community Relations

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Great Neighborhoods				
Coordinate public and private funding to host community events and deliver services and programs	Generate funds from external sources and community partners to hold annual events	$357,035	≥$200,000	≥$200,000
Maintain sufficient levels of volunteers to ensure availability of opportunities toward communication improvement amongst community groups	Number of volunteer hours maintained to ensure community access to services	1,895[1]	≥3,000	≥2,000 [1]
Investigate housing discrimination	Number of housing discrimination cases investigated	37	≥37	≥37
Provide voluntary mediation for landlord tenant disputes involving rent payments, repairs, lease agreements, and overall communication issues between involved parties	Number of mediations/ conciliations conducted	920[2]	≥1,000	≥1,000
	Dollar amount saved by landlords and tenants utilizing free remediation services rather than utilizing court system (savings rate of $200 per case diverted from court)	$119,800[3]	≥$150,000	$100,000[3]

[1] This performance measure was new in FY 2025. After reviewing trend analysis, the FY 2027 Target has been adjusted to better align with outcomes and a more realistic Target: 2,000 hours.

[2] While the goal was to mediate 1,000 cases, mediation is a voluntary service and therefore parties can decline or not respond to an invitation to mediate.

[3] This performance measure was new in FY 2025. After reviewing trend analysis, the FY 2027 Target has been adjusted to better align with outcomes and a more realistic Target: $100,000.

Community Relations

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
ADA Program Access Specialist	–	–	1.00	1.00	–
ADA Program Manager	–	1.00	1.00	1.00	–
ADA Reviewer & Inspector	–	–	1.00	1.00	–
Administrative Officer Senior	1.00	1.00	1.00	1.00	–
Administrative Specialist	1.00	–	–	–	–
Assistant Director	–	1.00	1.00	1.00	–
Budget & Finance Analyst Lead	1.00	1.00	1.00	1.00	–
Community Programs Coordinator	2.00	2.00	2.00	2.00	–
Community Relations Division Manager	1.00	–	–	–	–
Community Relations Specialist	10.00	11.00	9.00	9.00	–
Construction Inspector Senior	1.00	1.00	–	–	–
Deputy Community Relations Director	1.00	1.00	1.00	1.00	–
Director of Community Relations	1.00	1.00	1.00	1.00	–
International Relations Manager	–	–	–	1.00	1.00
Public Information Specialist Senior	1.00	1.00	–	–	–
Department Total FTE	**20.00**	**21.00**	**19.00[1]**	**20.00**	**1.00**

[1] FY 2026 included the realignment of 2.00 FTEs from Community Relations to an office within Special Initiatives.

Contracting and Procurement

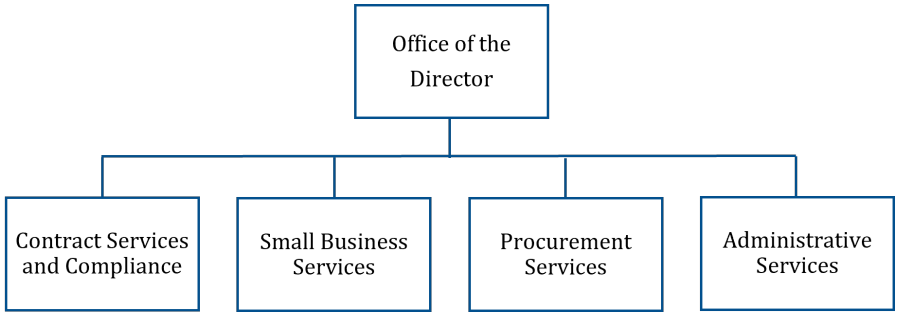
Mission Statement

Promote transparent, open, fair, and competitive procurement opportunities for the city that provide essential products and services needed for the provision of city services.

Department Overview

- Manages the acquisition of goods, services, and construction through competitive processes
- Provides procurement processes that adhere to regulations, standards, and best practices
- Administers the city's small business program

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1]	FY 2027 Proposed[2]	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - Local	$–	$–	$110,000	$–	-100.0%
Administrative Charges	$–	$–	$1,750,000	$1,666,868	-4.8%
Sales of Assets	$–	$–	$968,000	$–	-100.0%
Total Revenues	**$–**	**$–**	**$2,828,000**	**$1,666,868**	**-41.1%**
Expenditures					
Personnel Services	$–	$–	$8,787,193	$8,163,917	-7.1%
Operating Expenses	$–	$–	$881,938	$595,690	-32.5%
Department Charges	$–	$–	-$1,101,494	-$1,479,161	34.3%
Total Expenditures	**$–**	**$–**	**$8,567,637**	**$7,280,446**	**-15.0%**
Net Expenditures	**$–**	**$–**	**$5,739,637**	**$5,613,578**	**-2.2%**

[1] FY 2026 included the realignment of 57.00 FTEs and $6,643,235 from the Procurement division within General Services and 13.00 FTEs and $1,738,187 from the Charlotte Business INClusion Office to form the Contracting and Procurement Department.

[2] FY 2027 includes the realignment of 3.00 FTEs to General Services and 9.00 FTEs to the Charlotte Area Transit System.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$167,615
Provide funds for staff training and development Provide funds to support staff training on best practices for efficient and value-based contracting.	–	$74,138
Support small business outreach and utilization Provide funds to support integration of small business vendor data into the city's Enterprise Resource Planning and eProcurement systems to track small business utilization and identify potential participation opportunities for small businesses on city contracts.	–	$5,325
Add positions to support mobility and capital projects Add five Procurement Officers to support purchasing and contracting for capital projects. These positions are reimbursed by the Capital Investment Plan, resulting in no General Fund impact.	5.00	$–
Transfer transit procurement staff to the Charlotte Area Transit System (CATS) Realign transit-dedicated procurement personnel to the CATS. These positions will transition to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027, along with other CATS positions. This action is offset by a loss in revenue, resulting in no General Fund impact.	-9.00	-$1,269,516
Realign Asset Recovery and Disposal to General Services Realign funds and personnel to transfer Asset Recovery and Disposal operations to General Services. There is a corresponding entry in General Services.	-3.00	-$738,256
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$381,501
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$80,413
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$11,589
Net Change	**-7.00**	**-$1,287,191**

Contracting and Procurement

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Workforce and Business Development				
Issue consistent contract compliance reports	Percent of contract compliance reports issued within 60 days of initiation	New Measure	≥90%	>90%
Enhance the acquisition of goods and services	Average number of bids received per solicitation	New Measure	≥5	≥5
	Percentage of contracts approved as recommended	New Measure	100%	100%
Increase the number of certified small businesses in city certification program	Number of certified small businesses eligible to do business in the city program	1,601	≥1,600	≥1,600

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant Senior	–	–	–	1.00	1.00
Administrative Officer	–	–	1.00	–	-1.00
Administrative Officer Senior	–	–	2.00	2.00	–
Administrative Specialist	–	–	1.00	1.00	–
Assistant Director II	–	–	–	1.00	1.00
Business Inclusion Manager	–	–	1.00	1.00	–
Business Inclusion Officer	–	–	1.00	1.00	–
Business Inclusion Specialist	–	–	7.00	7.00	–
Business Inclusion Specialist Lead	–	–	3.00	3.00	–
Deputy Director I	–	–	–	1.00	1.00
Director of Contracting and Procurement	–	–	1.00	1.00	–
Engineering Project Manager	–	–	1.00	1.00	–
Inventory and Warehouse Coordinator	–	–	2.00	–	-2.00
Management Analyst	–	–	3.00	2.00	-1.00
Marketing Coordinator	–	–	1.00	1.00	–
Operations Supervisor	–	–	1.00	–	-1.00
Procurement Agent	–	–	7.00	7.00	–
Procurement Agent Senior	–	–	9.00	9.00	–
Procurement Manager	–	–	5.00	4.00	-1.00
Procurement Officer	–	–	20.00	18.00	-2.00
Procurement Officer Senior	–	–	3.00	2.00	-1.00
Procurement Services Assistant Division Manager	–	–	1.00	–	-1.00
Department Total FTE	**–**	**–**	**70.00[1]**	**63.00[2]**	**-7.00**

[1] FY 2026 included the realignment of 57.00 FTEs from the Procurement Division within General Services and 13.00 FTEs from the Charlotte Business INClusion Office to form the new Contracting and Procurement Department.

[2] FY 2027 includes the realignment of 3.00 FTEs to General Services and 9.00 FTEs to the Charlotte Area Transit System.

Economic Development

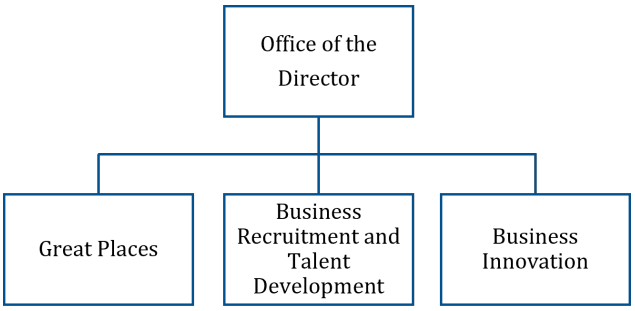
Mission Statement

Make Charlotte the best place to do business today and in the future by generating economic growth opportunities, building strategic partnerships, and maximizing resources. Collectively, the team advances the community by creating and sustaining great places, cultivating an environment where all businesses can be innovative and prosper, and fostering a diversified talent pipeline.

Department Overview

- Acts as a voice for the business community to ensure all projects, initiatives, and opportunities are considered from a holistic perspective
- Provides services to build and sustain prosperity, retain and grow jobs, and increase the tax base
- Drives public-private partnerships, business attraction and retention, small business and entrepreneurial growth, corridor revitalization, and talent development

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$2,608,791	$2,623,304	$3,129,584	$3,208,108	2.5%
Operating Expenses	$1,802,520	$2,718,525	$4,550,177	$5,483,400	20.5%
Department Charges	-$80,807	$–	-$119,398	-$126,908	6.3%
Total Expenditures	**$4,330,504**	**$5,341,829**	**$7,560,363**	**$8,564,600**	**13.3%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$59,912
Support STIG and BIG payments Provide funds for the Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) programs, which support projects that advance economic growth. These funds are offset by additional property tax revenue and are based on a schedule of projects which were all previously approved by City Council.	–	$889,146
Provide funding for small business preparedness Provide funds for small business marketing to increase engagement and exposure for contracting opportunities with the city.	–	$50,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	-$5,758
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$16,860
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$5,923
Net Change	–	**$1,004,237**

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Workforce and Business Development				
Increase business relocations to Charlotte and expansions of existing businesses	Amount of private investment in the city	$502,800,000	≥$300,500,000	≥$300,500,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	5500	≥4,000	≥4,000
Leverage private investment in major redevelopment projects through public improvements	Ratio of private to public investment (overall projects)	9.5:1[1]	≥10:1	≥10:1
	Ratio of private to public investment (in Corridors of Opportunity)	4:1	≥3:1	≥3:1
Support small businesses	Number of small businesses participating in city programming for business development and preparation for contracting opportunities with government and anchor institutions	34	≥30	≥30

[1] The year-end leverage ratio was slightly below target due to limited private development associated with Symphony Park; however, investments such as the Eastland Sports Campus are expected to generate significant long-term economic impact.

Economic Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	–	1.00	–	–	–
Administrative Assistant Senior	–	1.00	1.00	–	-1.00
Administrative Officer I	1.00	–	–	–	–
Administrative Officer II	1.00	–	–	–	–
Administrative Officer III	2.00	–	–	–	–
Administrative Officer Senior	–	2.00	2.00	–	-2.00
Administrative Specialist Lead	–	–	–	1.00	1.00
Administrative Specialist Senior	–	–	–	1.00	1.00
Assistant City Manager/ Economic Development Director	1.00	1.00	–	–	–
Assistant Director	–	1.00	2.00	2.00	–
Assistant Economic Development Director	3.00	–	–	–	–
Budget & Finance Analyst Lead	–	–	1.00	1.00	–
Contract Administrator	–	–	–	1.00	1.00
Deputy Director I	1.00	1.00	1.00	1.00	–
Economic Development Director	–	–	1.00	1.00	–
Economic Development Division Manager	–	2.00	–	–	–
Economic Development Operations Manager Senior	1.00	1.00	1.00	1.00	–
Economic Development Program Manager	8.00	8.00	7.00	7.00	–
Economic Development Program Manager Senior	1.00	1.00	2.00	2.00	–
Economic Development Specialist	1.00	1.00	1.00	1.00	–
Economic Development Specialist Senior	1.00	1.00	1.00	1.00	–
Economist	–	–	1.00	1.00	–
Department Total FTE	**21.00**	**21.00**	**21.00**	**21.00**	**–**

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Improve Cultural Facilities	$15,024,827	PAYGO	308
Support Business District Organizations/Main Street	$600,000	PAYGO	308
Support Mobility+ Initiatives	$5,950,000	PAYGO	308
Revitalize Business Corridors	$500,000	PAYGO	309
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) Payments	$54,046	PAYGO	309
Fund Cultural Facility STIGs	$89,084	PAYGO	310
Promote Public/Private Partnerships	$20,000,000	GO Bonds	359
Total	**$42,217,957**		

CITY OF CHARLOTTE

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Finance

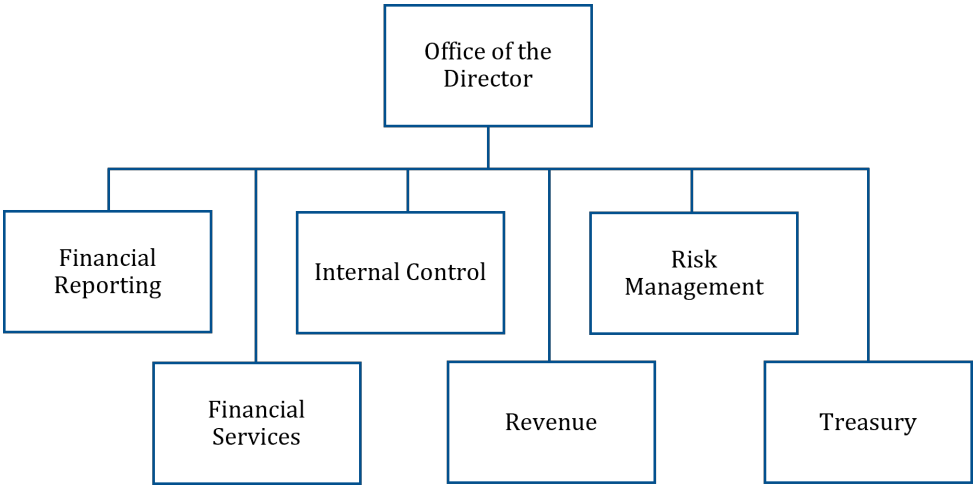
Mission Statement

Develop and maintain a sound financial and internal control structure in alignment with the city's strategic goals, while emphasizing a service-oriented, team approach to provide financial information, systems, and policies that meet fiduciary and regulatory responsibilities, address the operational needs of the city's departments, and serve the needs of our residents.

Department Overview

- Maintains the city's official accounting records including the preparation of annual financial statements, financial analyses, and reconciliations
- Administers accounts payable and accounts receivable services, including utility payments and housing loans
- Establishes and manages standards for financial internal controls, including maximizing opportunities to improve standardization, efficiency, and fiscal accountability
- Serves as the city's official revenue collection unit by providing billing, collection, and depositing services, including e-business services
- Provides insurance, claims, and loss control services
- Manages the city's current debt portfolio, future debt needs, and long-term investment of city funds

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$8,009,159	$8,874,003	$9,064,967	$10,248,881	13.1 %
Operating Expenses	$3,173,403	$3,350,271	$3,288,349	$3,270,320	-0.5 %
Department Charges	-$489,482	-$523,195	-$326,073	-$332,587	2.0 %
Interfund Activity Support	$87,708	$90,967	$84,909	$96,180	13.3 %
Total Expenditures	**$10,780,788**	**$11,792,046**	**$12,112,152**	**$13,282,794**	**9.7 %**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$239,154
Add positions to support mobility readiness Add an Accountant Senior position to ensure small businesses are prepared to participate in mobility projects and one Debt Management Accountant to manage the expanded bond program.	2.00	$284,022
Realign Business Systems Coordinators from Innovation and Technology Centralize the management of the Enterprise Resource Planning system within the Internal Control division of Finance. There is a corresponding entry in Innovation and Technology.	2.00	$349,728
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers. This adjustment includes funding for a previously approved Administrative Assistant Senior.	1.00	$228,870
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$86,898
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$18,030
Net Change	**5.00**	**$1,170,642**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Follow Generally Accepted Accounting Principles to create an accurate Annual Comprehensive Financial Report	External auditor's opinion	Achieved an unmodified opinion	Achieve an unmodified opinion	Achieve an unmodified opinion
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Provide timely payment to city vendors	Percent of invoices paid within 30 days	89%	≥70%	≥70%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Accountant	8.00	8.00	8.00	1.00	-7.00
Accountant Lead	4.00	4.00	4.00	4.00	–
Accountant Senior	5.00	7.00	5.00	7.00	2.00
Accounting Analyst	5.00	4.00	4.00	2.00	-2.00
Accounting Supervisor	1.00	1.00	1.00	1.00	–
Accounting Technician	9.00	9.00	8.00	8.00	–
Accounts Payable Associate	–	–	–	7.00	7.00
Accounts Payable Associate Senior	–	–	–	1.00	1.00
Administrative Assistant Senior	1.00	1.00	–	1.00	1.00
Assistant Chief Accountant	1.00	1.00	1.00	1.00	–
Assistant Financial Services Manager	3.00	3.00	3.00	3.00	–
Budget & Finance Analyst	2.00	2.00	2.00	1.00	-1.00
Budget & Finance Analyst Senior	–	–	1.00	–	-1.00
Budget & Finance Manager	1.00	1.00	1.00	1.00	–
Business Analyst	1.00	1.00	1.00	–	-1.00
Business Systems Coordinator	–	–	–	2.00	2.00
Central Cashier	1.00	1.00	1.00	1.00	–
Chief Accountant	1.00	1.00	1.00	1.00	–
Chief Financial Officer	1.00	1.00	1.00	1.00	–
City Treasurer	1.00	1.00	1.00	1.00	–
Customer/Revenue Service Assistant	1.00	1.00	1.00	1.00	–
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	4.00	–
Customer/Revenue Service Specialist	3.00	3.00	3.00	3.00	–
Debt Manager	1.00	1.00	1.00	1.00	–
Debt Management Accountant	–	–	–	1.00	1.00
Deputy Director II	1.00	1.00	1.00	2.00	1.00
Financial Accountant I	2.00	2.00	2.00	2.00	–
Financial Accountant II	4.00	3.00	3.00	3.00	–
Financial Accountant III	6.00	6.00	5.00	5.00	–
Financial Accountant IV	1.00	1.00	1.00	1.00	–
Financial Services Manager	3.00	3.00	3.00	3.00	–
Human Resources Specialist Senior	–	–	1.00	1.00	–
Internal Audit Supervisor	–	1.00	1.00	1.00	–
Internal Financial Control Analyst	–	–	–	1.00	1.00
Investment Manager	1.00	1.00	1.00	1.00	–
Retirement System Financial Analyst	–	–	–	1.00	1.00
Revenue Collections Agent	3.00	3.00	3.00	3.00	–
Department Total FTE	**75.00**	**76.00**	**73.00**	**78.00**	**5.00**

Fire

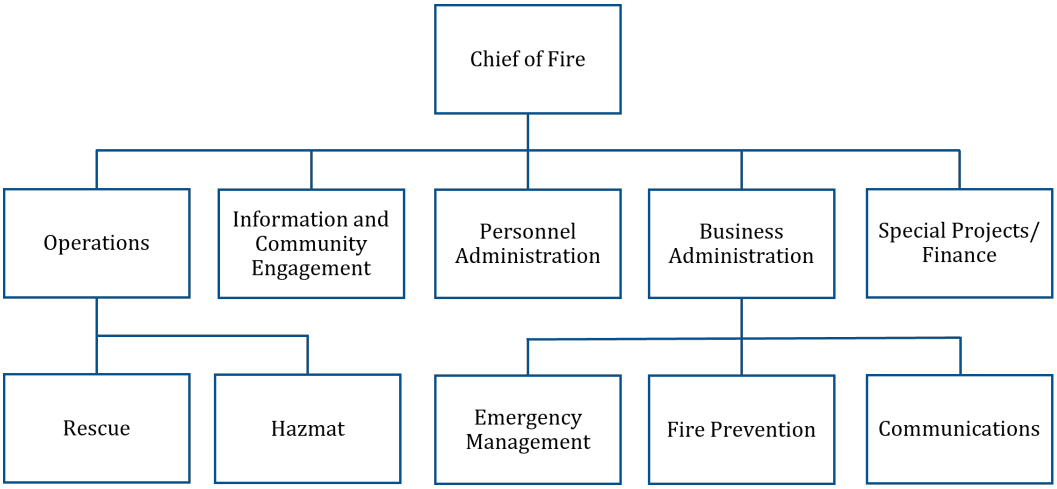
Mission Statement

Serve all people by minimizing the risk to life and property through professional response, mitigation, prevention, education, planning, and community partnerships.

Department Overview

- Responds to calls for emergency services
- Oversees emergency preparedness
- Provides public outreach and education to prevent fires and other emergencies
- Investigates the origin and cause of fires

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Intergovernmental	$1,855,539	$1,927,384	$2,074,401	$1,674,401	-19.3%
Licenses, Fees, and Fines	$2,814,638	$1,939,156	$5,125,780	$20,000	-99.6%
Charges for Current Services	$2,143,944	$4,183,887	$3,591,515	$8,748,588	143.6%
Miscellaneous	$33,264	$33,264	$33,264	$33,264	–%
Interfund Fire Charges	$8,969,567	$11,248,167	$13,103,490	$15,313,926	16.9%
Other	$72,555	$44,893	$40,000	$40,000	–%
Private Contributions	$39,151	$22,089	$60,000	$60,000	–%
Total Revenues	**$15,928,658**	**$19,398,840**	**$24,028,450**	**$25,890,179**	**7.7%**
Expenditures					
Personnel Services	$157,020,734	$177,771,123	$187,100,775	$212,552,783	13.6%
Operating Expenses	$17,753,068	$20,251,497	$20,741,147	$21,863,494	5.4%
Department Charges	-$288,927	-$280,256	-$43,575	-$126,787	191.0%
Total Expenditures	**$174,484,875**	**$197,742,364**	**$207,798,347**	**$234,289,490**	**12.7%**
Net Expenditures	**$158,556,217**	**$178,343,524**	**$183,769,897**	**$208,399,311**	**13.4%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent merit pool in November); a four percent merit pool for salaried employees; a 10 percent increase for eligible sworn Police personnel in the Public Safety Pay Plan; and a seven percent increase for eligible sworn Fire personnel in the Public Safety Pay Plan.	–	$11,024,899
Add funds to support overtime budget Provide funding to align overtime budget to expenditures which have annually increased due to increases in pay, benefits, and emergency response personnel.	–	$4,150,389
Increase city contribution to Charlotte Firefighters' Retirement System (CFRS) Increase the employer contribution to CFRS by an additional 3.06 percentage points in FY 2027. This results in a total employer contribution rate of 32.37 percent of compensation.	–	$3,379,238
Establish a new engine company in northwest Charlotte Provide funds to staff the newly constructed Firehouse 46 with an engine company. Three of the new positions will provide firefighter relief for the new company, and three will provide relief across the Fire Department.	18.00	$2,261,111
Provide support for operations shift command Provide three Field Technician positions for Division Chief shift commanders to mitigate safety and efficiency risks during complex incident response.	3.00	$366,225
Add positions to support training and call response times Add a Training Specialist and Fire Equipment Technician to improve training programs and department response readiness.	2.00	$225,298
Provide funds for fuel cost increases Technical adjustment to provide funding for fuel based on utilization and projected cost increases.	–	$225,953
Support software and licensing cost increases Provide funds for ongoing software and licensing cost increases for technology related to emergency response and fire services.	–	$72,274
Provide funds for software maintenance Technical adjustment to provide funds for contractural increases in software maintenance for computer-aided dispatch and records management systems.	–	$60,179
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for services provided by the Charlotte Development Center to other city departments. These costs will be reimbursed by user fee revenue and other funds, resulting in no General Fund impact.	–	-$110,247

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Adjust contingency budget An accounting adjustment to remove contingency from the department's budget. Funding added to support the department's personnel budget eliminates the need for this dedicated contingency.	–	-$400,000
Provide funds for retiree health investment account program for new recruits Provide funds for contributions to new recruits' retiree health savings investment accounts. This program provides $1,300 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	–	$59,150
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$2,548,396
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$1,765,217
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$863,061
Net Change	**23.00**	**$26,491,143**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Provide training and development for emergency operation members	Percent of emergency operations managers trained	100%	100%	100%
Strategic Priority Area: Safe Communities				
Provide timely response to calls for service	Percent of calls for emergency response responded to within six minutes	71.5%[1]	≥90%	≥90%
	Percent of 911 calls answered within 10 seconds	99.08%	≥90%	≥90%
	Percent of structure fire calls with fourth-due fire company (effective firefighting force) response time within 10 minutes 20 seconds	92%	≥90%	≥90%
Deliver efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	96.79%	≥90%	≥90%
Provide public education instruction to promote safety for families	Percent of Charlotte-Mecklenburg Schools third graders receiving fire prevention education in 111 schools	100%	100%	100%
Deliver effective firefighting coverage	Percent of time minimum staffing on fire companies is maintained	99.7%[2]	100%	100%

[1] Performance was impacted by call volume, on-scene times, growth, and traffic conditions; targeted operational changes, strategic station investments, and technology improvements are expected to support progress toward response time goals.

[2] Target missed due to various staffing constraints during a shift, such as sick leave, which affects minimum staffing levels.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Battalion Fire Chief	38.00	40.00	40.00	40.00	–
Deputy Fire Chief	3.00	3.00	3.00	3.00	–
Division Fire Chief	8.00	9.00	9.00	9.00	–
Fire Captain	249.00	264.00	264.00	267.00	3.00
Fire Captain - Special Assignment	16.00	16.00	16.00	16.00	–
Fire Chief	1.00	1.00	1.00	1.00	–
Fire Fighter Engineer	207.00	219.00	219.00	219.00	–
Fire Fighter I	244.00	271.00	306.00	340.00	34.00
Fire Fighter II	380.00	380.00	345.00	329.00	-16.00
Public Safety Total FTE	**1,146.00**	**1,203.00**	**1,203.00**	**1,224.00**	**21.00**

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	4.00	3.00	3.00	1.00	-2.00
Administrative Officer	–	2.00	2.00	–	-2.00
Administrative Officer Lead	–	1.00	1.00	1.00	–
Administrative Officer Senior	2.00	2.00	2.00	1.00	-1.00
Administrative Specialist Lead	–	–	–	1.00	1.00
Administrative Specialist Senior	–	–	–	2.00	2.00
Behavioral Health Specialist Senior	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst	1.00	1.00	1.00	–	-1.00
Budget & Finance Analyst Lead	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Budget & Finance Manager	1.00	1.00	1.00	1.00	–
Budget & Finance Specialist	1.00	1.00	1.00	1.00	–
Budget & Finance Specialist Senior	–	–	–	1.00	1.00
Building Maintenance Assistant	1.00	1.00	1.00	1.00	–
Chief Fire Inspector	1.00	1.00	1.00	1.00	–
Chief Fire Investigator	1.00	1.00	1.00	1.00	–
Data Analytics Specialist	–	1.00	1.00	–	-1.00
Data Analytics Specialist Senior	–	–	1.00	2.00	1.00
Emergency Management Planner	5.00	4.00	6.00	6.00	–
Emergency Management Planning Manager	1.00	2.00	2.00	2.00	–
Facilities Services Coordinator	4.00	4.00	4.00	3.00	-1.00
Facilities Services Supervisor	–	–	–	1.00	1.00
Fire Communication Services Supervisor	1.00	1.00	1.00	1.00	–
Fire EMS Instructor Coordinator	1.00	1.00	1.00	1.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Fire Equipment Technician	3.00	3.00	3.00	4.00	1.00
Fire Inspector	13.00	28.00	22.00	20.00	-2.00
Fire Inspector Certified	26.00	22.00	28.00	30.00	2.00
Fire Inspector Senior	7.00	8.00	8.00	8.00	–
Fire Investigator	–	–	1.00	1.00	–
Fire Investigator Certified	6.00	6.00	6.00	6.00	–
Fire Investigator Senior	3.00	3.00	3.00	3.00	–
Fire Marshal	1.00	1.00	1.00	1.00	–
Fire Telecommunicator	–	24.00	24.00	24.00	–
Fire Telecommunicator I	24.00	–	–	–	–
Fire Telecommunicator I Lead	7.00	–	–	–	–
Fire Telecommunicator II	6.00	–	–	–	–
Fire Telecommunicator III	2.00	–	–	–	–
Fire Telecommunicator Lead	–	6.00	6.00	5.00	-1.00
Fire Telecommunicator Senior	–	7.00	7.00	7.00	–
Fire Telecommunicator Supervisor	–	2.00	2.00	3.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00	–
Human Resources Administrator Senior	–	–	–	1.00	1.00
Human Resources Generalist	3.00	3.00	3.00	2.00	-1.00
Human Resources Specialist	–	–	1.00	1.00	–
Human Resources Specialist Senior	2.00	2.00	2.00	2.00	–
Inventory & Warehouse Assistant	–	2.00	2.00	2.00	–
Inventory & Warehouse Coordinator	–	2.00	1.00	1.00	–
Management Analyst	1.00	1.00	2.00	2.00	–
Management Analyst Senior	1.00	1.00	–	–	–
Office Assistant Senior	2.00	2.00	1.00	1.00	–
Public Information Officer	1.00	1.00	–	–	–
Public Information Specialist Senior	–	–	1.00	1.00	–
Procurement Associate	–	–	–	1.00	1.00
Records Specialist	–	–	–	1.00	1.00
Storekeeper	2.00	–	–	–	–
Stores Supervisor	2.00	–	–	–	–
Training Specialist	–	–	–	1.00	1.00
General Employee Total FTE	**140.00**	**155.00**	**158.00**	**160.00**	**2.00**
Department Total FTE	**1,286.00**	**1,358.00**	**1,361.00**	**1,384.00**	**23.00**

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service (MDS) Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Replace Radios	$5,200,000	PAYGO	305
Support Public Safety Technology	$2,950,000	PAYGO	305
Complete Gender Equity Improvement in Fire Facilities	$500,000	COPs	330
Construct Fire Facilities	$11,500,000	COPs	339
Purchase Fire Turnout Gear	$4,022,000	MDS Fund	340
Total	**$24,172,000**		

CITY OF CHARLOTTE

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General Services

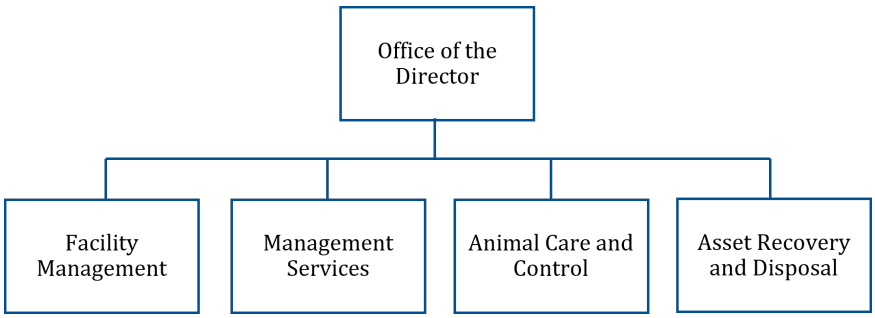
Mission Statement

Manage facilities operations and provide other support services to meet city operation needs.

Department Overview

- Maintains city facilities, landscape, and other environmental services
- Provides administrative support for services including real estate and facility maintenance
- Manages the disposal of used, seized, and surplus assets at the end of their useful life

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget[2]	FY 2027 Proposed[3]	% Change FY 2026 FY 2027
Revenues					
Licenses, Fees, and Fines	$–	$–	$–	$1,806,648	100.0%
Intergovernmental - Local	$4,118,089	$2,575,602	$1,041,668	$1,224,727	17.6%
Charges for Current Services	$961,840	$1,027,300	$1,094,385	$1,193,384	9.0%
Rent	$648,433	$897,335	$629,995	$667,698	6.0%
Administrative Charges	$2,041,941	$1,711,768	$66,000	$25,000	-62.1%
Other	$276,438	$9,951	$52,206	$57,206	9.6%
Sales of Assets	$756,899	$803,920	$–	$908,613	100.0%
Total Revenues	**$8,803,640**	**$7,025,876**	**$2,884,254**	**$5,883,276**	**104.0%**
Expenditures					
Personnel Services	$47,649,198	$36,499,593	$40,479,546	$27,127,444	-33.0%
Operating Expenses	$31,935,960	$12,670,565	$14,612,147	$16,239,371	11.1%
Department Charges	-$53,219,819	-$21,351,751	-$20,717,172	-$8,229,492	-60.3%
Total Expenditures	**$26,365,339**	**$27,818,407**	**$34,374,521**	**$35,137,323**	**2.2%**
Net Expenditures	**$17,561,699**	**$20,792,531**	**$31,490,267**	**$29,254,047**	**-7.1%**

[1] FY 2025 included the realignment of 4.00 FTEs and $820,004 from the Sustainability division within General Services to an office within Special Initiatives and 124.00 FTEs and $2,320,487 from the Fleet division within General Services to form the new Fleet Management Fund.

[2] FY 2026 included the realignment of 90.00 FTEs and $9,257,045 for Animal Care and Control within Police to General Services and the realignment of 57.00 FTEs and $6,643,235 from the Procurement division within General Services to form the new Contracting and Procurement Department.

[3] FY 2027 includes the realignment of 3.00 FTEs and $738,256 from Contracting and Procurement to General Services and 120.00 FTEs and $4,914,230 from General Services to Transportation.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$948,543
Support Animal Care and Control programs Add a Veterinarian, Foster Coordinator, Volunteer Coordinator, and additional operating funds to scale Animal Care and Control's adoption, foster, and volunteer programs.	3.00	$501,020
Provide funds for a new project and construction management software Provide funding to enhance project management and delivery for city projects with a new software system.	–	$192,560
Provide funding for cost increases and new areas for landscape management Provide funding for new parcels added to existing service contracts for landscape management and other cost increases.	–	$115,385
Provide funding for a Carpenter Senior position Provide funding to realign a current vacant position into a Carpenter Senior to enhance carpentry services for city departments.	–	$68,954
Provide funds for contractural lease increase Technical adjustment to provide funds for contractual increase of the lease at the Asset Recovery and Disposal facility.	–	$55,517
Provide funds for contractural adjustments in the operations of city Technical adjustment to provide funds for contractural increases in security services in the Government Center and Old City Hall.	–	$39,857
Realign Engineering and Project Management to Transportation Realign funds and personnel to centralize the planning, design, and delivery of infrastructure and facilities projects within Transportation. There is a corresponding entry in Transportation.	-120.00	-$4,914,230
Realign Asset Recovery and Disposal from Contracting and Procurement Realign funds and personnel from Contracting and Procurement to transfer Asset Recovery and Disposal operations to General Services. There is a corresponding entry in Contracting and Procurement.	3.00	$738,256
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$1,011,350
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$455,246

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$1,550,344
Net Change	**-114.00**	**$762,802**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Protect a healthy tree canopy	Average number of days to remove extreme priority hazardous street trees after notification	2 days	≤2 days	≤2 days
	Achieve canopy-neutral impacts when comparing trees removed to trees planted	Maintained at least 100% canopy neutrality	Maintain at least 100% canopy neutrality	Maintain at least 100% canopy neutrality
Provide efficient facility operations	Complete building maintenance service work orders within 30 days of request	20 days	≤30 days	≤30 days
Facilitate release options to alleviate capacity limitations at the animal shelter	Percent of placeable[1] domestic animals adopted from the shelter, transferred to rescue partner organizations, or returned to their owner within two weeks of admission	New Measure	≥75%	≥75%
	Percent of neonatal puppies and kittens placed in foster homes or transferred to rescue partners within 72 hours of admission	New Measure	≥85%	≥85%
	Average length of stay for adult canines (4+ months old)	New Measure	<10 days	<10 days
Strategic Priority Area: Transportation and Planning				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	75%	≥75%	≥80%

[1] Placeable does not include animals identified as owner requested euthanasia or animals deemed unplaceable due to major medical or behavioral limitations.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	5.00	4.00	4.00	4.00	–
Administrative Assistant Senior	2.00	2.00	2.00	2.00	–
Administrative Officer	8.00	7.00	7.00	–	-7.00
Administrative Officer Lead	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	2.00	3.00	1.00	2.00	1.00
Administrative Services Manager	1.00	1.00	1.00	–	-1.00
Administrative Services Senior	–	–	–	1.00	1.00
Administrative Specialist	4.00	3.00	2.00	2.00	–
Administrative Specialist Senior	–	–	–	2.00	2.00
Animal Control Bureau Manager	–	–	1.00	1.00	–
Animal Control Officer	–	–	18.00	17.00	-1.00
Animal Control Officer Lead	–	–	10.00	10.00	–
Animal Control Officer Senior	–	–	6.00	6.00	–
Animal Control Supervisor	–	–	7.00	6.00	-1.00
Animal Health Technician	–	–	9.00	9.00	–
Animal Health Technician Lead	–	–	1.00	1.00	–
Animal Services Supervisor	–	–	–	1.00	1.00
Animal Shelter Manager	–	–	1.00	1.00	–
Animal Trainer	–	–	1.00	1.00	–
Arborist	3.00	3.00	3.00	4.00	1.00
Assistant Arborist	1.00	1.00	–	–	–
Assistant Field Operations Supervisor	8.00	7.00	7.00	5.00	-2.00
Budget & Finance Analyst	2.00	2.00	2.00	1.00	-1.00
Budget & Finance Analyst Lead	3.00	3.00	3.00	2.00	-1.00
Budget & Finance Analyst Senior	5.00	4.00	4.00	3.00	-1.00
Budget & Finance Manager	2.00	–	–	–	–
Budget & Finance Specialist Senior	–	–	–	1.00	1.00
Building Maintenance Assistant	–	2.00	2.00	2.00	–
Building Maintenance Lead	–	–	1.00	1.00	–
Building Services Manager	1.00	1.00	1.00	1.00	–
Business Inclusion Specialist	1.00	1.00	–	–	–
Business Inclusion Specialist Lead	1.00	1.00	–	–	–
Carpenter	1.00	1.00	1.00	1.00	–
Carpenter Senior	3.00	3.00	3.00	3.00	–
Chief Administrative Officer	1.00	–	–	–	–
Chief Airport Construction Inspector	1.00	1.00	1.00	–	-1.00
Chief Arborist	1.00	–	–	–	–
Chief Maintenance Mechanic	6.00	5.00	4.00	4.00	–
Chief Resilience & Sustainability Officer	1.00	–	–	–	–
City Engineer	1.00	1.00	1.00	–	-1.00
Construction Inspector	29.00	29.00	28.00	–	-28.00
Construction Inspector Senior	7.00	7.00	7.00	–	-7.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Construction Manager	1.00	1.00	1.00	–	-1.00
Construction Supervisor	7.00	7.00	7.00	2.00	-5.00
Contract Technician	2.00	2.00	2.00	3.00	1.00
Courier	2.00	2.00	2.00	2.00	–
Courier Lead	1.00	1.00	1.00	1.00	–
Customer/Revenue Service Assistant	–	–	8.00	9.00	1.00
Deputy Director I	2.00	1.00	1.00	1.00	–
Deputy Director II	–	2.00	2.00	1.00	-1.00
Director of General Services	1.00	1.00	1.00	1.00	–
Drafting Technician	4.00	4.00	4.00	–	-4.00
Electrician Lead	1.00	1.00	1.00	1.00	–
Electrician Senior	4.00	5.00	5.00	5.00	–
Energy Management Specialist	2.00	2.00	2.00	2.00	–
Energy Manager	1.00	1.00	1.00	1.00	–
Energy Sustainability Coordinator	3.00	–	–	–	–
Engineer Planning/Design	3.00	3.00	3.00	2.00	-1.00
Engineer Senior	2.00	2.00	2.00	–	-2.00
Engineering Division Manager	3.00	3.00	3.00	–	-3.00
Engineering Program Manager	5.00	6.00	8.00	1.00	-7.00
Engineering Project Coordinator	3.00	3.00	3.00	–	-3.00
Engineering Project Manager	23.00	22.00	21.00	5.00	-16.00
Engineering Project Manager Senior	15.00	15.00	16.00	–	-16.00
Equipment Operator	7.00	7.00	7.00	6.00	-1.00
Equipment Operator Senior	2.00	2.00	2.00	2.00	–
Equipment Parts Team Leader	2.00	–	–	–	–
Equipment Shop Manager	6.00	–	–	–	–
Equipment Shop Supervisor	11.00	–	–	–	–
Facilities & Property Supervisor	1.00	1.00	1.00	1.00	–
Facilities Services Coordinator	1.00	1.00	1.00	1.00	–
Field Operations Supervisor	3.00	3.00	5.00	6.00	1.00
Fleet Specification Analyst	3.00	–	–	–	–
Foster Coordinator	–	–	–	1.00	1.00
General Services Division Manager	3.00	4.00	4.00	3.00	-1.00
General Services Landscape Program Manager	–	2.00	2.00	2.00	–
Government Plaza Property Manager	1.00	1.00	1.00	1.00	–
Government Plaza Security Coordinator	1.00	1.00	1.00	1.00	–
Heavy Equipment Service Evt	4.00	–	–	–	–
Heavy Equipment Service Evt Lead	1.00	–	–	–	–
Heavy Equipment Service Technician Associate	1.00	–	–	–	–
Heavy Equipment Service Technician Lead	6.00	–	–	–	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Heavy Equipment Service Technician Master	15.00	–	–	–	–
Heavy Equipment Service Technician Senior	25.00	–	–	–	–
Horticulturist	1.00	1.00	1.00	1.00	–
Human Resources Specialist Senior	3.00	3.00	3.00	3.00	–
HVAC Technician	2.00	2.00	2.00	2.00	–
HVAC Technician Lead	–	–	1.00	1.00	–
HVAC Technician Senior	9.00	7.00	6.00	6.00	–
Inventory & Warehouse Coordinator	–	1.00	–	2.00	2.00
Kennel Attendant	–	–	13.00	12.00	-1.00
Kennel Supervisor	–	–	2.00	2.00	–
Labor Crew Chief II	6.00	7.00	7.00	7.00	–
Laborer	2.00	–	–	–	–
Landscape Architect	1.00	1.00	1.00	1.00	–
Landscape Crew Member	1.00	–	–	–	–
Landscape Division Manager	1.00	–	–	–	–
Landscape Supervisor	2.00	1.00	1.00	1.00	–
Landscape Operations Specialist	–	–	–	1.00	1.00
Legal Assistant Senior	–	–	–	1.00	1.00
Light Equipment Service Technician Associate	2.00	–	–	–	–
Light Equipment Service Technician Lead	3.00	–	–	–	–
Light Equipment Service Technician Master	13.00	–	–	–	–
Light Equipment Service Technician Senior	12.00	–	–	–	–
Locksmith	1.00	1.00	1.00	1.00	–
Management Analyst	3.00	2.00	–	–	–
Office Assistant	–	–	1.00	2.00	1.00
Office Assistant Senior	1.00	1.00	4.00	4.00	–
Operations Supervisor	7.00	6.00	5.00	6.00	1.00
Pesticide Applicator	1.00	1.00	1.00	1.00	–
Plumber	–	–	3.00	3.00	–
Procurement Agent	8.00	8.00	–	–	–
Procurement Agent Lead	17.00	–	–	–	–
Procurement Agent Senior	9.00	9.00	–	–	–
Procurement Manager	5.00	5.00	–	–	–
Procurement Officer	4.00	21.00	–	–	–
Procurement Officer Senior	2.00	2.00	–	–	–
Procurement Services Assistant Division Manager	1.00	1.00	–	–	–
Procurement Services Division Manager	1.00	1.00	–	–	–
Project Analyst	–	–	–	–	–
Public Information Specialist Senior	2.00	2.00	3.00	2.00	-1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Real Estate Agent II	8.00	8.00	8.00	8.00	–
Real Estate Coordinator	–	–	–	1.00	1.00
Real Estate Division Manager	1.00	1.00	1.00	1.00	–
Real Estate Program Manager	3.00	3.00	3.00	3.00	–
Safety Supervisor	1.00	1.00	1.00	1.00	–
Service Order Specialist	10.00	–	–	–	–
Stores Supervisor	1.00	–	–	–	–
Superintendent of Building Maintenance	1.00	1.00	1.00	1.00	–
Survey Mapping Manager	1.00	1.00	1.00	–	-1.00
Survey Party Chief	10.00	10.00	10.00	–	-10.00
Survey Supervisor	2.00	2.00	2.00	–	-2.00
Survey Technician	6.00	6.00	6.00	–	-6.00
Systems Maintenance Mechanic Senior	5.00	5.00	2.00	2.00	–
Technology Support Specialist	1.00	–	–	–	–
Technology Support Specialist Senior	1.00	–	–	–	–
Tree Trimmer	7.00	8.00	8.00	8.00	–
Veterinarian	–	–	3.00	4.00	1.00
Volunteer Coordinator	–	–	–	1.00	1.00
Department Total FTE	**457.00**	**328.00[1]**	**359.00[2]**	**245.00[3]**	**-114.00**

[1] FY 2025 included the realignment of 4.00 FTEs from the Sustainability division within General Services to an office within Special Initiatives and 124.00 FTEs from the Fleet division within General Services to the newly created Fleet Management Fund.

[2] FY 2026 included the realignment of 90.00 FTEs from the Animal Care and Control division within Police to General Services and 57.00 FTEs from the Procurement division within General Services to form the Contracting and Procurement Department.

[3] FY 2027 includes the realignment of 3.00 FTEs from the Asset Recovery and Disposal division within Contracting and Procurement to General Services and 120.00 FTEs from General Services to Transportation.

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Maintain City-Owned Facilities	$5,452,987	PAYGO	301
Support Environmental Services Program	$1,000,000	PAYGO	302
Replace Trees in Right-of-Way	$1,000,000	PAYGO	302
Enhance Management of Public Spaces	$250,000	PAYGO	304
Trim and Remove Trees in Right-of-Way[1]	$2,452,136	Mobility PAYGO	306, 315
Repair City-Owned Parking Lots/Decks	$500,000	PAYGO	313
Maintain Government Center Parking Deck	$200,000	PAYGO	313
Renovate Median Landscapes	$200,000	PAYGO	314
Construct Capital Building Improvements	$5,500,000	COPSs	327
Implement ADA Transition Plan in Facilities	$3,000,000	COPs	328
Complete Animal Care and Control Adoption Facility	$12,000,000	COPs	331
Total	**$31,555,123**		

[1] In FY 2027, $400,000 of funding is programmed in PAYGO and $2,052,136 is programmed in Mobility PAYGO.

CITY OF CHARLOTTE

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Housing and Neighborhood Services

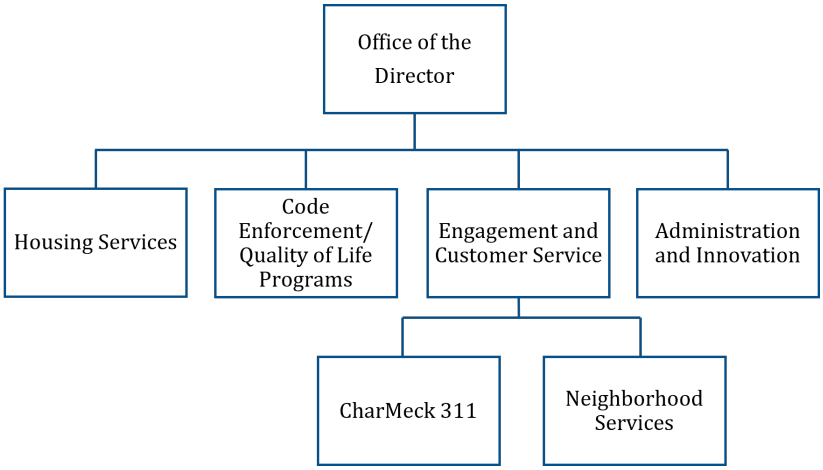
Mission Statement

Create diverse, equitable, and vibrant neighborhoods through the delivery of major service areas: Housing Services, Code Enforcement/Quality of Life, and Customer Service.

Department Overview

- Housing Services: Provides affordable housing programs for low-to-moderate income residents through construction of new affordable housing, preservation of existing affordable housing, helping residents age in place, and creating homeownership opportunities
- Code Enforcement/Quality of Life Programs: Enforces the city's codes and ordinances to improve the appearance of the community, ensure homes are safe and healthy, and maintain community standards for a lower crime rate and a higher quality of life
- Engagement and Customer Service: Advances the integration and improvement of neighborhoods to create vibrant, connected communities and manage the customer contact center CharMeck 311
- Administration and Innovation: Advances department-wide initiatives which include innovation projects, internal customer service, and process improvements

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1]	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - Local	$1,577,319	$1,698,271	$1,562,097	$1,034,745	-33.8%
Licenses, Fees, and Fines	$340,833	$320,148	$480,000	$532,825	11.0%
Charges for Current Services	$644,421	$490,347	$650,000	$675,000	3.8%
Total Revenues	**$2,562,573**	**$2,508,766**	**$2,692,097**	**$2,242,570**	**-16.7%**
Expenditures					
Personnel Services	$20,674,558	$22,534,760	$22,959,817	$24,238,359	5.6%
Operating Expenses	$4,021,963	$4,994,143	$4,408,141	$4,361,267	-1.1%
Department Charges	-$2,650,816	-$1,437,283	-$1,852,410	-$1,898,991	2.5%
Total Expenditures	**$22,045,705**	**$26,091,620**	**$25,515,548**	**$26,700,635**	**4.6%**
Net Expenditures	**$19,483,132**	**$23,582,854**	**$22,823,451**	**$24,458,065**	**7.2%**

[1] FY 2026 included the realignment of 8.00 FTEs and $1,627,630 from Housing and Neighborhood Services to a new office in Special Initiatives.

Housing and Neighborhood Services

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$594,401
Add position to support housing services programs Add one Housing and Neighborhood Services Operations Manager to enhance service delivery and increase operational oversight for lending programs and asset management.	1.00	$118,253
Support anti-displacement efforts and collaboration Add funds for an Affordable Housing Specialist. This will be a contracted position that works directly with developers, property owners, and community-based organizations to cultivate affordable housing opportunities in communities most impacted by displacement.	–	$92,233
Provide funds for contractual lease increases Technical adjustment to provide funds for the contractual lease increase at the CharMeck 311 call center.	–	$33,929
Advance best practices for public engagement Transition one position to Communication and Marketing to advance the integration of public engagement strategies across the city's communications channels. There is a corresponding entry in Communication and Marketing.	-1.00	-$167,094
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$259,470
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$263,288
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$9,393
Net Change	**–**	**$1,185,087**

Housing and Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Provide excellent customer service to residents	Percent of 311 calls answered within 60 seconds	41%[1]	≥50%	≥50%
	Percent of all 311 calls abandoned by the caller	25%[2]	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	98%	≥85%	≥85%
Strategic Priority Area: Great Neighborhoods				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	93%	≥90%	≥90%
Preserve and increase affordable housing	Number of new or preserved affordable homeownership opportunities funded	160[3]	≥325	≥250
Preserve and increase affordable housing units acquired and/or rehabilitated that are restricted for low- to moderate-income residents	Number of new or preserved affordable rental units funded	1,331	≥500	≥500
Equip neighborhood groups and small nonprofits to implement meaningful, community-centered projects	Number of neighborhoods participating with Community Impact Grants	31	≥30	≥80
Connect with the community, meeting people where they are with the information and resources they want and need	Number of community events that promote upward mobility	268	≥100	≥100

[1] Performance was impacted by temporary system limitations and staffing constraints; however, recent platform upgrades, added staff, and implementation of the AI Agent are supporting improvements toward the Target.

[2] When the time to answer exceeds 60 seconds, the call abandonment rate rises. With the new telephony platform, the department is able to implement a call-back feature, which has improved the abandonment rate.

[3] High interest rates, low inventory, and funding constraints impacted program utilization; however, program enhancements implemented in FY 2025 have supported progress toward rebounding to Target.

Housing and Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
311 Contact Center Program Administrator	2.00	2.00	1.00	2.00	1.00
311 Contact Center Program Analyst	10.00	10.00	10.00	10.00	–
311 Contact Center Representative	41.75	39.00	32.00	37.00	5.00
311 Contact Center Representative Lead	5.00	5.00	5.00	5.00	–
311 Contact Center Representative Senior	21.00	26.75	33.75	28.75	-5.00
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	–
311 Program Manager	4.00	4.00	4.00	3.00	-1.00
Administrative Assistant	2.00	2.00	2.00	2.00	–
Administrative Assistant Senior	3.00	3.00	1.00	1.00	–
Administrative Officer	–	–	2.00	–	-2.00
Administrative Officer Lead[3]	2.00	2.00	–	–	–
Administrative Officer Manager	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	5.00	3.00	3.00	3.00	–
Administrative Specialist	7.00	7.00	5.00	5.00	–
Assistant Director	2.00	–	–	1.00	1.00
Budget & Finance Analyst Lead	2.00	2.00	2.00	2.00	–
Budget & Finance Manager	1.00	1.00	1.00	1.00	–
Business Analyst Senior	–	1.00	–	–	–
Business Services Manager	–	1.00	1.00	1.00	–
Code Enforcement Coordinator	4.00	4.00	4.00	4.00	–
Code Enforcement Inspector	38.00	37.00	36.00	36.00	–
Code Enforcement Inspector Lead	12.00	12.00	11.00	11.00	–
Code Enforcement Supervisor	5.00	6.00	8.00	8.00	–
Community & Commerce Specialist	1.00	–	–	–	–
Community Engagement Specialist[3]	8.00	7.00	3.00	3.00	–
Community Engagement Specialist Lead	5.00	6.00	6.00	6.00	–
Community Relations Manager	1.00	–	–	–	–
Content Webmaster	2.00	2.00	2.00	–	-2.00
Customer/Revenue Service Specialist	5.00	5.00	5.00	5.00	–
Data Analytics Specialist	–	1.00	1.00	1.00	–
Deputy Director I	1.00	2.00	1.00	1.00	–
Director of Housing & Neighborhood Services	1.00	1.00	1.00	1.00	–
Housing & Neighborhood Services Contract Administrator	–	–	–	1.00	1.00
Housing & Neighborhood Services Contract Administrator Senior	–	–	–	1.00	1.00
Housing & Neighborhood Services Division Manager	5.00	3.00	3.00	2.00	-1.00
Housing & Neighborhood Services Operations Manager	2.00	2.00	3.00	5.00	2.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Housing & Neighborhood Services Operations Manager Senior	2.00	4.00	5.00	4.00	-1.00
Housing & Neighborhood Services Program Coordinator	5.00	5.00	5.00	5.00	–
Housing & Neighborhood Services Program Manager	5.00	6.00	5.00	4.00	-1.00
Housing Area Supervisor	1.00	1.00	–	–	–
Housing Services Supervisor	2.00	2.00	2.00	2.00	–
Human Resources Generalist Senior	–	–	1.00	1.00	–
Neighborhood Development Specialist	3.00	3.00	3.00	4.00	1.00
Office Assistant	6.00	6.00	6.00	7.00	1.00
Procurement Agent	1.00	1.00	1.00	–	-1.00
Procurement Agent Senior	1.00	1.00	1.00	–	-1.00
Public Information Specialist Senior	1.00	1.00	–	–	–
Public Service Coordinator	–	–	1.00	1.00	–
Training Specialist	1.00	1.00	–	–	–
Web Content & Marketing Specialist	–	–	–	2.00	2.00
Department Total FTE	**233.75**	**235.75[1]**	**224.75[2]**	**224.75**	**–**

[1] FY 2025 included realignment of 3.00 FTEs from Housing and Neighborhood Services to Human Resources.

[2] FY 2026 included realignment of 8.00 FTEs from Housing and Neighborhood Services to Special Initiatives.

[3] The FY 2026 Adopted FTE values for Administrative Officer Lead and Community Engagement Specialist were incorrectly stated in the FY 2026 Budget Book.

Housing and Neighborhood Services

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Support Innovative Housing	$1,500,000	PAYGO	304
Support Naturally Occurring Affordable Housing	$750,000	PAYGO	304
Support Alternatives to Violence	$750,000	PAYGO	306
Support Neighbors Building Neighborhoods	$500,000	PAYGO	306
Create and Preserve Affordable Housing	$125,000,000	GO Bonds	335
Total	**$128,500,000**		

Human Resources

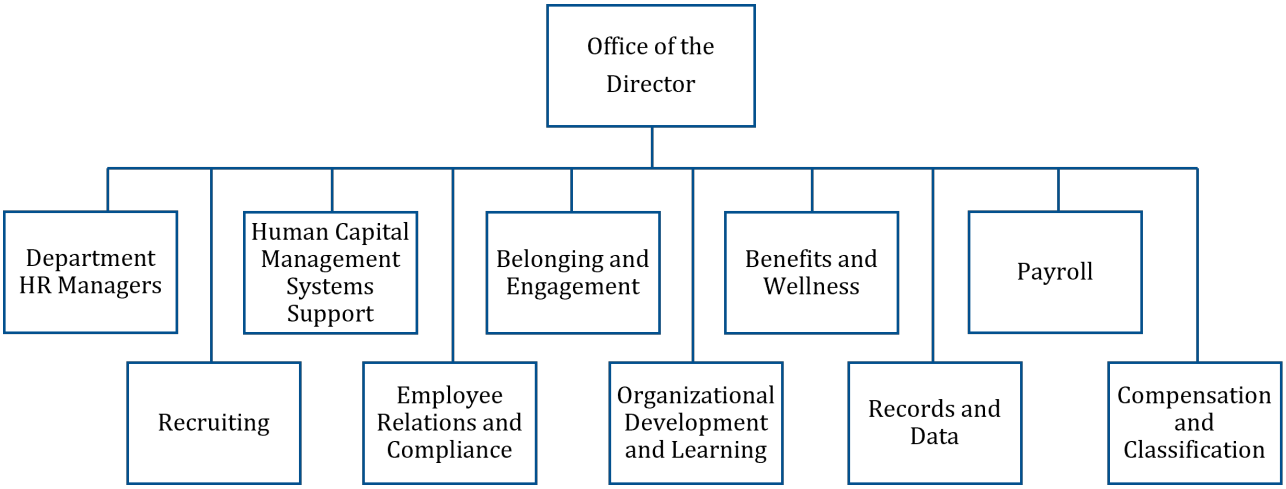
Mission Statement

Help employees thrive through an enriched employee experience and strive to create a work environment that values and embraces workforce diversity by recognizing that employees have unique and changing needs through each stage of their career.

Department Overview

- Establishes a human resource model that recognizes the uniqueness of each city department while also providing uniform best practices across departments
- Leads workforce development programs to provide professional growth opportunities to increase upward mobility through reskilling and education access
- Provides a comprehensive and competitive portfolio of compensation, benefits, and education assistance designed to promote economic mobility, health, and financial well-being for employees
- Develops, deploys, and ensures compliance with human resource related city policies and practices

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$8,107,798	$8,745,484	$8,792,405	$9,408,247	7.0%
Operating Expenses	$869,614	$1,071,271	$1,063,912	$1,174,126	10.4%
Department Charges	-$1,130,031	-$1,490,990	-$1,216,574	-$1,261,107	3.7%
Total Expenditures	**$7,847,381**	**$8,325,765**	**$8,639,743**	**$9,321,266**	**7.9%**

[1] FY 2025 included the realignment of 3.00 FTEs and $443,391 from Human Resources to an office within Special Initiatives, 2.00 FTEs and $278,455 from Innovation and Technology to Human Resources, and 3.00 FTEs and $358,639 from Housing and Neighborhood Services to Human Resources.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$288,065
Add positions to support benefits administration Add a Human Resources Generalist and a Benefits Specialist to support health and wellness benefits enrollment and administration.	2.00	$161,597
Support well-managed human resources programs Add funds for a salary benchmarking tool and fiduciary consulting services to inform compensation planning and ensure prudent management of post-retirement benefit funds.	–	$76,700
Support employee programs and initiatives Technical adjustment to increase funding for the city's pre-paid tuition assistance program based on trends in program participation and other employee programs.	–	$176,423
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	-$82,219
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$67,443
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$6,486
Net Change	**2.00**	**$681,523**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Create an enhanced applicant experience through increased transparency and communication throughout the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	89%	≥85%	≥80%
Promote employee wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	94%	≥85%	≥85%
Review administrative policies with the goal of breaking down barriers to employment	Number of policies reviewed	3	≥3	≥3
Strategic Priority Area: Workforce and Business Development				
Provide new skills training and career coaching for city employees to provide internal mobility	Number of employees who leverage career coaching and new skills training	312	≥30	≥30
Support the city's workforce via development through the Education Assistance Policy that provides pre-payment assistance for certain courses or job certifications at the community college level	Number of employees enrolled in a course of study under the terms of the policy	154	≥50	≥50

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Absence Management Specialist Lead	–	–	–	1.00	1.00
Absence Management Specialist Senior	–	–	–	1.00	1.00
Administrative Assistant Senior	–	–	–	1.00	1.00
Administrative Officer Lead	1.00	1.00	1.00	–	-1.00
Administrative Officer Manager	2.00	4.00	5.00	3.00	-2.00
Administrative Officer Senior	1.00	4.00	4.00	2.00	-2.00
Benefits Fund Accountant	–	–	–	1.00	1.00
Benefits Retirement Analyst	–	–	–	1.00	1.00
Benefits Specialist	–	–	–	1.00	1.00
Benefits Specialist Senior	–	–	–	1.00	1.00
Business Analyst	2.00	2.00	2.00	–	-2.00
Business Systems Analyst	–	1.00	–	–	–
Business Systems Analyst Senior	–	1.00	–	–	–
Chief Benefits Officer	–	1.00	1.00	1.00	–
Community Relations Manager	–	1.00	–	–	–
Compensation Analyst	–	–	–	2.00	2.00
Compensation Analyst Lead	–	–	–	1.00	1.00
Compensation Division Manager	–	–	–	1.00	1.00
Deputy Director I	1.00	2.00	2.00	2.00	–
Director of Human Resources	1.00	1.00	1.00	1.00	–
Drug and Alcohol Program Analyst	–	–	–	1.00	1.00
Employee Engagement Specialist	–	–	–	1.00	1.00
Human Resources Analyst	13.00	14.00	13.00	8.00	-5.00
Human Resources Division Manager	5.00	3.00	3.00	2.00	-1.00
Human Resources Generalist	2.00	4.00	5.00	4.00	-1.00
Human Resources Generalist Senior	4.00	2.00	2.00	2.00	–
Human Resource Management Records and Data Specialist	–	–	–	3.00	3.00
Human Resources Management System Analyst	1.00	–	2.00	3.00	1.00
Human Resources Manager	5.00	5.00	5.00	5.00	–
Human Resources Manager Senior	2.00	1.00	1.00	1.00	–
Human Resources Program Manager	2.00	2.00	3.00	3.00	–
Human Resources Specialist	3.00	2.00	3.00	1.00	-2.00
Human Resources Specialist Senior	6.00	4.00	3.00	2.00	-1.00
Learning Systems Administrator	–	–	–	1.00	1.00
Management Analyst Senior	1.00	2.00	1.00	1.00	–
Payroll Lead	–	–	–	1.00	1.00
Payroll Specialist	2.00	3.00	2.00	2.00	–

Full-Time Equivalent (FTE) Positions Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Payroll Supervisor	1.00	1.00	1.00	1.00	–
Department Total FTE	**55.00**	**61.00[1]**	**60.00**	**62.00**	**2.00**

[1] FY 2025 included the realignment of 3.00 FTEs from Human Resources to an office within Special Initiatives, 2.00 FTEs from Innovation and Technology to Human Resources, and 3.00 FTEs from Housing and Neighborhood Services to Human Resources.

CITY OF CHARLOTTE

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Innovation and Technology

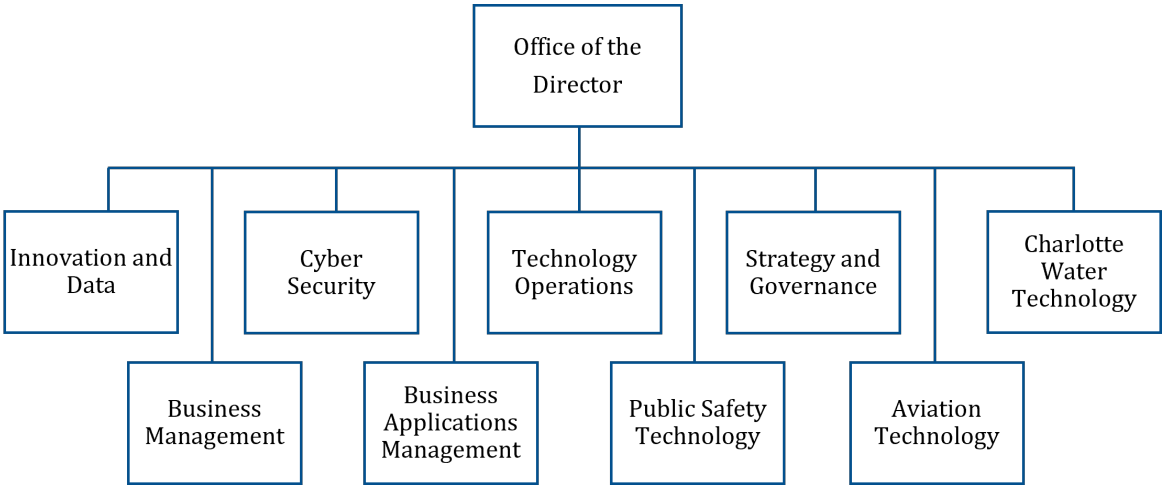
Mission Statement

Innovate, deliver, and secure technologies that connect Charlotte.

Department Overview

- Enables access and use of civic data to empower the community
- Strengthens cyber security measures to protect citywide data and technology from evolving threats
- Delivers high-quality and efficient solutions and services to meet community needs
- Explores, adopts, and integrates innovative technologies to enhance city operations and services
- Drives strategic alignment by developing long-term technology plans and initiatives

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget	FY 2027 Proposed[2]	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - Local	$155	$–	$–	$–	–%
Licenses, Fees, and Fines	$15,528	$15,950	$17,000	$17,000	–%
Total Revenues	**$15,683**	**$15,950**	**$17,000**	**$17,000**	**–%**
Expenditures					
Personnel Services	$29,348,610	$31,242,133	$32,948,466	$33,830,264	2.7%
Operating Expenses	$19,455,261	$19,576,701	$23,738,574	$26,133,652	10.1%
Department Charges	-$1,840,168	-$2,223,282	-$3,028,094	-$2,835,846	-6.3%
Total Expenditures	**$46,963,703**	**$48,595,552**	**$53,658,946**	**$57,128,070**	**6.5%**
Net Expenditures	**$46,948,020**	**$48,579,602**	**$53,641,946**	**$57,111,070**	**6.5%**

[1] FY 2025 included the realignment of 2.00 FTEs and $278,455 from Innovation and Technology to Human Resources.

[2] FY 2027 includes the realignment of 2.00 FTEs and $349,728 from Innovation and Technology to Finance.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$636,073
Support operationalization of Enterprise Resource Planning system Provide funds to support ongoing licensing, support, and maintenance costs associated with the city's transition to Workday for Enterprise Resource Planning.	–	$787,723
Support cybersecurity and network operations Provide funds to ensure the city's technology networks and data are adequately protected and maintained.		$551,969
Support technological solutions for efficient purchasing, contracting, and vendor management Provide funds for a new eProcurement system to streamline sourcing, purchasing, contract management, and tracking small business participation in city procurements.	–	$450,936
Transition costs into the city's Cost Allocation Plan Technical adjustment to transition personnel and contractual expenses funded by the Enterprise Funds into the city's Cost Allocation Plan. This accounting action results in an increase in expenditures that will be offset by revenue from the city's Cost Allocation Plan.	–	$349,005
Provide funds for software licensing and services support Provide funds for software licensing and support for various city services including: Granicus, which is used to produce the City Council meeting agenda; Accela, which supports the city's land development permitting process; and other business process software such as Microsoft Office and Adobe.	–	$286,607
Provide funds for contractual lease increase Technical adjustment to provide funds for the contractual lease increase at the city's data center.	–	$91,704
Support enterprise application costs Provide funds to support ongoing enterprise resource planning licensing, technical assistance, and maintenance costs associated with the city's business softwares.	–	$74,988
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for services provided by the Charlotte Development Center to other city departments. These costs will be reimbursed by user fee revenue and other funds, resulting in no General Fund impact.	–	-$12,677
Realign Business Systems Coordinators to Finance Centralize the management of the Enterprise Resource Planning system within the Internal Control division of Finance. There is a corresponding entry in Finance.	-2.00	-$349,728

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$373,700
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$211,406
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$17,418
Net Change	**-2.00**	**$3,469,124**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Improve effectiveness, efficiency, and accessibility though process improvements	Number of citywide process improvements implemented annually	Internally-Focused: 2 Resident-Focused: 1	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥4 Resident-Focused: ≥5
Secure the city's information technology systems	Percent of city-networked PCs having the most current anti-virus release installed	99.4%[1]	100%	100%
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	100% availability	100% availability	100% availability
	Percent of PC issues causing user downtime that are repaired or replaced by the IT Service Desk within four hours	99.4%	≥95%	≥95%
Enable access to data, technology, and digital services to empower the community	Annual percentage increase in the community's use of city mobile apps including CLT+	44.6%	≥10%	≥10%

[1] The variance between Target and Actual is due to devices that were temporarily offline, in transition, or require exceptions.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Active Directory Administrator	1.00	1.00	1.00	1.00	–
Administrative Assistant Senior	1.00	1.00	1.00	1.00	–
Administrative Officer	1.00	1.00	1.00	–	-1.00
Application Administrator	7.00	7.00	9.00	9.00	–
Application Administrator Associate	1.00	1.00	–	–	–
Application Administrator Lead	3.00	3.00	3.00	3.00	–
Application Administrator Senior	18.00	18.00	18.00	19.00	1.00
Application Development Support Manager	4.00	3.00	4.00	4.00	–
Application Development Support Supervisor	7.00	7.00	7.00	6.00	-1.00
Assistant Director	–	2.00	2.00	2.00	–
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Business Systems Analyst	5.00	4.00	5.00	5.00	–
Business Systems Analyst Senior	6.00	4.00	4.00	4.00	–
Business Systems Coordinator	9.00	9.00	9.00	7.00	-2.00
Business Systems Manager	2.00	2.00	1.00	1.00	–
Business Systems Manager Senior	1.00	2.00	1.00	1.00	–
Business Systems Program Manager Senior	–	–	–	1.00	1.00
Business Systems Supervisor	4.00	4.00	4.00	4.00	–
Chief Information Officer	1.00	1.00	1.00	1.00	–
Content Webmaster	1.00	1.00	1.00	–	-1.00
Cyber Security Analyst	3.00	3.00	6.00	5.00	-1.00
Cyber Security Analyst Lead	3.00	3.00	3.00	4.00	1.00
Cyber Security Analyst Senior	4.00	4.00	4.00	5.00	1.00
Cyber Security Manager	2.00	2.00	2.00	2.00	–
Data Analytics Specialist	1.00	1.00	1.00	1.00	–
Data Center Coordinator	1.00	1.00	1.00	1.00	–
Data Storage Coordinator	2.00	2.00	2.00	2.00	–
Database Administration Manager	1.00	1.00	–	–	–
Database Administrator	8.00	8.00	8.00	7.00	-1.00
Database Administrator Senior	4.00	4.00	4.00	5.00	1.00
Deputy Director II	2.00	2.00	2.00	1.00	-1.00
GIS Analyst	4.00	4.00	4.00	4.00	–
GIS Coordinator	1.00	1.00	1.00	1.00	–
I&T Asset Administrator	2.00	2.00	1.00	1.00	–
I&T Change Process Coordinator	1.00	1.00	1.00	1.00	–
I&T Communications Technician	1.00	1.00	1.00	1.00	–
I&T Data Analytics Manager	1.00	1.00	1.00	1.00	–
I&T Data Analytics Specialist	1.00	1.00	1.00	1.00	–
I&T Data Analytics Specialist Senior	2.00	2.00	2.00	2.00	–
I&T Data Services Administrator	2.00	2.00	2.00	2.00	–
I&T Data Services Analyst	2.00	2.00	2.00	2.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
I&T Data Services Manager	1.00	1.00	1.00	–	-1.00
I&T Enterprise Architect	1.00	1.00	1.00	1.00	–
I&T EPMO Manager	1.00	1.00	1.00	1.00	–
I&T Incident Response Coordinator	1.00	1.00	1.00	1.00	–
I&T Infrastructure Manager	4.00	4.00	5.00	5.00	–
I&T Infrastructure Supervisor	–	–	3.00	3.00	–
I&T Portfolio Manager	1.00	1.00	1.00	1.00	–
I&T Process Manager	2.00	2.00	2.00	2.00	–
I&T Program Manager	1.00	1.00	2.00	2.00	–
I&T Project Coordinator	1.00	1.00	1.00	1.00	–
I&T Project Coordinator Senior	2.00	2.00	–	–	–
I&T Project Manager	3.00	3.00	3.00	3.00	–
I&T Project Manager Senior	5.00	5.00	5.00	5.00	–
I&T Quality Assurance Analyst Senior	1.00	1.00	1.00	1.00	–
I&T Systems Architect	4.00	4.00	4.00	4.00	–
Information Security Officer	1.00	–	–	–	–
Management Analyst	1.00	–	–	–	–
Management Analyst Senior	–	1.00	1.00	1.00	–
Network Administrator	2.00	2.00	3.00	3.00	–
Network Engineer	6.00	6.00	4.00	3.00	-1.00
Network Technician	2.00	2.00	2.00	2.00	–
Procurement Agent Lead	1.00	–	–	–	–
Procurement Agent Senior	2.00	2.00	2.00	2.00	–
Procurement Officer	–	1.00	1.00	1.00	–
Server Administrator	2.00	2.00	2.00	2.00	–
Server Engineer	5.00	5.00	3.00	3.00	–
Software Developer	5.00	5.00	5.00	5.00	–
Software Developer Lead	5.00	5.00	5.00	5.00	–
Software Developer Senior	7.00	7.00	6.00	6.00	–
Technology Services Officer	5.00	4.00	4.00	4.00	–
Technology Support Coordinator	5.00	6.00	5.00	5.00	–
Technology Support Specialist	5.00	5.00	3.00	6.00	3.00
Technology Support Specialist Senior	5.00	5.00	5.00	5.00	–
Technology Support Supervisor	–	–	1.00	1.00	–
Department Total FTE	**208.00**	**206.00[1]**	**205.00**	**203.00[2]**	**-2.00**

[1] FY 2025 included the realignment of 2.00 FTEs from Innovation and Technology to Human Resources.

[2] FY 2027 includes the realignment of 2.00 FTEs from Innovation and Technology to Finance.

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Enhance Innovation and Technology Assets	$2,450,000	PAYGO	301
Replace Radios	$5,200,000	PAYGO	305
Support Public Safety Technology	$2,950,000	PAYGO	305
Total	**$10,600,000**		

CITY OF CHARLOTTE

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Internal Audit

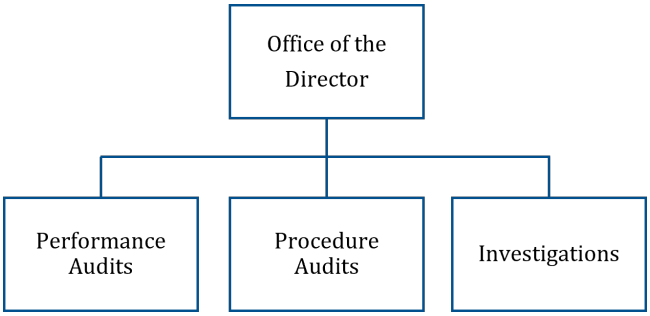
Mission Statement

Provide reasonable assurance the city has an effective operating system of internal controls.

Department Overview

- Conducts independent reviews of the city's system of internal controls
- Assists management in evaluating the effectiveness of operations
- Provides audit assistance for special projects
- Provides recommendations for improvement in key control areas

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$1,306,172	$1,398,213	$1,714,276	$1,792,677	4.6%
Operating Expenses	$176,124	$217,502	$112,072	$109,415	-2.4%
Total Expenditures	**$1,482,296**	**$1,615,715**	**$1,826,348**	**$1,902,092**	**4.1%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$35,876
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$28,258
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$14,267
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$2,657
Net Change	**–**	**$75,744**

Internal Audit

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Deliver timely audit services to facilitate a well-managed government	Number of performance audits issued	12	≥12	≥12
Ensure audit recommendations are implemented following the completion of audits	Percent of recommendations implemented within six months	82%	≥75%	≥75%
Promote continuous learning and implementation of best practices	Percent of staff who participate in training throughout the fiscal year	100%	≥95%	≥95%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Deputy Internal Audit Manager	1.00	1.00	1.00	1.00	–
Internal Audit Manager	1.00	1.00	1.00	1.00	–
Internal Audit Supervisor	1.00	1.00	1.00	1.00	–
Internal Audit Supervisor IT	1.00	1.00	1.00	1.00	–
Internal Auditor	2.00	2.00	2.00	2.00	–
Internal Auditor Lead	–	–	1.00	1.00	–
Internal Auditor Senior	5.00	5.00	4.00	4.00	–
Department Total FTE	**11.00**	**11.00**	**11.00**	**11.00**	**–**

CITY OF CHARLOTTE

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Mayor and City Council

Mission Statement

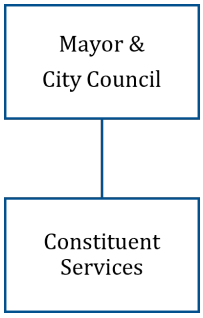
Set policies and provide guidance to the City Manager to support smart growth, address key strategic areas, and meet resident needs such as:

- Make neighborhoods safe, sustainable, and affordable
- Create a thriving economic climate where businesses are connected to highly skilled talent and technologies
- Work to help residents earn sustainable wages and benefits
- Guide the growth of the city's transportation systems to connect residents from all walks of life to valuable resources and opportunities

Department Overview

- Appoints the City Manager, City Attorney, City Clerk, and various members to Boards and Commissions
- Adopts ordinances, resolutions, and orders
- Adopts the annual budget, which sets the tax rate and approves the financing of city operations

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1]	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$850,319	$910,453	$2,193,128	$3,062,470	39.6%
Operating Expenses	$262,823	$249,806	$510,050	$516,868	1.3%
Total Expenditures	**$1,113,142**	**$1,160,259**	**$2,703,178**	**$3,579,338**	**32.4%**

[1] FY 2026 included the realignment of 10.00 FTEs and $1,284,705 from Communication and Marketing to Mayor and City Council.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees. This action also supports a compensation increase for Elected Officials equal to four percent above the FY 2026 base salaries of Mecklenburg County Elected Officials.	–	$91,083
Provide additional support for City Council Add six Mayor and City Council Support Specialist positions to support Mayor and City Council. These positions will provide analysis and administrative support. Add a Corporate Communications Specialist Senior to help coordinate media requests and support timely, accurate communication with the public.	7.00	$746,736
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$2,989
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$28,534
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$6,818
Net Change	**7.00**	**$876,160**

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant Senior	–	–	1.00	1.00	–
Constituent Services Division Manager	–	–	1.00	1.00	–
Corporate Communications Specialist Senior	–	–	–	1.00	1.00
Mayor & City Council Support Specialist	–	–	5.00	11.00	6.00
Mayor & City Council Support Specialist Associate	–	–	1.00	1.00	–
Special Assistant to Mayor & City Council	–	–	2.00	2.00	–
Constituent Services Total FTE	**–**	**–**	**10.00[1]**	**17.00**	**7.00**

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Council Member	11.00	11.00	11.00	11.00	–
Mayor	1.00	1.00	1.00	1.00	–
Elected Official Total FTE	**12.00**	**12.00**	**12.00**	**12.00**	**–**
Department Total FTE	**12.00**	**12.00**	**22.00[1]**	**29.00**	**7.00**

[1] FY 2026 included the realignment of 10.00 FTEs from Communication and Marketing to Mayor and City Council.

CITY OF CHARLOTTE

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Planning, Design, and Development

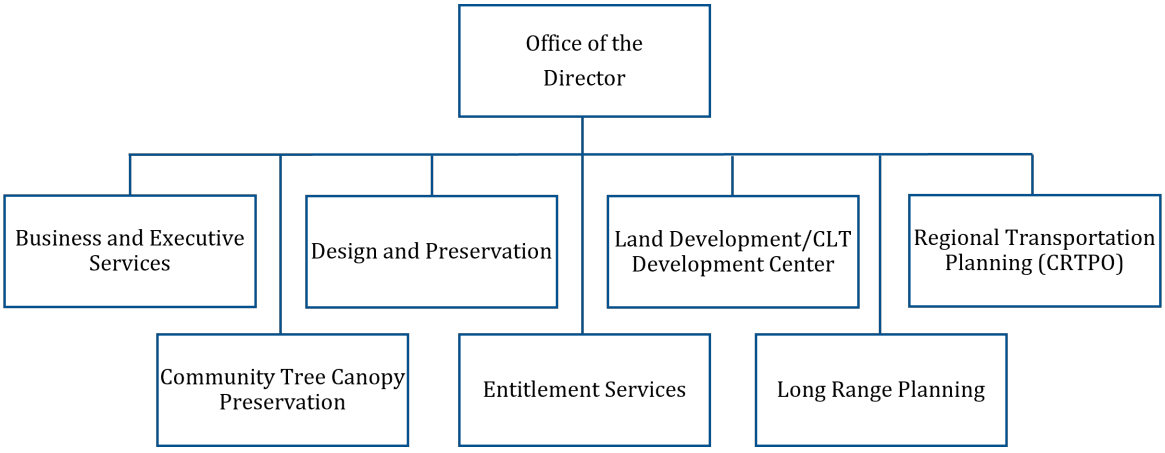
Mission Statement

Shape, connect, and design great places to preserve Charlotte's built and natural spaces, plan for growth, and guide development of Charlotte's thriving communities.

Department Overview

- Provides a comprehensive array of long-range planning, development, and strategic planning services to improve the quality of life in Charlotte, particularly focusing efforts to obtain more equitable development and address land use policy, the regulatory environment, community planning, urban design, tree canopy policy, and regional transportation planning
- Provides planning and regulatory services in support of City Council's priorities to advance mobility, affordable housing, and economic development initiatives
- Develops plans and policies to advance the community values and aspirations around access, transportation, quality of life, economic development, jobs, affordable housing, health, safety, and sustainability
- Offers Urban Design and strategic planning functions that facilitate high quality development and transformative capital investments

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Licenses, Fees, and Fines	$655,056	$949,528	$1,236,310	$1,236,310	–%
Charges for Current Services	$6,559,995	$6,856,744	$8,027,530	$8,424,376	4.9%
Total Revenues	**$7,215,051**	**$7,806,272**	**$9,263,840**	**$9,660,686**	**4.3%**
Expenditures					
Personnel Services	$14,589,204	$16,493,956	$18,109,926	$19,340,319	6.8%
Operating Expenses	$1,746,825	$1,848,391	$1,790,831	$1,803,278	0.7%
Department Charges	-$2,008,097	-$2,145,772	-$2,876,893	-$2,691,003	-6.5%
Total Expenditures	**$14,327,932**	**$16,196,575**	**$17,023,864**	**$18,452,594**	**8.4%**
Net Expenditures	**$7,112,881**	**$8,390,303**	**$7,760,024**	**$8,791,908**	**13.3%**

Planning, Design, and Development

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$367,241
Add position to support the Charlotte Regional Transportation Planning Organization Add one Planning Program Manager to support the Charlotte Regional Transportation Planning Organization. This position will support long-range transportation and mobility planning programs. This position is grant funded, resulting in no General Fund impact.	1.00	$–
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for services provided by the Charlotte Development Center to other city departments. These costs will be reimbursed by user fee revenue and other funds, resulting in no General Fund impact.	–	$341,854
Adjust department charges Charlotte Regional Transportation Planning Organization reimbursement Technical adjustment to department charges to align reimbursement for personnel costs supporting the Charlotte Regional Transportation Organization based on anticipated utilization.	–	-$109,778
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$695,842
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$167,311
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$33,740
Net Change	**1.00**	**$1,428,730**

Planning, Design, and Development

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Align strategy, budgeting, and performance to improve service delivery and resource management	Percent of on-time plan reviews	New Measure	New Measure	≥90%
Strategic Priority Area: Great Neighborhoods				
Guide and measure the implementation of plans and policies that shape the city	Percent of Corridors of Opportunity funded playbook projects, programs, or initiatives implemented on time	New Measure	New Measure	≥90%
Strategic Priority Area: Transportation and Planning				
Guide and measure the implementation of plans and policies that shape the city	Percent of programs, projects, regulations, or initiatives of the Charlotte Future 2040 Plan and Community Area Plans completed	New Measure	New Measure	≥75%

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	1.00	1.00	1.00	1.00	–
Administrative Assistant Senior	1.00	1.00	1.00	3.00	2.00
Administrative Officer	1.00	2.00	2.00	–	-2.00
Administrative Officer Senior	1.00	1.00	1.00	1.00	–
Administrative Services Manager	1.00	1.00	1.00	1.00	–
Administrative Specialist	5.00	5.00	5.00	5.00	–
Assistant Director II	–	–	1.00	1.00	–
Budget & Finance Analyst	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst Lead	1.00	2.00	2.00	2.00	–
Budget & Finance Analyst Senior	–	–	1.00	1.00	–
Budget & Finance Manager	1.00	1.00	–	–	–
Business Services Manager	–	–	1.00	1.00	–
Code Enforcement Inspector	7.00	7.00	6.00	6.00	–
Code Enforcement Inspector Lead	2.00	1.00	1.00	1.00	–
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	–
Code Process Specialist	2.00	2.00	2.00	2.00	–
Community Engagement Specialist Lead	–	1.00	1.00	1.00	–
Construction Inspector	5.00	5.00	5.00	5.00	–
Construction Inspector Senior	2.00	2.00	2.00	2.00	–
Construction Manager	2.00	1.00	1.00	1.00	–
Construction Supervisor	1.00	1.00	1.00	1.00	–
Deputy Director II	1.00	1.00	1.00	1.00	–
Director of Planning	1.00	1.00	1.00	1.00	–
Engineering Services Investigator	5.00	5.00	5.00	5.00	–
Engineering Services Supervisor	1.00	1.00	1.00	1.00	–
GIS Analyst	–	1.00	–	–	–
Office Assistant Senior	1.00	1.00	1.00	1.00	–
Permit Process Supervisor	–	–	–	1.00	1.00
Planner	16.00	16.00	18.00	18.00	–
Planner Associate	20.00	19.00	16.00	16.00	–
Planner Technician	1.00	1.00	1.00	1.00	–
Planning Division Manager	6.00	7.00	7.00	7.00	–
Planning Program Manager	10.00	12.00	12.00	13.00	1.00
Planning Project Coordinator	18.00	20.00	23.00	23.00	–
Planning Project Manager	8.00	10.00	9.00	9.00	–
Planning Project Manager Senior	8.00	8.00	8.00	7.00	-1.00
Urban Forestry Specialist	7.00	5.00	5.00	5.00	–
Urban Forestry Supervisor	1.00	–	–	–	–
Department Total FTE	**139.00**	**144.00**	**145.00**	**146.00**	**1.00**

Police

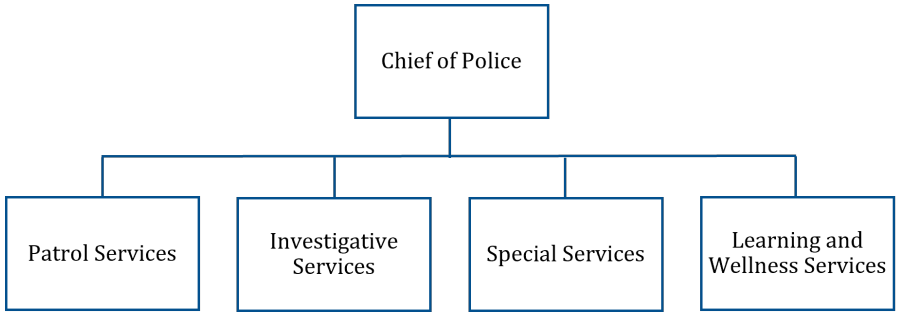
Mission Statement

Implement solutions and expand collaborative relationships within the organization and community to increase public safety through enhanced trust, fairness, and respect.

Department Overview

- Increases public safety through crime management, community collaboration, professional accountability, and employee wellness
- Strengthens vulnerable communities by communicating and implementing crime prevention strategies that address causes of crime and improve quality of life
- Builds community trust by embracing collaboration and reflecting the Charlotte community in the workforce

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget[1,2]	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Intergovernmental	$26,321,553	$29,106,229	$29,868,327	$30,675,551	2.7%
Interfund Police Charges	$13,754,927	$14,363,672	$15,215,887	$16,677,546	9.6%
Licenses, Fees, and Fines	$1,902,954	$2,421,565	$2,665,953	$2,189,323	-17.9%
Convention Center Traffic	$250,000	$250,000	$–	$–	–%
Charges for Services	$66,082	$319,946	$115,000	$–	-100.0%
Other	$34,039	$90,202	$55,000	$105,000	90.9%
Total Revenues	**$42,329,555**	**$46,551,614**	**$47,920,167**	**$49,647,420**	**3.6%**
Expenditures					
Personnel Services	$292,090,383	$289,870,347	$316,497,060	$357,155,817	12.8%
Operating Expenses	$47,502,768	$51,681,394	$50,161,203	$52,878,144	5.4%
Department Charges	-$464,526	-$508,852	-$463,393	-$515,824	11.3%
Total Expenditures	**$339,128,625**	**$341,042,889**	**$366,194,870**	**$409,518,137**	**11.8%**
Net Expenditures	**$296,799,070**	**$294,491,275**	**$318,274,703**	**$359,870,717**	**13.1%**

[1] FY 2026 included the realignment of 90.00 FTEs and $9,257,045 for Animal Care and Control from Police to General Services and 1.00 FTE and $110,163 from Police to a new office in Special Initiatives.

[2] Beginning in FY 2026, Convention Center Traffic funding is both collected in and paid from the Convention Center Tax Fund.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent merit pool in November); a four percent merit pool for salaried employees; a 10 percent increase for eligible sworn Police personnel in the Public Safety Pay Plan; and a seven percent increase for eligible sworn Fire personnel in the Public Safety Pay Plan.	–	$23,782,430
Add funds to support overtime budget Provide funding to align overtime budget to expenditures which have annually increased due to increases in pay, benefits, and emergency response personnel.	–	$1,690,885
Provide funds for in-car cameras for Police vehicles Enhance body-worn camera system by adding in-car cameras in Police vehicles and one Management Analyst to assist with the video disclosure process.	1.00	$1,101,730
Support utility costs for facilities Provide additional funds for utilities and operational costs associated with three new facilities.	–	$422,863
Provide funds for personal protective equipment and supplies Provide funds for personal protective equipment, including tactical vests and helmets, medical supplies, and uniforms.	–	$249,034
Support the Community Assistance: Respond, Engage, Support (CARES) program Provide funds to continue supporting the CARES program contract with Mecklenburg County. Support for this program was previously grant funded.	–	$222,461
Provide funds for the retiree health investment account program for new recruits Provide funds for contributions to new recruits' retiree health savings investment accounts. This program provides $1,300 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	–	$199,591
Enhance technical surveillance and criminal case technology Provide funds to support the Police Department's technical surveillance capabilities and enhance criminal case technology by establishing a rapid DNA program.	–	$46,235
Adjust attrition rate Technical adjustment to reduce the attrition rate for positions previously funded by a grant or temporarily unfilled, while implementing a multi-year strategy to fill all existing positions.	–	$3,297,132
Support separation allowance for law enforcement officers Technical adjustment to provide additional funds for the state-mandated separation allowance for law enforcement officers.	–	$1,512,442
Provide funds for fuel cost increases Technical adjustment to provide funding for fuel based on utilization and projected cost increases.	–	$558,750

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for software support and technology maintenance Technical adjustment to provide funds for technology maintenance and software support related to Police's computer aided dispatch system and database servers.	–	$53,827
Provide funds for contractural increases Technical adjustment to provide funds for custodial services, leases at CLT Airport and North Division, and security services at Police Headquarters.	–	$52,129
Provide funds for body-worn camera and taser technology services Technical adjustment to provide funds for ongoing software, support, services, replacements, and maintenance for Police's body-worn camera and taser systems.	–	$14,360
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$6,821,513
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$3,122,281
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$175,604
Net Change	**1.00**	**$43,323,267**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Safe Communities				
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds or less	70.7%[1]	≥90%	≥90%
Provide timely response to calls for service	Average Police response time to priority 1 emergency calls for service	7.46 minutes[2]	<7 minutes	<7 minutes

[1] Performance was impacted by staffing and workload challenges; however, operational and compensation changes implemented to improve retention and coverage have contributed to recent performance exceeding the Target.

[2] Call-answering performance was impacted by elevated retirements and resulting vacancies; however, additional recruiting efforts have been implemented to strengthen staffing and improve performance.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Police Chief	1.00	1.00	1.00	1.00	–
Deputy Police Chief	5.00	5.00	5.00	5.00	–
Police Major	12.00	12.00	12.00	12.00	–
Police Captain	30.00	30.00	28.00	28.00	–
Police Lieutenant	52.00	52.00	53.00	53.00	–
Police Sergeant	164.00	165.00	166.00	167.00	1.00
Police Officer	1,673.00	1,672.00	1,671.00	1,670.00	-1.00
Sworn Total	**1,937.00**	**1,937.00**	**1,936.00**	**1,936.00**	**–**

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
311 Contact Center Program Analyst	2.00	2.00	3.00	3.00	–
Administrative Assistant	3.00	2.00	2.00	2.00	–
Administrative Assistant Senior	3.00	2.00	2.00	1.00	-1.00
Administrative Officer	8.00	9.00	8.00	1.00	-7.00
Administrative Officer Lead	2.00	2.00	1.00	1.00	–
Administrative Officer Manager	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	2.00	4.00	4.00	–	-4.00
Administrative Services Manager	2.00	–	–	–	–
Administrative Specialist	14.00	13.00	11.00	11.00	–
Administrative Specialist Lead	–	–	–	5.00	5.00
Administrative Specialist Senior	–	–	–	1.00	1.00
Animal Control Bureau Manager	1.00	1.00	–	–	–
Animal Control Officer	19.00	19.00	–	–	–
Animal Control Officer Lead	11.00	11.00	–	–	–
Animal Control Officer Senior	6.00	6.00	–	–	–
Animal Control Supervisor	6.00	7.00	–	–	–
Animal Health Technician	6.00	9.00	–	–	–
Animal Health Technician Lead	1.00	1.00	–	–	–
Animal Shelter Manager	1.00	1.00	–	–	–
Animal Trainer	1.00	1.00	–	–	–
Behavioral Health Specialist	1.00	1.00	15.00	14.00	-1.00
Behavioral Health Specialist Senior	1.00	1.00	1.00	2.00	1.00
Budget & Finance Analyst	2.00	3.00	3.00	2.00	-1.00
Budget & Finance Analyst Lead	3.00	3.00	1.00	1.00	–
Budget & Finance Analyst Senior	3.00	3.00	4.00	5.00	1.00
Budget & Finance Manager	1.00	1.00	2.00	2.00	–
Budget & Finance Specialist	2.00	2.00	2.00	2.00	–
Business Services Manager	1.00	–	–	–	–
Chief Criminalist	3.00	3.00	3.00	3.00	–
Civilian Crash Investigator	–	16.00	16.00	16.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Community Relations Manager	1.00	1.00	1.00	1.00	–
Community Relations Specialist	2.00	2.00	2.00	2.00	–
Contract Technician	1.00	1.00	–	–	–
Crime Lab Technician	1.00	1.00	1.00	1.00	–
Crime Laboratory Director	1.00	1.00	1.00	1.00	–
Crime Scene Supervisor	1.00	1.00	1.00	1.00	–
Crime Scene Technician	28.00	28.00	28.00	28.00	–
Crime Scene Technician Lead	6.00	6.00	6.00	6.00	–
Criminalist DNA Analyst	5.00	5.00	5.00	5.00	–
Criminalist Drug Chemistry	3.00	3.00	3.00	3.00	–
Criminalist Firearms Toolmarks	2.00	2.00	2.00	2.00	–
Criminalist Serology	1.00	1.00	1.00	1.00	–
Customer/Revenue Service Assistant	7.00	8.00	–	–	–
Data Analytics Manager	1.00	1.00	1.00	1.00	–
Data Analytics Specialist	12.00	12.00	9.00	9.00	–
Data Analytics Specialist Lead	3.00	3.00	1.00	1.00	–
Data Analytics Specialist Senior	2.00	2.00	1.00	1.00	–
Data Analytics Supervisor	1.00	1.00	3.00	3.00	–
Division Training Specialist	2.00	2.00	1.00	1.00	–
DNA Analysis Team Lead	2.00	2.00	2.00	2.00	–
Domestic Violence Counselor	4.00	4.00	4.00	3.00	-1.00
Domestic Violence Counselor Senior	–	–	–	1.00	1.00
Facilities Services Coordinator	–	–	1.00	1.00	–
False Alarm Coordinator	–	–	–	1.00	1.00
Field Operations Supervisor	2.00	2.00	–	–	–
Fleet Specification Analyst	1.00	1.00	1.00	1.00	–
Forensic Analyst	4.00	4.00	4.00	4.00	–
Housing & Neighborhood Services Program Coordinator	2.00	1.00	1.00	1.00	–
Human Resources Generalist	4.00	4.00	5.00	5.00	–
Human Resources Generalist Senior	3.00	2.00	2.00	2.00	–
Human Resources Specialist	5.00	4.00	3.00	3.00	–
Human Resources Specialist Senior	3.00	5.00	5.00	2.00	-3.00
Kennel Attendant	9.00	13.00	–	–	–
Kennel Supervisor	2.00	2.00	–	–	–
Latent Fingerprint Examiner	3.00	3.00	3.00	3.00	–
Latent Fingerprint Supervisor	1.00	1.00	1.00	1.00	–
Law Enforcement Training Supervisor	1.00	1.00	1.00	1.00	–
Management Analyst	8.00	9.00	12.00	13.00	1.00
Management Analyst Senior	1.00	2.00	3.00	3.00	–
Non-Emergency Police Service Manager	1.00	1.00	1.00	1.00	–
Office Assistant	6.00	5.00	4.00	4.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Office Assistant Senior	9.50	9.50	7.50	7.50	–
Operations Supervisor	1.00	1.00	1.00	1.00	–
Police Aircraft Mechanic	1.00	1.00	2.00	2.00	–
Police Assistant Administrative Director	–	3.00	3.00	3.00	–
Police Communications Manager	1.00	1.00	1.00	1.00	–
Police Communications Services Supervisor	2.00	2.00	2.00	2.00	–
Police Customer Service Supervisor	6.00	6.00	6.00	6.00	–
Police Equipment Technician	2.00	1.00	1.00	1.00	–
Police Investigation Technician	45.00	45.00	45.00	45.00	–
Police Property Control Supervisor	3.00	3.00	3.00	3.00	–
Police Property Control Technician	14.00	14.00	14.00	14.00	–
Police Property Manager	1.00	1.00	1.00	1.00	–
Police Records Supervisor	1.00	1.00	1.00	1.00	–
Police Records Support Technician	2.00	2.00	–	–	–
Police Records Technician	3.00	3.00	5.00	5.00	–
Police Support Technician	16.00	16.00	16.00	16.00	–
Police Telecommunications Supervisor	14.00	15.00	15.00	15.00	–
Police Telecommunicator (Trainee/I)	95.00	105.00	105.00	76.00	-29.00
Police Telecommunicator II	–	–	–	62.00	62.00
Police Telecommunicator Senior	30.00	33.00	33.00	–	-33.00
Polygraph Examiner	2.00	1.00	1.00	1.00	–
Procurement Agent Senior	1.00	1.00	1.00	1.00	–
Procurement Officer	1.00	1.00	1.00	1.00	–
Public Information Specialist	3.00	3.00	3.00	3.00	–
Public Information Specialist Senior	3.00	3.00	2.00	2.00	–
Public Service Coordinator	2.00	2.00	2.00	2.00	–
Quality Assurance Analyst	1.00	2.00	1.00	1.00	–
Questioned Documents Specialist	1.00	1.00	1.00	1.00	–
Real Time Crime Supervisor	1.00	1.00	1.00	1.00	–
Records Specialist	–	–	–	6.00	6.00
Recreation Specialist	1.00	1.00	1.00	1.00	–
Recruiter	–	–	–	2.00	2.00
Safety Coordinator	1.00	1.00	1.00	1.00	–
Safety Specialist	3.00	3.00	3.00	3.00	–
Special Events Coordinator	1.00	1.00	–	–	–
Training Specialist	3.00	3.00	3.00	3.00	–
Vendor Management Supervisor	1.00	1.00	1.00	1.00	–
Veterinarian	2.00	3.00	–	–	–
Non-LEO Total FTE	**521.50**	**561.50**	**482.50**	**483.50**	**1.00**
Department Total FTE	**2,458.50**	**2,498.50**	**2,418.50[1]**	**2,419.50**	**1.00**

[1] FY 2026 included the realignment of 90.00 FTEs from the Animal Care and Control division within Police to General Services and 1.00 FTE to Special Initiatives.

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Support Public Safety Technology	$2,950,000	PAYGO	305
Replace Radios	$5,200,000	PAYGO	305
Purchase and Replace Police Take-Home Vehicles	$2,450,000	PAYGO	305
Construct Police Helicopter Hangar	$10,000,000	COPs	341
Total	**$20,600,000**		

Solid Waste Services

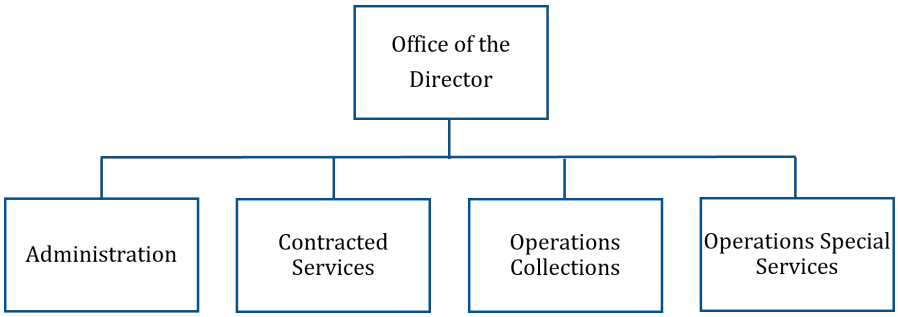
Mission Statement

Promote public health by partnering with the community to provide safe, competitive, and efficient solid waste services that strive to meet environmental standards.

Department Overview

- Delivers weekly curbside collection service city-wide for garbage, yard waste, and bulky waste
- Provides bi-weekly curbside collection of recyclables
- Collects weekly garbage, recycling, and bulky waste for multi-family communities
- Collects weekly small business garbage and provide refuse and recycling collection from public receptacles
- Removes litter and dead animals from city streets and rights-of-way
- Participates in specialized cleaning programs, including continual maintenance of the Central Business District, neighborhood clean-ups, and support of special events and transportation corridors

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - State	$715,485	$694,442	$712,000	$715,276	0.5%
Licenses, Fees, and Fines	$35,279,567	$39,450,889	$45,109,161	$50,046,106	10.9%
Miscellaneous	$50,379	$141,999	$120,000	$91,350	-23.9%
Total Revenues	**$36,045,431**	**$40,287,330**	**$45,941,161**	**$50,852,732**	**10.7%**
Expenditures					
Personnel Services	$29,247,410	$31,250,102	$33,059,321	$35,606,101	7.7%
Operating Expenses	$52,344,631	$57,521,354	$59,925,111	$63,006,199	5.1%
Department Charges	-$1,430,553	-$1,678,168	-$1,777,644	-$1,908,447	7.4%
Total Expenditures	**$80,161,488**	**$87,093,288**	**$91,206,788**	**$96,703,853**	**6.0%**
Net Expenditures	**$44,116,057**	**$46,805,958**	**$45,265,627**	**$45,851,121**	**1.3%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$770,846
Support additional sanitation crews Provide funds to establish three residential collection crews and additional supervisory staff to enhance performance monitoring, training, and operational oversight.	6.00	$634,465
Provide funds for temporary staffing Provide funding to continue a partnership with the Center for Employment Opportunities to reduce litter in Charlotte with designated litter-picking crews.	–	$212,925
Provide funds for software and non-personnel cost increases Provide funds for software support related to Solid Waste Services' collection vehicle's in-cab cameras.	–	$56,970
Provide funds for contractual increases in residential dumpster contract Technical adjustment to provide funds for contractual cost increases in the residential dumpster collection contract.	–	$664,350
Provide funds for fuel cost increases Technical adjustment to provide funding for fuel based on utilization and projected cost increases.	–	$393,750
Provide funds for inflationary increases in the curbside recycling contract Technical adjustment to provide funds for contractual cost increases in the curbside recycling collection contract.	–	$262,962
Provide funds for tipping fee increases Technical adjustment to provide funds for tipping fee increases for garbage and yard waste disposal costs.	–	$170,767
Update reimbursement of solid waste services provided to CATS and Charlotte Water Technical adjustment to update the department charge for Solid Waste Services along the CATS Blue Line, Goldline, bus stops, and other CATS and Charlotte Water facilities.	–	-$130,803
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$724,750
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$416,337

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$1,319,746
Net Change	**6.00**	**$5,497,065**

Solid Waste Services

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	$177/ ton (FY 2025 Average $317/ ton)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	$66.24/ton (FY 2025 Average $165/ton)	< North Carolina statewide average	< North Carolina statewide average
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	63	≥56	≥65
Provide timely trash services during normally scheduled service delivery	Percent of on-time service delivery that did not require a second truck to pick up trash at a missed collection	99.98%[1]	100%	95%[1]
Strategic Priority Area: Great Neighborhoods				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.44	≤2	≤2
Strategic Priority Area: Workforce and Business Development				
Facilitate upward mobility for employees	Number of employees participating in upward mobility initiatives, such as professional licensing, degree programs, continuing education courses, etc.	51	≥33	≥33

[1] FY 2025 Actual exceeds industry standard; 95%. FY 2027 Target was adjusted to align with industry standard and a more realistic Target.

Solid Waste Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer	2.00	2.00	1.00	–	-1.00
Administrative Officer Lead	–	–	1.00	1.00	–
Administrative Officer Senior	3.00	3.00	3.00	–	-3.00
Administrative Specialist	1.00	–	–	–	–
Administrative Specialist Lead	–	–	–	3.00	3.00
Budget & Finance Analyst	–	1.00	1.00	–	-1.00
Budget & Finance Analyst Lead	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Budget & Finance Specialist Senior	–	–	–	1.00	1.00
Building Maintenance Assistant	–	–	–	1.00	1.00
Business Services Manager	1.00	1.00	1.00	1.00	–
Community Programs Coordinator	1.00	1.00	1.00	1.00	–
Community Relations Specialist	1.00	1.00	1.00	1.00	–
Contract Technician	8.00	8.00	–	–	–
Customer/Revenue Service Specialist	2.00	2.00	2.00	2.00	–
Deputy Director	2.00	2.00	2.00	2.00	–
Director of Solid Waste Services	1.00	1.00	1.00	1.00	–
Dispatcher	2.00	2.00	2.00	2.00	–
Facilities Administrator	–	–	–	1.00	1.00
Field Operations Supervisor	4.00	4.00	4.00	4.00	–
Human Resources Administrator Senior	–	–	–	2.00	2.00
Human Resources Generalist	2.00	2.00	2.00	–	-2.00
Human Resources Generalist Senior	1.00	1.00	1.00	1.00	–
Human Resources Manager	1.00	–	–	–	–
Human Resources Manager Senior	–	1.00	1.00	1.00	–
Inventory & Warehouse Assistant	–	1.00	1.00	1.00	–
Labor Crew Chief II	17.00	17.00	18.00	21.00	3.00
Management Analyst Senior	1.00	2.00	2.00	2.00	–
Office Assistant	1.00	1.00	1.00	1.00	–
Operations Supervisor	3.00	3.00	2.00	2.00	–
Procurement Agent	1.00	1.00	1.00	–	-1.00
Roll-out Cart Administrator	–	–	–	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	–
Safety Specialist	2.00	2.00	2.00	2.00	–
Safety Supervisor	1.00	1.00	1.00	1.00	–
Safety Technician	5.00	5.00	5.00	5.00	–
Sanitation Equipment Operator	71.00	71.00	76.00	76.00	–
Sanitation Equipment Operator Senior	87.00	87.00	93.00	96.00	3.00
Sanitation Technician	55.00	55.00	43.00	40.00	-3.00
Sanitation Technician Senior	36.00	36.00	36.00	36.00	–
Solid Waste Data Administrator	–	–	–	2.00	2.00
Solid Waste Services Operations Manager	1.00	1.00	1.00	1.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Storekeeper	1.00	–	–	–	–
Training Specialist	1.00	1.00	1.00	1.00	–
Vendor Management Specialist	–	–	1.00	1.00	–
Vendor Management Specialist Lead	1.00	1.00	–	–	–
Vendor Management Supervisor	1.00	1.00	2.00	2.00	–
Vendor Management Technician	–	–	8.00	8.00	–
Department Total FTE	**320.00**	**321.00**	**321.00**	**327.00**	**6.00**

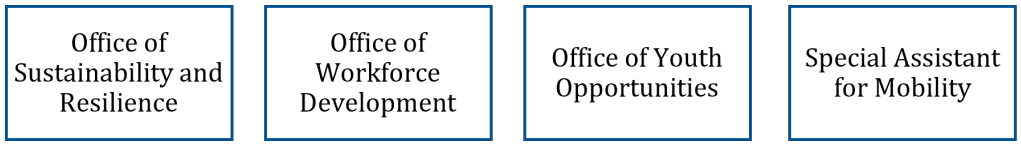
Special Initiatives

Overview

Special Initiatives consists of four separate offices, the Office of Sustainability and Resilience, the Office of Workforce Development, and the Office of Youth Opportunities, as well as the Special Assistant for Mobility. Each function reports to the City Manager's Office.

- Office of Sustainability and Resilience: Leads interdepartmental and communitywide implementation of the Strategic Energy Action Plan (SEAP+)
- Office of Workforce Development: Manages and supports workforce development programs and initiatives aimed at strengthening skills and expanding career opportunities for city employees and the broader community
- Office of Youth Opportunities: Connects youth (ages 13-24) to meaningful career development and exploration opportunities within the city and with outside agencies and businesses
- Special Assistant for Mobility: Leads interdepartmental efforts to further the objectives of the Strategic Mobility Plan

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget[2]	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$–	$1,816,056	$3,122,928	$3,403,207	9.0%
Operating Expenses	$–	$263,063	$1,276,764	$1,323,410	3.7%
Total Expenditures	**$–**	**$2,079,119**	**$4,399,692**	**$4,726,617**	**7.4%**

[1] FY 2025 included the realignment of 4.00 FTEs and $820,004 from General Services, 3.00 FTEs and $354,800 from Human Resources, and 1.00 FTE and $300,408 from the City Manager's Office to a new office in Special Initiatives.

[2] FY 2026 included the realignment of 8.00 FTEs and $1,627,630 from Housing and Neighborhood Services, 1.00 FTE and $110,163 from Police, and 2.00 FTEs and $215,337 from Community Relations to a new office in Special Initiatives.

Special Initiatives

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$75,210
Provide funds to support Workforce Development Provide funds to support annual expenses for office and specialty department supplies.	–	$17,453
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$205,238
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$29,831
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$807
Net Change	**–**	**$326,925**

Special Initiatives

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Increase capital projects in areas ("play") place types	Percentage of projects completed within ½ mile of Community Activity or Regional Activity Centers ("play") place types	61.30%	Percentage ≥ previous fiscal year	Percentage ≥ previous fiscal year
Strive toward 100% zero-carbon buildings and fleet by 2030 and low-carbon city by 2050	Percent of building energy use projected to be powered by zero-carbon sources by 2030	81%	Percentage ≥ previous fiscal year	Percentage ≥ previous fiscal year
	Percent of city fleet that are electric vehicles; percent that are alternative fuel vehicles	5%; 6%[1]	Percentage ≥ previous fiscal year	Percentage ≥ previous fiscal year
Strategic Priority Area: Workforce and Business Development				
Leverage community partnerships to create talent pipelines to support City of Charlotte workforce development initiatives	Number of participants placed directly into full-time City of Charlotte positions from the city's workforce development programs	New Measure	New Measure	≥80
Increase economic mobility, social capital, and career opportunities for youth	Number of businesses and non-profits providing youth internships, pre-apprenticeships, job shadowing, and other work experiences	65 [2]	≥150	≥80

[1] Performance Actual reflects updated methodology aligned with the Sustainable & Resilient Fleet Policy, which distinguishes alternative fuel vehicles from hybrids and affects reported progress toward the target.

[2] FY 2025 results reflect pre-redesign program conditions. Strategic program changes and expanded employer engagement began in FY 2026, with measurable impacts expected in FY 2027 and FY 2028.

Special Initiatives

Full-Time Equivalent (FTE) Position Summary

Office of Sustainability

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Chief Resilience and Sustainability Officer	–	1.00	1.00	1.00	–
Energy Sustainability Coordinator	–	2.00	2.00	2.00	–
Energy Sustainability Coordinator Senior	–	2.00	2.00	1.00	-1.00
Energy Sustainability Manager	–	–	–	1.00	1.00
Department Total FTE	**–**	**5.00[1]**	**5.00**	**5.00**	**–**

[1] FY 2025 included the realignment of 4.00 FTEs from General Services and the addition of an Energy Sustainability Coordinator.

Office of Workforce Development

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer Lead	–	1.00	1.00	1.00	–
Human Resources Generalist Senior	–	1.00	1.00	–	-1.00
Human Resources Program Manager	–	1.00	1.00	1.00	–
Human Resources Specialist	–	1.00	–	–	–
Management Analyst	–	1.00	1.00	1.00	–
Special Assistant to the City Manager	–	1.00	1.00	1.00	–
Workforce Development Specialist	–	–	1.00	1.00	–
Workforce Development Specialist Lead	–	–	–	1.00	1.00
Department Total FTE	**–**	**6.00[1]**	**6.00**	**6.00**	**–**

[1] FY 2025 included the realignment of 3.00 FTEs from Human Resources, 1.00 FTE from the City Manager's Office, and the addition of an Administrative Officer Lead and Management Analyst.

Office of Youth Opportunities

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer Lead	–	–	1.00	–	-1.00
Administrative Officer Senior	–	–	2.00	1.00	-1.00
Community Engagement Specialist	–	–	4.00	5.00	1.00
Community Engagement Supervisor	–	–	–	1.00	1.00
Community Relations Specialist	–	–	2.00	2.00	–
Housing and Neighborhood Services Program Manager	–	–	2.00	2.00	–
Department Total FTE	**–**	**–**	**11.00[1]**	**11.00**	**–**

[1] FY 2026 included realignment of 8.00 FTEs from Housing and Neighborhood Services, 1.00 FTE from Police, and 2.00 FTEs from Community Relations to Special Initiatives.

Special Assistant for Mobility

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Special Assistant to the City Manager	–	1.00	1.00	1.00	–
Department Total FTE	**–**	**1.00**	**1.00**	**1.00**	**–**

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Support Road to Hire	$1,500,000	PAYGO	309
Increase Building Sustainability	$2,500,000	COPs	329
Total	**$4,000,000**		

CITY OF CHARLOTTE

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Strategy and Budget

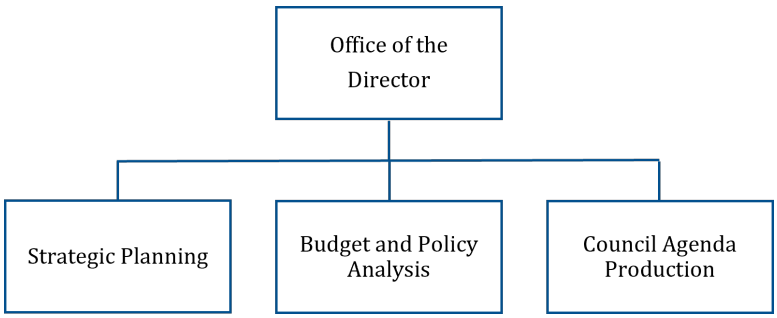
Mission Statement

Prepare a balanced annual budget that prioritizes community and organizational needs while supporting the goals of the city and to increase efficiencies of city services through research, policy analysis, and long-range planning strategies.

Department Overview

- Develops and monitors the city's current fiscal year budget to ensure a balanced budget at year-end
- Plans for the current and future needs of the city through the utilization of a long-range capital investment program
- Implements strategic initiatives and economic analysis that support operational efficiency and data-driven public service delivery
- Administers the organization's performance management and strategic planning processes
- Develops and recommends changes/improvements to city policy
- Coordinates the development of agendas for City Council Business Meetings

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$2,373,142	$2,443,070	$2,572,389	$2,729,115	6.1%
Operating Expenses	$203,451	$172,945	$209,402	$205,447	-1.9%
Department Charges	-$68,145	-$49,952	-$49,589	-$68,922	-39.0%
Total Expenditures	**$2,508,448**	**$2,566,063**	**$2,732,202**	**$2,865,640**	**4.9%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$69,896
Provide funding to support intergovernmental strategy Provide funding for intergovernmental relations and one position for an Intergovernmental Strategy Manager.	1.00	$178,124
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and one percentage point for Law Enforcement Officers.	–	-$119,706
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$9,078
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$3,954
Net Change	**1.00**	**$133,438**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Prepare high quality budget documents that follow best practices	Recipient of the GFOA Distinguished Budget award	Received award	Receive award	Receive award
Promote strong financial management	Percent of variance between budgeted and actual revenue received	1.4%	≤2.5%	≤3%
Expand community outreach and engagement to ensure all members of the community have an opportunity to share their voice within the city's budget development process	Number of budget listening sessions for the public in-person and virtually to provide engagement opportunities about budget priorities	7	4	6
	Number of Community Input Surveys about budget priorities and services completed	1,834 surveys completed	≥1,000 surveys completed	≥1,500 surveys completed

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant Senior	1.00	1.00	1.00	–	-1.00
Administrative Officer Lead	–	–	–	1.00	1.00
Assistant Director II	–	1.00	1.00	1.00	–
Deputy Director I	1.00	1.00	1.00	1.00	–
Director of Strategy & Budget	1.00	1.00	1.00	1.00	–
Economist	1.00	1.00	–	–	–
Intergovernmental Strategy Manager	–	–	–	1.00	1.00
Strategy & Budget Analyst	5.00	4.00	4.00	3.00	-1.00
Strategy & Budget Analyst Associate	2.00	4.00	1.00	2.00	1.00
Strategy & Budget Analyst Lead	–	2.00	2.00	3.00	1.00
Strategy & Budget Analyst Senior	3.00	1.00	3.00	2.00	-1.00
Strategy & Budget Manager	2.00	1.00	1.00	1.00	–
Department Total FTE	**16.00**	**17.00**	**15.00**	**16.00**	**1.00**

CITY OF CHARLOTTE

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Transportation

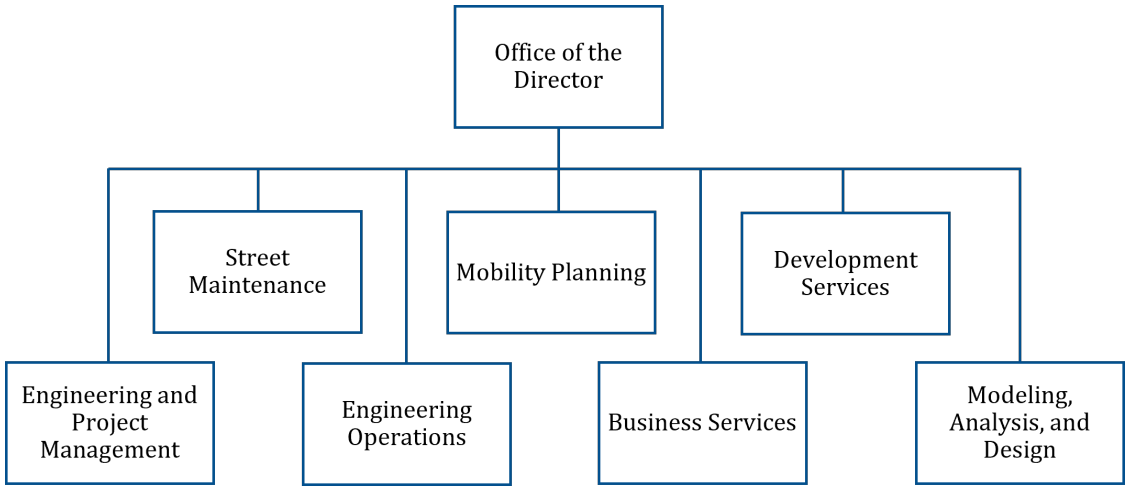
Mission Statement

Connect Charlotte and enhance the driving, cycling, and walking experience by providing a safe and efficient multi-modal transportation system that supports economic mobility and sustains the community's quality of life.

Department Overview

- Maintains and preserves a multi-modal transportation system of 314 square miles, including more than 5,663 lane miles of streets, 1,000 traffic signals, 2,602 miles of sidewalks, 267 miles of bicycle facilities, and 200,000 traffic signs
- Keeps pace with growth and fosters economic vitality by providing transportation choices through transportation planning, capital infrastructure design and construction, land development, right-of-way management, special events, neighborhood services, and curb lane management
- Provides safer streets for all using Vision Zero principles to eliminate traffic-related fatalities and serious injuries by focusing on engineering, education, and enforcement efforts

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed[1]	% Change FY 2026 FY 2027
Revenues					
Intergovernmental - State	$1,073,178	$938,000	$975,520	$984,900	1.0%
Licenses, Fees, Fines	$7,699,595	$8,997,809	$10,039,294	$10,404,810	3.6%
Charges for Current Services	$2,689,597	$3,052,030	$2,817,945	$2,912,564	3.4%
Other	$17,307	$34,090	$17,000	$17,000	–%
Total Revenues	**$11,479,677**	**$13,021,929**	**$13,849,759**	**$14,319,274**	**3.4%**
Expenditures					
Personnel Services	$35,363,544	$38,242,454	$42,355,025	$61,621,541	45.5%
Operating Expenses	$10,857,278	$12,354,767	$12,907,391	$14,599,977	13.1%
Department Charges	-$15,699,775	-$17,105,039	-$17,655,785	-$29,994,428	69.9%
Total Expenditures	**$30,521,047**	**$33,492,182**	**$37,606,631**	**$46,227,090**	**22.9%**
Net Expenditures	**$19,041,370**	**$20,470,253**	**$23,756,872**	**$31,907,816**	**34.3%**

[1] FY 2027 includes the realignment of 120.00 FTEs and $4,914,230 from General Services to Transportation.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$992,269
Add positions to support traffic signal maintenance and efficiency Add one Engineering Project Manager and three Transportation System Electricians to enhance support for traffic signal maintenance and retiming.	4.00	$418,726
Provide funds for traffic management at events Provide funds for increased costs associated with contracted traffic control for events at and around the Spectrum Center.	–	$207,095
Provide funds for on-street parking Technical adjustment to provide funds for contractual increases in on-street parking. This funding addresses escalation fees for technology management, as well as contracted personnel costs.	–	$47,332
Provide funds for traffic signals Technical adjustment to provide funds for increased utility costs from citywide traffic signals. This funding addresses the increased Duke Energy rate for electrical operation of traffic signals.	–	$32,040
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for services provided by the Charlotte Development Center to other city departments. These costs will be reimbursed by user fee revenue and other funds, resulting in no General Fund impact.	–	-$33,567
Realign Engineering and Project Management from General Services Realign funds and personnel from General Services to centralize the planning, design, and delivery of infrastructure and facilities projects within Transportation. There is a corresponding entry in General Services.	120.00	$4,914,230
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$902,200
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$511,016
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$629,118
Net Change	**124.00**	**$8,620,459**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects delivered within established budget	100%	≥90%	≥90%
Strategic Priority Area: Safe Communities				
Remove physical barriers for people with disabilities in the right-of-way as per Americans with Disabilities Act requirements	Number of accessible ramps remediated in accordance with the Americans with Disabilities Act	253	≥200	≥200
Strategic Priority Area: Transportation and Planning				
Advance transportation projects supporting growth, walkability, bicycle friendliness, and Vision Zero Action Plan	Number of high injury network corridors that receive new or upgraded street lighting	16	≥3 corridors	≥3 corridors
	Miles of new sidewalks	4.54[1]	≥10	≥10
	Miles of new bikeways	4.44[1]	≥10	≥10
	Number of new pedestrian safety projects	39	≥25	≥25
	Number of new and upgraded signals (city and developer funded)	52	≥25	≥25
	Percent of projects constructed by established target dates	91%	≥85%	≥85%
Maintain existing infrastructure	Percent of emergency signal service requests responded to within one hour during regular shift	95.50%	≥95%	≥95%
	Percent of signal service requests responded to within two hours during on-call shift	99.90%	≥95%	≥95%
	Percent of pothole service requests responded to within five business days	95%	≥95%	≥95%
	Percent of emergency pothole service requests responded to within four hours	100%	100%	100%
	Percent of city-maintained streets with asphalt maintenance or restoration completed in the year	New Measure	≥12%	≥12%

[1] Performance was impacted by utility relocation delays outside of SIA work, while sidewalk mileage targets continue to be advanced through city, NCDOT, and developer-supported projects.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	2.00	2.00	2.00	2.00	–
Administrative Assistant Senior	1.00	1.00	1.00	2.00	1.00
Administrative Officer	2.00	2.00	2.00	–	-2.00
Administrative Officer Lead	2.00	2.00	2.00	2.00	–
Administrative Officer Manager	–	–	1.00	1.00	–
Administrative Officer Senior	2.00	2.00	2.00	–	-2.00
Administrative Specialist	2.00	2.00	2.00	2.00	–
Administrative Specialist Senior	–	–	–	2.00	2.00
Budget & Finance Analyst	–	1.00	1.00	–	-1.00
Budget & Finance Analyst Lead	1.00	1.00	1.00	2.00	1.00
Budget & Finance Analyst Senior	2.00	2.00	2.00	3.00	1.00
Budget & Finance Manager	1.00	1.00	1.00	1.00	–
Budget & Finance Specialist	2.00	2.00	2.00	2.00	–
Budget & Finance Specialist Senior	–	–	–	1.00	1.00
Business Services Manager	1.00	1.00	–	1.00	1.00
Chief Airport Construction Inspector	–	–	–	1.00	1.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	–
City Engineer	–	–	–	1.00	1.00
Community Engagement Specialist	1.00	1.00	1.00	1.00	–
Community Engagement Specialist Lead	–	–	1.00	2.00	1.00
Construction Inspector	7.00	7.00	6.00	33.00	27.00
Construction Inspector Senior	5.00	5.00	5.00	13.00	8.00
Construction Manager	–	–	–	1.00	1.00
Construction Supervisor	3.00	3.00	3.00	8.00	5.00
Content Webmaster	1.00	1.00	1.00	–	-1.00
Contract Administrator	–	–	–	1.00	1.00
Contract Estimator	2.00	1.00	1.00	1.00	–
Contract Estimator Supervisor	1.00	1.00	1.00	1.00	–
Deputy Director II	–	–	–	1.00	1.00
Deputy Division Manager	–	–	4.00	4.00	–
Deputy Transportation Director	2.00	2.00	2.00	2.00	–
Director of Transportation	1.00	1.00	1.00	1.00	–
Drafting Technician	–	–	–	4.00	4.00
Drafting Technician Senior	2.00	2.00	2.00	2.00	–
Engineer Planning/Design	–	–	–	1.00	1.00
Engineer Senior	5.00	3.00	3.00	5.00	2.00
Engineering Assistant	7.00	8.00	8.00	1.00	-7.00
Engineering Division Manager	–	–	–	4.00	4.00
Engineering Program Manager	8.00	8.00	6.00	14.00	8.00
Engineering Project Coordinator	10.00	10.00	10.00	13.00	3.00
Engineering Project Manager	14.00	13.00	13.00	29.00	16.00
Engineering Project Manager Senior	15.00	17.00	17.00	34.00	17.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Engineering Services Supervisor	4.00	3.00	3.00	–	-3.00
Equipment Operator	46.00	46.00	45.00	45.00	–
Equipment Operator Senior	24.00	24.00	24.00	24.00	–
Field Operations Supervisor	10.00	10.00	10.00	10.00	–
GIS Analyst	1.00	1.00	–	–	–
GIS Coordinator	–	–	1.00	1.00	–
GIS Supervisor	1.00	1.00	1.00	1.00	–
GIS Technician	1.00	1.00	1.00	1.00	–
Human Resources Generalist	1.00	1.00	–	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00	–
Human Resources Specialist Senior	2.00	2.00	2.00	2.00	–
Inventory & Warehouse Coordinator	–	1.00	1.00	1.00	–
Inventory & Warehouse Specialist	–	3.00	3.00	3.00	–
ITS Program Coordinator	2.00	2.00	2.00	1.00	-1.00
Labor Crew Chief I	17.00	17.00	17.00	17.00	–
Labor Crew Chief II	42.00	41.00	41.00	41.00	–
Management Analyst	1.00	1.00	1.00	1.00	–
Mason	31.00	31.00	31.00	31.00	–
Office Assistant	3.00	3.00	3.00	3.00	–
Operations Supervisor	7.00	7.00	7.00	7.00	–
Project Analyst	–	–	–	1.00	1.00
Public Information Specialist Senior	–	–	–	1.00	1.00
Public Service Coordinator	1.00	1.00	1.00	1.00	–
Right-of-Way Management Coordinator	–	–	–	3.00	3.00
Safety Coordinator Senior	2.00	2.00	2.00	2.00	–
Service Dispatcher	2.00	2.00	2.00	2.00	–
Sign and Marking Technician	3.00	3.00	3.00	3.00	–
Sign Fabrication Supervisor	1.00	1.00	1.00	1.00	–
Sign Fabricator	3.00	3.00	3.00	3.00	–
Signal Systems Specialist	2.00	2.00	2.00	2.00	–
Special Events Coordinator	2.00	2.00	2.00	–	-2.00
Special Events Coordinator Senior	1.00	1.00	1.00	–	-1.00
Special Events Supervisor	1.00	1.00	1.00	1.00	–
Storekeeper Senior	3.00	–	–	–	–
Stores Supervisor	1.00	–	–	–	–
Street Crew Member	47.00	47.00	47.00	47.00	–
Streetlighting Engineering Assistant	–	–	–	1.00	1.00
Street Maintenance Operations Manager	1.00	1.00	–	–	–
Survey Mapping Manager	–	–	–	1.00	1.00
Survey Party Chief	–	–	–	10.00	10.00
Survey Supervisor	–	–	–	2.00	2.00
Survey Technician	–	–	–	6.00	6.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Traffic Counter II	0.75	0.75	–	–	–
Traffic Electronics Technician I	3.00	–	–	–	–
Traffic Safety Engineering Assistant	–	–	–	3.00	3.00
Traffic Signal Electrician	7.00	7.00	7.00	7.00	–
Traffic Signal Electrician Lead	3.00	3.00	3.00	3.00	–
Training Specialist	1.00	1.00	1.00	1.00	–
Transportation Analyst	1.00	1.00	1.00	–	-1.00
Transportation Engineering Division Manager	4.00	4.00	4.00	4.00	–
Transportation Electrician Technician I	–	3.00	3.00	5.00	2.00
Transportation Electrician Technician II	6.00	6.00	6.00	7.00	1.00
Transportation Electrician Technician II Lead	2.00	2.00	2.00	2.00	–
Transportation Events Coordinator	–	–	–	2.00	2.00
Transportation Events Coordinator Senior	–	–	–	1.00	1.00
Transportation Planner I	1.00	1.00	1.00	1.00	–
Transportation Planner II	4.00	4.00	4.00	4.00	–
Transportation Planner III	3.00	3.00	3.00	2.00	-1.00
Transportation Planning Division Manager	1.00	1.00	1.00	1.00	–
Transportation Planning Program Manager	4.00	5.00	3.00	4.00	1.00
Travel Demand Modeler	1.00	1.00	1.00	1.00	–
Travel Demand Modeler Senior	2.00	2.00	2.00	2.00	–
Travel Demand Modeling Program Manager	1.00	1.00	1.00	1.00	–
Utility Engineering Assistant	–	–	–	2.00	2.00
Vendor Management Coordinator	1.00	1.00	1.00	1.00	–
Department Total FTE	**412.75**	**411.75**	**408.00**	**532.00[1]**	**124.00**

[1] FY 2027 includes the realignment of 120.00 FTEs from General Services to Transportation.

FY 2027 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2027 capital investments associated with the department. The table includes the project or program name, the FY 2027 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2027 is a GO Bond year, so GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO), Certificates of Participation (COPs), and cash from the Municipal Debt Service Fund.

FY 2027 Capital Investment Plan Projects

Project/Program	FY 2027 Proposed	Funding Type	Page Number
Purchase Transportation Equipment	$100,000	Mobility PAYGO	316
Conduct Mobility Project Feasibility, Development, Engagement, and Innovation	$7,000,000	Mobility PAYGO	316
Enhance Transportation Safety (Vision Zero)	$22,000,000	GO Bonds	342
Implement Strategic Investment Areas	$60,000,000	GO Bonds	345
Improve Sidewalks	$50,000,000	GO Bonds	346
Connect Bicycle Facilities	$10,000,000	GO Bonds	347
Resurface Streets	$24,000,000	GO Bonds	348
Repair and Replace Bridges	$5,000,000	GO Bonds	349
Improve Orphan Roads	$2,000,000	GO Bonds	350
Upgrade Traffic Control Devices	$3,000,000	GO Bonds	351
Maintain Intelligent Transportation Systems	$4,000,000	GO Bonds	352
Implement Big Moves 2030 Projects	$100,000,000	GO Bonds	354
Total	**$287,100,000**		

CITY OF CHARLOTTE

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NON-DEPARTMENTAL ACCOUNTS

CITY OF CHARLOTTE

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Non-Departmental

The City of Charlotte uses "Non-Departmental" accounts to reflect services or functions not specifically associated with a particular department. These functions are grouped into four categories: Community Investments, Infrastructure Investments, Organizational Investments, and Employee Investments.

COMMUNITY INVESTMENTS	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Arts and Culture Contribution Supports arts and culture agencies and programming throughout the city. These funds will contribute to the city's vibrant, equitable, thriving arts and culture ecosystem.	$11,000,000	$11,000,000	$11,000,000
Cable Access Television Support The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by Central Piedmont Community College and the city.	$536,444	$540,330	$568,991
Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.	$57,363	$80,000	$80,000
City Participation in Regional Grants and Organizations Supports organizations such as the Charlotte Regional Transportation Planning Organization and provides a match for the Unified Planning Work Program grants for regional transportation planning.	$432,155	$535,760	$488,072
Elections Office Provides the city's share of the normal expenses of the County Elections Office, per the cost-sharing formula in the City-County Interlocal Agreement.	$4,429,887	$4,278,263	$4,686,987
Financial Partners Program Funding awarded annually to non-profit partners through a competitive application process. The full list of organizations is summarized in the Summary of Financial Partners section of the Executive Summary.	$848,506	$812,038	$891,012
Charlotte-Mecklenburg Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	$2,500	$2,500	$2,500
SAFE Charlotte Grant Supplement Previously provided local funds to complement Community Development Block Grant funding.	$58,876	$–[1]	$–

[1] The SAFE Charlotte grant program runs on a two-year cycle. Funding awarded in FY 2025 supported programming in FY 2025 and FY 2026. In FY 2027, a competitive RFP process will be completed to identify new organizations.

COMMUNITY INVESTMENTS (continued)	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Support Small Business Development Funding to support programs such as AMP Up Charlotte and NXT| CLT that advance business growth and education for small businesses.	$391,174	$450,000	$450,000
Women's Business Center of Charlotte Provides training for women interested in starting businesses or managing current businesses through educational training opportunities that stimulate growth.	$50,000	$–[1]	$–
Workforce Development Support In alignment with the city's commitment to workforce development and strengthening the community's talent pipeline, this funding will support internship opportunities within the city.	$–	$–	$500,000
Total Community Investments	**$17,806,905**	**$17,698,891**	**$18,167,562**

[1] Funding realigned in FY 2026 to American Rescue Plan Act Workforce Development.

Non-Departmental

INFRASTRUCTURE INVESTMENTS	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Street Resurfacing Supplement General Fund contribution to the Powell Bill Fund to support street resurfacing.	$513,800	$513,800	$513,800
Transfers to Other Funds Non-reoccurring transfers to support the maintenance and growth of the city's infrastructure.	$27,418,588 [1]	$–	$–
Refresh Computers Support the lifecycle management of personal computers and laptops used by employees in General Fund departments.	$944,000	$1,129,517	$1,500,551
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	$220,863	$214,383	$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program.	$14,542,037	$14,359,805	$15,148,011
Total Infrastructure Investments	**$43,639,288**	**$16,217,505**	**$17,376,745**

[1] FY 2025 Actuals include a $2.06 million transfer to the Fleet Management Fund and a $25.4 million transfer to the ARPA Fund related to ARPA Revenue Replacement.

Non-Departmental

ORGANIZATIONAL INVESTMENTS	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual financial audit.	$78,530	$69,901	$71,998
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	$137,720	$145,037	$153,527
NC League of Municipalities	$125,413	$128,209	$130,719
US Conference of Mayors	$28,838	$29,703	$31,634
National League of Cities	$31,091	$32,024	$32,986
NC Metropolitan Mayors Coalition	$20,425	$20,425	$20,425
Centralina Council of Governments	$214,768	$277,903	$288,945
African American Mayors Association	$25,000	$25,000	$25,000
Charlotte Regional Business Alliance	$213,639	$174,556	$180,943
Citywide Attrition Rate Attrition rate based on projected savings from staff turnover held centrally for all General Fund departments.	$–	-$1,100,000	-$1,100,000
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions received during the year.	$19,250	$184,799	$190,343
Fuel Contingency This allocation will provide one-time contingency funding for projected cost increases that exceed departmental budget levels.	$–	$–	$425,000
Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.	$112,518	$123,650	$129,830
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	$65,389	$650,000	$650,000
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from public-private investment to support the Levine Center for the Arts which includes the Mint Museum of Art, the Bechtler Museum of Modern Art, the Knight Theater, and the Harvey B. Gantt Center for African-American Art + Culture.	$1,261,467	$1,279,532	$1,390,386

ORGANIZATIONAL INVESTMENTS (continued)	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
County Storm Water Supports the city's payment of its county Storm Water fees based on the impervious area of streets dedicated to the City of Charlotte.	$3,496,403	$4,030,914	$4,604,410
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	$348,374	$344,381	$395,844
Total Organizational Investments	**$6,178,825**	**$6,416,034**	**$7,621,990**

Non-Departmental

EMPLOYEE INVESTMENTS	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Employee Compensation Initiatives In FY 2027, funding is provided to address compensation compression resulting from FY 2027 compensation initiatives. This adjustment also includes compression funding to increase the city's minimum pay to $52,000 for non-temporary, full-time employees, effective July 4, 2026. Actual expenses are recorded in department personnel budgets.	$–	$551,389	$693,656
Charlotte-Mecklenburg Government Center (CMGC) Parking Supports operations, utilities, and maintenance of the CMGC parking deck. This is a shared cost between the city and Mecklenburg County.	$569,408	$439,820	$439,840
Health Care Premium Relief Program Funds to ensure city employees with family income below $70,000 are able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.96 percent of their weekly salary.	$–	$10,000	$10,000
Retirement Payments Provides for payouts of accrued and unused paid leave typically for retirement. Actual expenses are recorded in department personnel budgets.	$– [1]	$1,200,000	$1,450,000
Transit Passes for City Employees Provides all access transit passes to all city employees for an employee contribution of $33 per employee.	$386,430	$386,645	$389,549
Unemployment Insurance Provides funding for the annual cost of unemployment insurance.	$326,139	$–	$206,015
Total Employee Investments	**$1,281,977**	**$2,587,854**	**$3,189,060**
TOTAL NON-DEPARTMENTAL	**$68,906,995**	**$42,920,284**	**$46,355,357**

[1] FY 2025 payments were included within department budgets

NONGENERAL FUNDS

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ENTERPRISE FUNDS

CITY OF CHARLOTTE

CITY OF CHARLOTTE

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Aviation

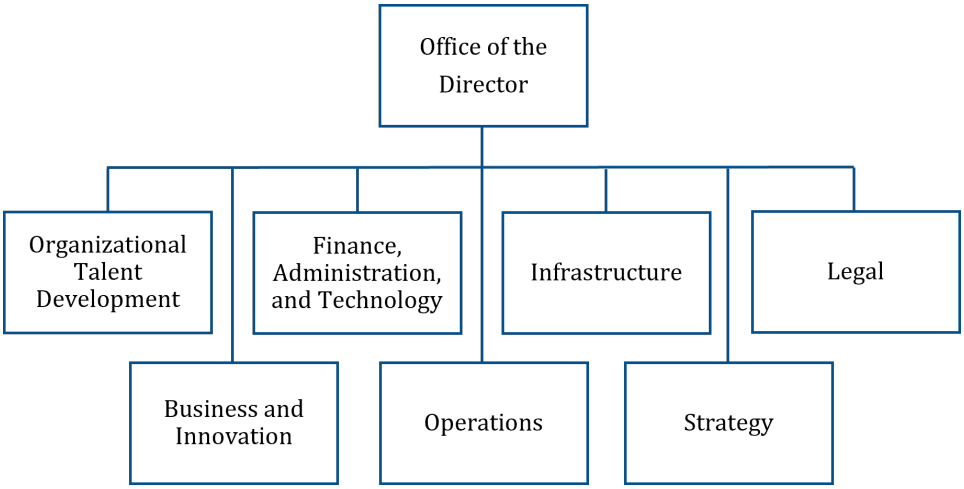
Mission Statement

Connect the world through valuing people, partnerships, and productivity.

Department Overview

- Ensures continuous operation of the Airport's complex facilities, infrastructure, technology, and fleet providing over 700 daily departures and serving approximately 53.6 million passengers annually
- Develops the Aviation Capital Investment Plan and provides oversight of planning, design, and construction of new facilities at the Airport to meet the demand of the nation's sixth largest airport by operations

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Terminal Area	$107,253,521	$147,045,634	$169,223,319	$174,986,502	3.4%
Airfield	$52,953,262	$68,843,132	$73,740,874	$81,812,820	10.9%
Concessions	$72,765,328	$70,081,997	$79,174,531	$71,469,574	-9.7%
Rental Car	$22,872,854	$22,692,307	$24,874,147	$21,000,000	-15.6%
Parking	$115,290,083	$124,985,696	$130,000,000	$135,000,000	3.8%
Fixed Base Operator	$34,522,462	$33,342,199	$41,840,867	$43,908,052	4.9%
Other	$39,186,040	$19,840,353	$29,036,312	$32,561,832	12.1%
Total Operating Revenues	**$444,843,550**	**$486,831,318**	**$547,890,050**	**$560,738,780**	**2.3%**
Passenger Facility Charge Fund	**$76,956,786**	**$106,812,162**	**$121,880,888**	**$101,689,185**	**-16.6%**
Contract Facility Charge Fund	**$14,342,124**	**$21,507,394**	**$22,314,000**	**$23,940,000**	**7.3%**
Discretionary Fund	**$150,162,873**	**$72,975,000**	**$148,374,099**	**$135,415,816**	**-8.7%**
Total Revenues	**$686,305,333**	**$688,125,874**	**$840,459,037**	**$821,783,781**	**-2.2%**

Budget Overview (continued)

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Expenditures					
Personnel Services	$89,617,786	$106,450,504	$115,512,188	$126,662,336	9.7%
Operating Expenses	$137,078,996	$150,122,604	$187,144,102	$190,754,121	1.9%
Capital Outlay	$180,260	$98,886	$78,000	$88,000	12.8%
Grants, Contributions, and Other	$28,785,755	$33,178,613	$37,545,548	$39,097,171	4.1%
Department Charges	-$5,750,852	-$6,761,826	-$7,148,096	-$7,716,300	7.9%
Operating Expenditures	**$249,911,945**	**$283,088,781**	**$333,131,742**	**$348,885,328**	**4.7%**
Discretionary and Debt Support[1]	**$394,482,808**	**$379,821,622**	**$400,187,484**	**$420,294,606**	**5.0%**
Reserved for Future Years	$41,910,580	$25,215,471	$107,139,811	$52,603,847	-50.9%
Total Expenditures	**$686,305,333**	**$688,125,874**	**$840,459,037**	**$821,783,781**	**-2.2%**

[1] Passenger Facility Charge and Customer Facility Charge are included.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$2,653,491
Maintain continuity of operations funds Provide funds to ensure continuity of operations and personnel services during emergencies and other unanticipated events.	–	$6,213,405
Maintain assets through maintenance services Add positions for maintenance services to the terminal building and airport vehicles and to modernize inventory operations.	6.00	$392,986
Provide positions for employee support Add positions to provide additional human resources support.	2.00	$176,777
Increase funding for capital equipment from the Airport Operating Fund Add funds for capital equipment within the annual operating budget.	–	$10,000
Adjust funding for landside support Recognize savings associated with consolidating multiple service contracts, partially offset by increases to landside vehicle parts.	–	-$1,316,085
Increase funding for public safety functions and emergency response Technical adjustment to update funds needed for the critical life safety and law enforcement operations provided at the airport by police, fire and medic services.	–	$1,266,451
Preserve assets through contractual services Technical adjustment to provide funds for contractual increases in building automation, elevator and escalator maintenance, terminal cleanliness, and camera system management. This action also captures savings from insourcing previously contracted services.	13.00	$1,037,402
Update utility expenditures Technical adjustment for the cost of utility and telecommunication services provided at the airport.	–	$971,826
Enhance airport safety and security Provide funding for the federally mandated Airport Worker Inspection Program and tree canopy maintenance.	–	$950,331
Support software maintenance Increase funds to support software, licensing, hardware, cabling, and infrastructure needs within the department.	–	$668,049
Update expenditures for city services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$597,285
Adjust department charges to the Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects.	–	-$568,204

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Decrease contribution to Capital Investment Plan Decrease transfer to capital projects based on Aviation's financial planning and capital project schedule. This is a routine adjustment that occurs at the beginning of each budget cycle.	–	-$34,482,842
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$1,392,629
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$1,237,338
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$123,905
Net Change	**21.00**	**-$18,675,256**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Maintain Airport's financial ratings	Debt service coverage ratio	6.8	≥1.25	≥1.50
Maintain targeted financial metrics	Liquidity target (Days of cash on hand)	New Measure	New Measure	≥800
Strategic Priority Area: Great Neighborhoods				
Maintain business partnerships with external partners within the community	Number of events targeted toward local business prospects and partners	New Measure	New Measure	≥4
Strategic Priority Area: Workforce and Business Development				
Provide opportunities for professional and personal development	Number of professional development offerings/ engagement for all Aviation department staff (Includes 2nd and 3rd shift employees)	New Measure	New Measure	≥10
Strategic Priority Area: Transportation and Planning				
Increase passenger satisfaction survey scores	Quarterly passenger satisfaction survey score (Overall satisfaction)	New Measure	New Measure	≥ 82%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Accountant	4.00	3.00	2.00	2.00	–
Accountant Lead	1.00	1.00	1.00	–	-1.00
Accountant Senior	4.00	4.00	6.00	6.00	–
Accountant Analyst	–	–	–	1.00	1.00
Accounting Supervisor	2.00	2.00	2.00	3.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00	–
Administrative Assistant	11.00	14.00	16.00	16.00	–
Administrative Assistant Senior	1.00	–	–	–	–
Administrative Officer	4.00	6.00	6.00	6.00	–
Administrative Officer Lead	2.00	2.00	3.00	3.00	–
Administrative Officer Manager	4.00	4.00	5.00	6.00	1.00
Administrative Officer Senior	8.00	11.00	10.00	10.00	–
Administrative Specialist	1.00	–	–	–	–
Airfield Maintenance Crew Chief	6.00	7.00	7.00	7.00	–
Airfield Maintenance Technician I	11.00	10.00	10.00	10.00	–
Airfield Maintenance Technician II	10.00	11.00	11.00	13.00	2.00
Airfield Maintenance Technician III	14.00	19.00	19.00	21.00	2.00
Airport Bus Maintenance Assistant	–	7.00	7.00	7.00	–
Airport Business Manager I	8.00	7.00	7.00	7.00	–
Airport Business Manager II	10.00	10.00	11.00	11.00	–
Airport Chief Maintenance Mechanic	–	28.00	28.00	28.00	–
Airport Economic Development Specialist	–	1.00	2.00	2.00	–
Airport Engineer	2.00	2.00	3.00	3.00	–
Airport Noise Abatement Coordinator	1.00	1.00	1.00	1.00	–
Airport Operations Manager I	13.00	15.00	16.00	16.00	–
Airport Operations Manager II	12.00	13.00	13.00	13.00	–
Airport Operations Manager III	3.00	1.00	–	–	–
Airport Operations Officer I	20.00	23.00	22.00	22.00	–
Airport Operations Officer II	59.00	65.00	75.00	75.00	–
Airport Operations Officer III	57.00	11.00	11.00	11.00	–
Airport Operations Officer IV	–	54.00	55.00	54.00	-1.00
Airport Operations Supervisor I	23.00	23.00	23.00	23.00	–
Airport Operations Supervisor II	22.00	21.00	24.00	23.00	-1.00
Airport Planning Manager	–	1.00	1.00	1.00	–
Airport Planning Program Manager	–	2.00	2.00	2.00	–
Airport Planning Project Coordinator	–	3.00	3.00	3.00	–
Airport Services Representative	31.00	31.00	23.00	23.00	–
Airport Shuttlebus Driver	108.00	122.00	128.00	128.00	–
Application Administrator	1.00	2.00	2.00	2.00	–
Application Administrator Senior	5.00	5.00	4.00	4.00	–
Application Development Support Manager	1.00	1.00	1.00	1.00	–
Assistant Airport Director I	4.00	6.00	4.00	3.00	-1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Assistant Airport Director II	6.00	8.00	12.00	13.00	1.00
Assistant Airport Director III	2.00	1.00	1.00	1.00	–
Assistant Field Operations Supervisor	1.00	1.00	1.00	1.00	–
Assistant Maintenance Mechanic	8.00	7.00	7.00	7.00	–
Aviation Project Controls Manager	1.00	1.00	1.00	1.00	–
Aviation Project Coordinator	2.00	6.00	8.00	9.00	1.00
Budget & Finance Analyst	2.00	2.00	2.00	2.00	–
Budget & Finance Analyst Lead	2.00	3.00	3.00	2.00	-1.00
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Budget & Finance Supervisor	–	–	–	1.00	1.00
Business Analyst	1.00	1.00	1.00	–	-1.00
Business Analyst Associate	1.00	1.00	1.00	1.00	–
Business Inclusion Specialist	6.00	6.00	6.00	5.00	-1.00
Business Inclusion Specialist Lead	3.00	3.00	3.00	4.00	1.00
Business Inclusion Supervisor	1.00	3.00	2.00	2.00	–
Business Systems Analyst Senior	–	–	–	2.00	2.00
Business Systems Coordinator	4.00	4.00	4.00	4.00	–
Business Systems Manager	1.00	1.00	1.00	1.00	–
Business Systems Manager Senior	1.00	1.00	1.00	1.00	–
Business Systems Supervisor	–	–	2.00	2.00	–
Carpenter Senior	5.00	5.00	6.00	6.00	–
Chief Airport Construction Inspector	3.00	3.00	3.00	3.00	–
Chief Locksmith	1.00	1.00	1.00	1.00	–
Chief Maintenance Mechanic	20.00	–	–	1.00	1.00
Community Engagement Specialist	–	–	1.00	–	-1.00
Community Engagement Specialist Lead	1.00	2.00	2.00	2.00	–
Construction Inspector	3.00	3.00	3.00	3.00	–
Construction Inspector Senior	3.00	3.00	3.00	3.00	–
Content Webmaster	1.00	1.00	1.00	1.00	–
Conveyor Load Bridge Technician	12.00	12.00	12.00	12.00	–
Conveyor Load Bridge Technician Lead	3.00	3.00	3.00	3.00	–
Conveyor Load Bridge Technician Senior	10.00	10.00	10.00	10.00	–
Cyber Security Analyst Senior	1.00	1.00	1.00	1.00	–
Data Storage Coordinator	1.00	1.00	1.00	1.00	–
Deputy Director Airport	4.00	4.00	4.00	4.00	–
Director of Aviation	1.00	1.00	1.00	1.00	–
Dispatcher	6.00	7.00	7.00	7.00	–
Drafting Technician Senior	–	–	–	1.00	1.00
Economic Development Specialist	1.00	–	–	–	–
Electrician	10.00	9.00	9.00	9.00	–
Electrician Lead	2.00	4.00	4.00	4.00	–
Electrician Senior	13.00	14.00	14.00	14.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	–
Engineer Planning/Design	2.00	2.00	3.00	3.00	–
Engineering Program Manager	3.00	4.00	4.00	5.00	1.00
Engineering Project Coordinator	6.00	4.00	5.00	5.00	–
Engineering Project Manager	7.00	9.00	10.00	9.00	-1.00
Engineering Project Manager Senior	3.00	3.00	3.00	3.00	–
Environmental Compliance Specialist	2.00	1.00	1.00	1.00	–
Environmental Compliance Supervisor	–	1.00	1.00	1.00	–
Environmental Program Coordinator	1.00	–	–	–	–
Equipment Operator	3.00	3.00	3.00	3.00	–
Equipment Shop Supervisor	2.00	2.00	2.00	2.00	–
Facilities & Property Supervisor	3.00	3.00	4.00	4.00	–
Financial Accountant III	–	–	1.00	–	-1.00
GIS Analyst	2.00	2.00	1.00	1.00	–
GIS Coordinator	1.00	1.00	2.00	2.00	–
GIS Manager	–	–	–	1.00	1.00
GIS Supervisor	1.00	1.00	1.00	–	-1.00
GIS Technician	1.00	2.00	2.00	1.00	-1.00
Graphic Artist Senior	1.00	1.00	1.00	1.00	–
Heavy Equipment Service Technician Associate	8.00	1.00	–	1.00	1.00
Heavy Equipment Service Technician Lead	2.00	3.00	4.00	4.00	–
Heavy Equipment Service Technician Master	2.00	2.00	2.00	2.00	–
Heavy Equipment Service Technician Senior	9.00	11.00	13.00	13.00	–
Human Resources Generalist	6.00	6.00	7.00	7.00	–
Human Resources Generalist Senior	1.00	2.00	2.00	2.00	–
Human Resources Manager	1.00	1.00	1.00	1.00	–
Human Resources Specialist	1.00	1.00	–	1.00	1.00
Human Resources Specialist Senior	4.00	4.00	3.00	3.00	–
HVAC Technician	7.00	10.00	10.00	10.00	–
HVAC Technician Lead	3.00	3.00	3.00	3.00	–
HVAC Technician Senior	14.00	14.00	14.00	16.00	2.00
I&T Asset Administrator	1.00	1.00	2.00	3.00	1.00
I&T Asset Analyst	1.00	1.00	1.00	1.00	–
I&T Data Services Administrator	1.00	1.00	2.00	1.00	-1.00
I&T Data Services Manager	–	–	–	1.00	1.00
I&T Infrastructure Manager	2.00	1.00	1.00	1.00	–
I&T Infrastructure Supervisor	–	–	1.00	1.00	–
I&T Portfolio Manager	1.00	–	–	–	–
I&T Program Manager	–	1.00	1.00	1.00	–
I&T Project Manager	2.00	2.00	2.00	3.00	1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
I&T Project Manager Senior	–	2.00	2.00	2.00	–
I&T Systems Architect	1.00	1.00	1.00	2.00	1.00
Inventory & Warehouse Assistant	–	5.00	5.00	5.00	–
Inventory & Warehouse Coordinator	–	1.00	1.00	2.00	1.00
Inventory & Warehouse Manager	–	1.00	1.00	1.00	–
Inventory & Warehouse Specialist	–	3.00	3.00	5.00	2.00
Inventory & Warehouse Supervisor	–	–	–	2.00	2.00
Locksmith	3.00	4.00	4.00	4.00	–
Lost & Found Coordinator	4.00	4.00	4.00	4.00	–
Management Analyst	6.00	8.00	9.00	9.00	–
Management Analyst Senior	4.00	5.00	9.00	9.00	–
Marketing Coordinator	1.00	1.00	1.00	1.00	–
Marketing Lead	–	3.00	3.00	3.00	–
Marketing Specialist	2.00	1.00	1.00	1.00	–
Mobility and Access Manager	1.00	–	–	–	–
Network Administrator	3.00	4.00	3.00	3.00	–
Network Engineer	1.00	1.00	1.00	1.00	–
Network Technician	1.00	1.00	3.00	5.00	2.00
Office Assistant	1.00	–	–	–	–
Office Assistant Senior	2.00	2.00	2.00	2.00	–
Operations Supervisor	5.00	3.00	3.00	3.00	–
Planner	3.00	–	–	–	–
Planning Division Manager	1.00	–	–	–	–
Planning Program Manager	1.00	–	–	–	–
Planning Project Manager Senior	2.00	–	–	–	–
Procurement Agent	3.00	3.00	3.00	4.00	1.00
Procurement Agent Senior	3.00	3.00	3.00	3.00	–
Procurement Officer	4.00	2.00	2.00	2.00	–
Procurement Officer Senior	–	2.00	2.00	2.00	–
Public Information Specialist	5.00	4.00	4.00	4.00	–
Public Information Specialist Senior	1.00	2.00	2.00	2.00	–
Public Service Coordinator	3.00	3.00	3.00	3.00	–
Real Estate Agent I	2.00	2.00	2.00	2.00	–
Real Estate Agent II	1.00	2.00	1.00	1.00	–
Real Estate Agent III	1.00	1.00	1.00	1.00	–
Safety Coordinator	2.00	2.00	2.00	3.00	1.00
Safety Coordinator Senior	1.00	1.00	1.00	1.00	–
Safety Supervisor	–	–	–	1.00	1.00
Server Administrator	1.00	1.00	2.00	2.00	–
Server Engineer	1.00	1.00	1.00	1.00	–
Service Order Specialist	1.00	1.00	1.00	1.00	–
Storekeeper	3.00	–	2.00	–	-2.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Storekeeper Senior	3.00	–	–	–	–
Stores Supervisor	1.00	–	–	–	–
Systems Maintenance Mechanic	11.00	11.00	12.00	12.00	–
Systems Maintenance Mechanic Lead	1.00	2.00	2.00	2.00	–
System Maintenance Mechanic Senior	5.00	5.00	5.00	5.00	–
Technology Services Officer	1.00	1.00	1.00	1.00	–
Technology Support Associate	–	–	3.00	4.00	1.00
Technology Support Specialist	5.00	5.00	5.00	5.00	–
Technology Support Supervisor	1.00	1.00	1.00	1.00	–
Tenant Services Coordinator	3.00	6.00	6.00	6.00	–
Tenant Services Coordinator Lead	–	4.00	4.00	4.00	–
Tenant Services Specialist	–	–	1.00	1.00	–
Tenant Services Specialist Senior	3.00	2.00	2.00	2.00	–
Training Specialist	1.00	1.00	2.00	2.00	–
Transit Maintenance Assistant	7.00	–	–	–	–
Department Total FTE	**829.00**	**907.00**	**954.00**	**975.00**	**21.00**

Consolidated Aviation Debt Service Funds

The Aviation Debt Service Funds represent the principal and interest payments for debt issued to the Aviation Department for specified purposes. Revenues are transferred from the Aviation Operating Fund to the Debt Service Fund to meet annual principal and interest obligations.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Contribution from Aviation Operating Fund	$87,790,723	$46,886,721	$44,594,168	$66,222,550	48.5%
Contribution from Passenger Facility Charges Fund	$59,529,398	$69,877,217	$76,967,758	$79,436,035	3.2%
Proceeds from Sale of Debt	$96,780,985	$62,093,718	$–	$–	–%
Premium from Sale of Debt	$26,228,908	$16,240,183	$1,500,000	$1,500,000	–%
Interest on Investments	$7,919,533	$7,459,140	$–	$–	–%
Total Revenues	**$278,249,547**	**$202,556,979**	**$123,061,926**	**$147,158,585**	**19.6%**
Expenditures					
Retirement of Debt	$31,705,000	$43,520,000	$48,035,000	$47,465,000	-1.2%
Interest on Debt	$71,901,193	$73,639,448	$73,423,926	$98,082,185	33.6%
Cost of Bond Sale	$2,696,813	$2,377,330	$1,500,000	$1,500,000	–%
Fees and Other Charges	$31,500	$53,970	$103,000	$111,400	8.2%
Payment to Refunding Escrow Agent	$135,755,644	$51,565,000	$–	$–	–%
Transfers to Capital Fund	$–	$10,212,304	$–	$–	–%
Reserved for Future Years	$36,159,397	$21,188,927	$–	$–	–%
Total Expenditures	**$278,249,547**	**$202,556,979**	**$123,061,926**	**$147,158,585**	**19.6%**

CITY OF CHARLOTTE

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Charlotte Area Transit System

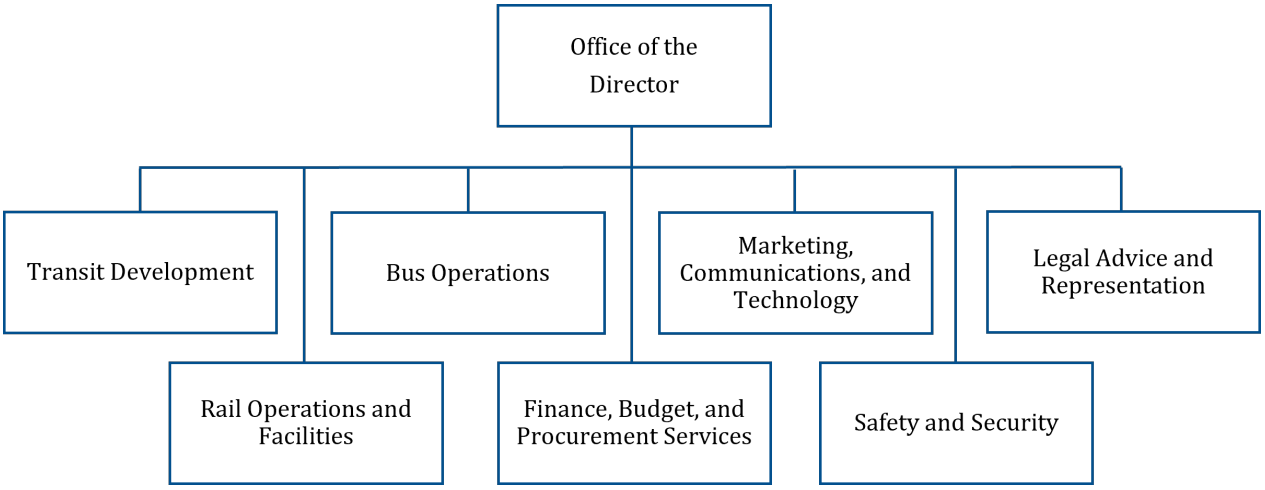
Mission Statement

Create a seamless transit experience that improves the lives of individuals, moves people forward, fuels economic growth, builds a connected region, and fosters a sustainable future for all.

Department Overview

- Services the community through public transportation services including bus, vanpool, ADA paratransit services, light rail, and streetcar
- Focuses on ensuring safety and security for all public transportation riders, employees, and the community
- Advances the build-out of the 2055 Transit System Plan with major enhancements to bus, microtransit, and rail service

Organizational Chart



Charlotte Area Transit System

Budget Overview

In advancement of the Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act, transit operations and employees are planned to transition from the City of Charlotte to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027. The CATS' budget reflects a portion of the full FY 2027 transit operations budget; the MPTA's budget contains the remaining portion of the FY 2027 transit operations budget. Any unused eligible funding will be transferred to the MPTA.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed[3]	% Change FY 2026 FY 2027
Revenues[1]					
Intergovernmental Transfer					
PAVE Act Sales Tax	$–	$–	$–	$99,448,428	100.0%
Article 43 Sales Tax	$155,805,413	$161,999,346	$167,333,658	$82,878,690	-50.5%
U-Drive-It	$–	$–	$–	$10,065,645	100.0%
Federal Grants	$42,175,699	$34,095,855	$38,293,583	$35,000,000	-8.6%
Interlocal Agreements	$211,508	$211,508	$211,508	$105,754	-50.0%
State Grants	$9,354,631	$9,484,891	$9,528,761	$9,208,761	-3.4%
Advertising	$4,481,569	$3,632,933	$6,800,000	$1,850,000	-72.8%
Other Charges	$2,441,431	$1,897,048	$3,028,000	$1,000,000	-67.0%
Passenger Fares	$14,600,170	$13,719,596	$18,500,000	$9,392,150	-49.2%
Interest Earnings	$4,833,153	$5,325,723	$7,727,212	$4,500,000	-41.8%
Miscellaneous Revenue	$2,741,156	$244,118	$458,000	$150,000	-67.2%
Sale of Assets	$216,683	$185,160	$300,000	$100,000	-66.7%
Transit PAYGO Transfer	$30,307,400	$31,270,856	$32,057,920	$–	-100.0%
Mobility PAYGO Transfer	$–	$–	$–	$2,723,932	100.0%
Fund Balance	$3,308,240	$–	$5,000,000	$96,196,382	1823.9%
Total Revenues	**$270,477,053**	**$262,067,034**	**$289,238,642**	**$352,619,742**	**21.9%**

[1] Both CATS Operating and Sales Tax Consolidation funds are included.

Expenditures[1]					
Personnel Services[2]	$137,778,615	$145,821,461	$159,561,470	$82,424,617	-48.3%
Operating Expenses	$73,242,125	$81,548,958	$96,417,641	$88,449,548	-8.3%
City Administrative Costs	$8,002,315	$9,006,812	$9,557,752	$7,403,480	-22.5%
Department Charges	-$1,087,862	-$1,571,823	-$990,162	$–	-100.0%
Transfer to Other funds	$84,447	$115,862	$191,941	$95,970	-50.0%
Reserved for Future Years	$25,743,257	$5,840,533	$–	$–	–%
Subtotal Operating	**$243,762,897**	**$240,761,803**	**$264,738,642**	**$178,373,615**	**-32.6%**
Transfer to Debt Service	$14,437,556	$12,084,106	$14,500,000	$7,580,696	-47.7%
Transfer to Control Account	$12,276,600	$6,976,443	$10,000,000	$5,262,110	-47.4%
Transfer to Capital	$–	$2,244,682	$–	$65,206,939	100.0%
Transfer to Transition Reserve	$–	$–	$–	$96,196,382	100.0%
Total Expenditures	**$270,477,053**	**$262,067,034**	**$289,238,642**	**$352,619,742**	**21.9%**

[1] Both CATS Operating and Sales Tax Consolidation funds are included.

[2] Personnel Services includes the personnel cost of contracted bus operators, who are not directly employed by the city.

[3] FY 2027 includes the realignment of 6.00 FTEs from the City Attorney's Office and 9.00 FTEs from Contracting and Procurement.

FY 2027 Adjustments

All funding adjustments represent the full FY 2027 budget year for transit operations. An adjustment has also been included to remove the portion of the budget that will be under the operation of the MPTA.

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$1,580,126
Provide funds to strengthen the organization's capacity and resilience Add funds to build organizational capacity and resilience for new functions not currently within the CATS department but required as the department transitions to the Metropolitan Public Transportation Authority (MPTA). These costs may include external advisors, professional services contracts, technology and accessibility improvements, or new staff, following recommendations by the transition administrators and consultants.	–	$19,000,000
Adjust funding for bus and light rail operations safety Add funds to provide for increased safety and security along bus routes, light rail lines, City LYNX Gold Line, and the Charlotte Transportation Center.	–	$10,000,000
Add funds to support the State of Good Repair Add funds for the maintenance of bus, rail, and facilities due to new buses being added, efforts to reduce average fleet age, improve system reliability, and staffing increases to expand current service levels and meet growing demands.	–	$7,000,000
Add funds to support Better Bus service expansion Add funds to support 30,500 additional bus services hours. This adjustment includes the upgrade to 15-minute service on four additional routes, expanded express trips, and bus stop improvements.	–	$6,000,000
Add funds for the expansion of microtransit services Add funds to expand microtransit service into two new zones with extended hours.	–	$2,000,000
Add funds for the expansion paratransit services Add funds to increase and expand paratransit services and improve on-time performance.	–	$1,000,000
Update expenditures for city services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	-$2,154,272
Transfer transit procurement staff from Contracting and Procurement Realign transit-dedicated procurement personnel from Contracting and Procurement. These positions will transition to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027, along with other CATS positions. These positions have historically been funded by CATS, so there is no net change in CATS' operating expenses as a result of this change. There is a corresponding entry in Contracting and Procurement.	9.00	$–

FY 2027 Adjustments (continued)

All funding adjustments represent the full FY 2027 budget year for transit operations. An adjustment has also been included to remove the portion of the budget that will be under the operation of the MPTA.

Budget Action	FTE	Amount
Transfer transit attorneys from the City Attorney's Office Realign transit-dedicated legal personnel from the City Attorney's Office. These positions will transition to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027, along with other CATS positions. These positions have historically been funded by CATS, so there is no net change in CATS' operating expenses as a result of this change. There is a corresponding entry in City Attorney.	6.00	$–
Update contribution to debt service program Adjustment to debt service based on projected needs within CATS' Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each cycle.	–	$661,392
Update contribution to Capital Investment Plan Increase transfer to capital projects based on CATS' financial planning and capital project schedule. This adjustment also includes the updated Transfer to CATS Control Account, which has been the primary local funding source for CATS Capital Investment Plan in recent years.	–	$130,935,099
Establish the Transition Reserve Add an Interfund transfer to protect the city's ability to maintain adequate reserves with respect to unforeseen or outstanding liabilities following the CATS transition to the MPTA on January 1, 2027. This Fund is necessary due to the process by which North Carolina sales taxes are collected and disbursed in arrears.	–	$96,196,382
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$1,214,544
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$863,802
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$1,295,626
Update operating expenditures to represent transfer of transit operations from the city to the MPTA on January 1, 2027 Technical adjustment to reduce CATS' operating budget for expenditures anticipated to occur under the MPTA's operation from January 1 through June 30, 2027.	–	-$212,211,599
Net Change	**15.00**	**$63,381,100**

Charlotte Area Transit System

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Customer focused services	Overall customer satisfaction (Percent of responding customer rating service as satisfied or above)	84%[1]	≥88%	≥88%
	Net Promoter Score (Percentage of surveyed customers who rate the service favorably)	88%	≥58%	≥58%
Provide riders with frequent access to key destinations including major employment centers, hospitals, and grocery stores	Percentage of riders with 15-minute or better service frequency	39%	≥40%	≥34%
Strategic Priority Area: Transportation and Planning				
Maintain financial stability	Percent of total operating costs subsidized by taxpayers	89.7%	≥80%	≥80%
	Net debt service coverage ratio	1.55	≥1.15	≥1.15
Provide transportation choices	Ridership (light rail, bus, streetcar, vanpool, and STS)	16,601,166	≥17,079,129	≥17,602,407
	On-time performance (bus)	82%[2]	≥85%	≥88%
Provide effective service	Passengers per revenue hour (bus)	13.9	≥13.6	≥15
	Passengers per revenue hour (light rail)	114.8[3]	≥131.7	≥121

[1] Results were impacted by service frequency limitations and safety concerns.

[2] On-time performance was below target prior to October 2025; following MTC-approved modifications to 10 bus routes, performance has met or exceeded the 85 percent standard.

[3] Passengers per revenue hour was negatively affected throughout the system due to lack of frequency in all transit modes.

Full-Time Equivalent (FTE) Position Summary

In advancement of the Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act, transit operations and employees are planned to transition from the City of Charlotte to the Metropolitan Public Transportation Authority (MPTA) on January 1, 2027.

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Accountant	2.00	2.00	2.00	2.00	–
Accountant Lead	3.00	3.00	3.00	3.00	–
Accountant Senior	4.00	4.00	4.00	4.00	–
Accounting Supervisor	5.00	4.00	4.00	4.00	–
Administrative Assistant	4.00	6.00	6.00	6.00	–
Administrative Assistant Senior	1.00	1.00	1.00	1.00	–
Administrative Officer	8.00	11.00	12.00	12.00	–
Administrative Officer Lead	2.00	5.00	6.00	6.00	–
Administrative Officer Manager	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	3.00	2.00	1.00	1.00	–
Administrative Specialist	4.00	3.00	2.00	3.00	1.00
Application Administrator	1.00	1.00	1.00	1.00	–
Application Administrator Senior	–	2.00	2.00	2.00	–
Application Development Support Manager	–	–	1.00	1.00	–
Application Development Support Supervisor	1.00	2.00	1.00	1.00	–
Asset Manager	1.00	–	–	–	–
Assistant City Attorney II	–	–	–	1.00	1.00
Assistant City Attorney Senior II	–	–	–	3.00	3.00
Assistant City Attorney Supervisor	–	–	–	1.00	1.00
Assistant Director I	–	–	–	1.00	1.00
Assistant Field Operations Supervisor	1.00	9.00	9.00	9.00	–
Budget & Finance Analyst Lead	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	6.00	6.00	6.00	6.00	–
Budget & Finance Manager	–	2.00	2.00	2.00	–
Building Maintenance Assistant	6.00	6.00	6.00	6.00	–
Building Maintenance Lead	–	–	1.00	1.00	–
Building Maintenance Supervisor	–	1.00	–	–	–
Business Inclusion Specialist	1.00	1.00	1.00	1.00	–
Business Systems Analyst	1.00	1.00	2.00	2.00	–
Business Systems Analyst Senior	1.00	5.00	4.00	4.00	–
Business Systems Coordinator	1.00	2.00	2.00	2.00	–
Business Systems Manager Senior	1.00	2.00	2.00	2.00	–
Business Systems Specialist Senior	1.00	–	–	–	–
Business Systems Supervisor	–	1.00	1.00	1.00	–
Chief Maintenance Mechanic	–	1.00	1.00	1.00	–
Chief Transit Development Officer	–	1.00	–	–	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Chief Transit Planning Officer	–	1.00	1.00	1.00	–
Construction Manager	1.00	1.00	1.00	1.00	–
Content Webmaster	1.00	1.00	1.00	1.00	–
Customer Service Supervisor	2.00	2.00	2.00	2.00	–
Customer/Revenue Service Assistant	24.00	20.00	20.00	20.00	–
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	–
Customer/Revenue Service Specialist	3.00	2.00	2.00	2.00	–
Deputy Director I	1.00	–	–	–	–
Deputy Director II	2.00	–	–	–	–
Deputy Director of Transit	–	3.00	4.00	5.00	1.00
Director of Transit	1.00	1.00	1.00	1.00	–
Dispatcher	9.00	10.00	10.00	10.00	–
Division Training Specialist	5.00	5.00	6.00	6.00	–
Energy Sustainability Coordinator	2.00	2.00	2.00	1.00	-1.00
Engineer Light Rail Transit Systems	1.00	–	–	–	–
Engineer Senior	5.00	5.00	5.00	5.00	–
Engineering Program Manager	1.00	1.00	1.00	1.00	–
Engineering Project Coordinator	4.00	4.00	4.00	4.00	–
Facilities Project Manager Senior	–	–	–	1.00	1.00
Facilities Services Coordinator	1.00	–	–	–	–
Facilities & Property Supervisor	3.00	5.00	5.00	5.00	–
Field Operations Supervisor	19.00	19.00	19.00	19.00	–
GIS Coordinator	1.00	1.00	1.00	1.00	–
Graphic Artist	1.00	1.00	1.00	1.00	–
Graphic Artist Senior	1.00	1.00	1.00	1.00	–
Human Resources Analyst	–	–	1.00	1.00	–
Human Resources Generalist	4.00	4.00	5.00	5.00	–
Human Resources Generalist Senior	2.00	3.00	2.00	2.00	–
Human Resources Manager	1.00	1.00	–	–	–
Human Resources Manager Senior	–	–	1.00	1.00	–
Human Resources Specialist Senior	3.00	3.00	1.00	1.00	–
HVAC Technician	–	2.00	–	–	–
HVAC Technician Senior	–	–	2.00	2.00	–
I&T Infrastructure Supervisor	1.00	–	–	–	–
I&T Project Manager	1.00	1.00	1.00	1.00	–
I&T Project Manager Senior	–	1.00	1.00	1.00	–
Inventory & Warehouse Assistant	–	11.00	11.00	11.00	–
Inventory & Warehouse Manager	–	1.00	1.00	1.00	–
Inventory & Warehouse Specialist	–	1.00	1.00	1.00	–
Labor Crew Chief II	9.00	–	–	–	–
Management Analyst	3.00	2.00	2.00	2.00	–
Management Analyst Senior	3.00	3.00	3.00	3.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Marketing Lead	–	1.00	1.00	1.00	–
Marketing Specialist	1.00	1.00	1.00	1.00	–
Mobility & Access Manager	1.00	1.00	1.00	1.00	–
Network Engineer	1.00	–	–	–	–
Office Assistant	4.00	4.00	4.00	2.00	-2.00
Office Assistant Senior	3.00	1.00	1.00	1.00	–
Operations Supervisor	8.00	6.00	6.00	5.00	-1.00
Paralegal I	–	–	–	1.00	1.00
Procurement Manager	–	–	–	1.00	1.00
Procurement Officer	–	–	–	7.00	7.00
Procurement Officer Senior	–	–	–	1.00	1.00
Public Information Specialist	6.00	5.00	5.00	5.00	–
Public Information Specialist Senior	2.00	2.00	2.00	3.00	1.00
Public Service Coordinator	2.00	2.00	3.00	3.00	–
Quality Assurance Analyst	1.00	1.00	1.00	1.00	–
Rail Car Maintenance Supervisor	11.00	11.00	11.00	10.00	-1.00
Rail Car Technician	54.00	52.00	53.00	49.00	-4.00
Rail Car Technician Lead	3.00	3.00	2.00	3.00	1.00
Rail Controller	14.00	14.00	14.00	14.00	–
Rail Controller Manager	–	3.00	4.00	3.00	-1.00
Rail Controller Manager Senior	–	1.00	–	1.00	1.00
Rail Flagger	–	–	–	4.00	4.00
Rail Maintenance Of Way Maintainer	25.00	25.00	25.00	25.00	–
Rail Maintenance Of Way Maintainer Lead	7.00	7.00	7.00	7.00	–
Rail Maintenance Of Way Maintainer Manager	–	1.00	–	–	–
Rail Maintenance of Way Supervisor	10.00	10.00	10.00	10.00	–
Rail Operations Manager	3.00	2.00	3.00	3.00	–
Rail Operator	79.00	79.00	79.00	79.00	–
Rail Track Maintainer	13.00	13.00	13.00	13.00	–
Real Estate Agent II	–	–	1.00	2.00	1.00
Real Estate Program Manager	1.00	1.00	1.00	1.00	–
Safety Coordinator	13.00	13.00	13.00	13.00	–
Safety Coordinator Senior	6.00	6.00	6.00	7.00	1.00
Safety Supervisor	3.00	3.00	3.00	3.00	–
Software Developer Lead	1.00	1.00	1.00	1.00	–
Special Transportation Driver	97.75	95.75	99.00	99.00	–
Special Transportation Manager	1.00	1.00	1.00	1.00	–
Special Transportation Reservationist	7.00	7.00	7.00	7.00	–
Special Transportation Supervisor	2.00	4.00	3.00	3.00	–
Storekeeper	11.00	–	–	–	–
Storekeeper Senior	2.00	–	–	–	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Strategic Planning Manager	–	–	–	1.00	1.00
Technology Services Officer	–	1.00	1.00	1.00	–
Technology Support Associate	2.00	2.00	2.00	1.00	-1.00
Technology Support Coordinator	1.00	3.00	3.00	3.00	–
Technology Support Specialist	3.00	3.00	3.00	3.00	–
Technology Support Specialist Senior	2.00	4.00	4.00	4.00	–
Technology Support Supervisor	1.00	–	–	–	–
Traffic Counter I	2.00	2.00	2.00	2.00	–
Traffic Counter II	1.00	1.00	1.00	1.00	–
Training Specialist	5.00	4.00	4.00	4.00	–
Transit Accounting Manager	3.00	3.00	3.00	3.00	–
Transit Administration Manager	1.00	1.00	1.00	1.00	–
Transit Arts Program Manager	1.00	1.00	–	–	–
Transit Asset Program Manager	–	2.00	2.00	1.00	-1.00
Transit Corridor Assistant Project Manager	2.00	2.00	2.00	2.00	–
Transit Corridor Project Manager Senior	3.00	3.00	3.00	3.00	–
Transit Development Manager	1.00	–	–	–	–
Transit Energy Manager	1.00	1.00	1.00	–	-1.00
Trans Engineering Division Manager	1.00	1.00	1.00	1.00	–
Transit Facility Manager	–	1.00	1.00	1.00	–
Transit Maintenance Assistant	12.00	12.00	12.00	11.00	-1.00
Transit Marketing & Communications Manager	1.00	1.00	1.00	1.00	–
Transit Operations Manager	1.00	1.00	1.00	1.00	–
Transit Operations Services Manager	5.00	1.00	1.00	1.00	–
Transit Operations Training Manager	1.00	3.00	3.00	3.00	–
Transit Operations Training Supervisor	4.00	4.00	4.00	5.00	1.00
Transit Planning Manager	2.00	–	–	–	–
Transit Project Development Manager	1.00	2.00	2.00	2.00	–
Transit Quality Assurance Manager	1.00	1.00	1.00	1.00	–
Transit Rail Operations Manager	1.00	1.00	1.00	1.00	–
Transit Safety & Security Manager	1.00	1.00	1.00	1.00	–
Transit Scheduling Analyst	1.00	1.00	1.00	1.00	–
Transit Scheduling Manager	2.00	2.00	2.00	2.00	–
Transit Training Manager	–	1.00	1.00	1.00	–
Transportation Planner I	2.00	2.00	2.00	2.00	–
Transportation Planner II	6.00	5.00	5.00	5.00	–
Transportation Planner III	3.00	4.00	4.00	3.00	-1.00
Department Total FTE	**644.75**	**660.75**	**664.00**	**679.00**[1]	**15.00**

[1] FY 2027 includes the realignment of 6.00 FTEs from the City Attorney's Office and 9.00 FTEs from Contracting and Procurement.

Charlotte Area Transit System Debt Service Fund

CATS' Debt Service Fund is used to pay principal, interest, and related costs for outstanding debt related to capital investments in transit maintenance and expansion. Following the CATS transition to the MPTA on January 1, 2027, the City will continue to pay all costs associated with CATS' outstanding debt obligations issued by the city.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfers from CATS Operating Fund	$14,437,556	$12,084,106	$14,500,000	$7,580,696	-47.7%
Intergovernmental Transfer	$–	$–	$–	$7,580,696	100.0%
Transfers from CATS Debt Service Reserve Fund	$156,313	$2,635,264	$–	$–	–%
Federal Grants	$2,927,840	$2,925,672	$2,927,275	$2,929,515	0.1%
State Grants	-$285,129	$–	$–	$–	–%
Interest on Investments	$437,400	$–	$–	$–	–%
Fund Balance	$285,129	$293,788	$666,581	$–	-100.0%
Total Revenues	**$17,959,109**	**$17,938,830**	**$18,093,856**	**$18,090,907**	**–%**
Expenditures					
Principal Payments	$9,365,000	$9,820,000	$10,295,000	$10,780,000	4.7%
Interest Payments	$8,591,109	$8,111,335	$7,684,856	$7,196,907	-6.3%
Other Fees	$3,000	$7,495	$114,000	$114,000	–%
Total Expenditures	**$17,959,109**	**$17,938,830**	**$18,093,856**	**$18,090,907**	**–%**

Debt Service Reserve Fund

CATS' Debt Service Reserve Fund is used to maintain a $30 million fund balance in accordance with financial policies adopted by the Metropolitan Transit Commission. Excess funds over the $30 million are available for one-time expenses. Following the CATS transition to the MPTA on January 1, 2027, $30 million of fund balance will remain with the City of Charlotte in this Fund until all applicable debt obligations have been satisfied, consistent with the PAVE Act.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfer from CATS Operating	$12,276,600	$6,976,443	$10,000,000	$5,262,110	-47.4%
Interest on Investments	$4,593,354	$2,795,700	$–	$–	–%
Fund Balance and Transfer from Other Funds	$43,476,322	$27,443,245	$7,257,431	$–	-100.0%
Total Revenues	**$60,346,276**	**$37,215,388**	**$17,257,431**	**$5,262,110**	**-69.5%**
Expenditures					
Transfer to CATS CIP	$55,301,568	$35,303,908	$7,257,431	$–	-100.0%
Transfer to Other Funds	$5,044,708	$1,911,480	$–	$–	–%
Reserved for Future Years	$–	$–	$10,000,000	$5,262,110	-47.4%
Total Expenditures	**$60,346,276**	**$37,215,388**	**$17,257,431**	**$5,262,110**	**-69.5%**

Charlotte Area Transit System
Transition Reserve Fund

The Transition Reserve is being established in FY 2027 to protect the City's ability to maintain adequate reserves with respect to unforeseen or outstanding liabilities following the CATS transition to the MPTA on January 1, 2027. This Fund is necessary due to the process by which North Carolina sales taxes are collected and disbursed in arrears.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfer from CATS Operating	$–	$–	$–	$96,196,382	100.0%
Total Revenues	**$–**	**$–**	**$–**	**$96,196,382**	**100.0%**
Expenditures					
Reserved for Outstanding Liabilities	$–	$–	$–	$96,196,382	100.0%
Total Expenditures	**$–**	**$–**	**$–**	**$96,196,382**	**100.0%**

CITY OF CHARLOTTE

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Charlotte Water

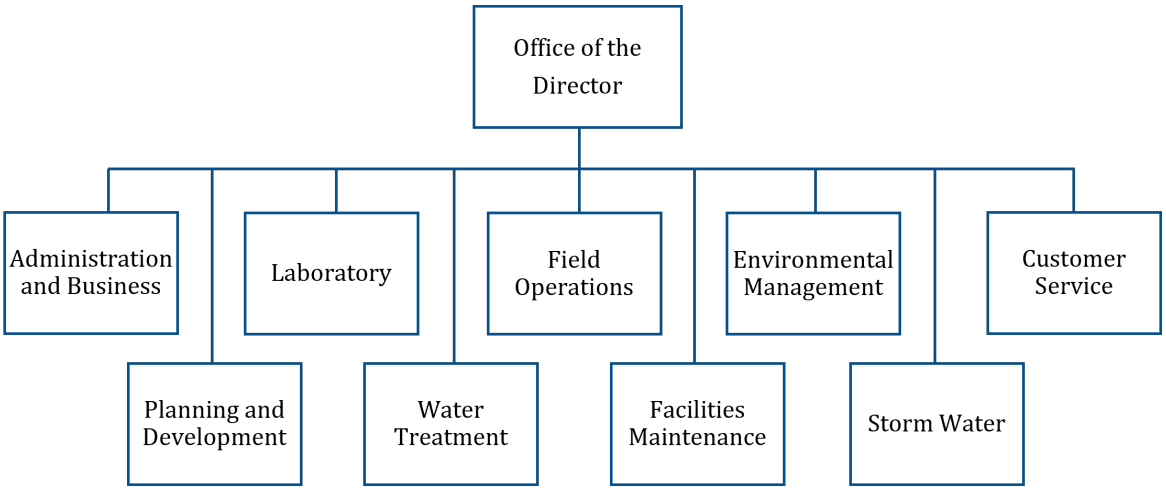
Mission Statement

Consistently provide the highest quality water and wastewater services to our community.

Department Overview

- Attracts, develops, and retains a highly skilled and collaborative workforce that is engaged, motivated, and dedicated
- Provides accessible, timely, and consistent customer service
- Understands and engages the customers and communities we serve
- Ensures reliable infrastructure to serve the community today and into the future
- Efficiently manages financial resources, balancing affordability and growth
- Protects and improves the environment

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Volumetric User Charges - Water	$152,889,145	$165,690,205	$166,231,597	$184,823,087	11.2%
Volumetric User Charges - Sewer	$224,758,971	$239,200,050	$257,403,763	$276,880,382	7.6%
Fixed User Charges - Water	$21,129,423	$23,814,017	$26,254,401	$27,171,520	3.5%
Fixed User Charges - Sewer	$18,895,221	$21,290,475	$23,504,918	$24,325,992	3.5%
Availability Fees - Water	$8,450,333	$8,977,460	$8,925,865	$9,625,987	7.8%
Availability Fees - Sewer	$48,344,554	$51,420,426	$54,551,670	$59,018,352	8.2%
Connection Fees - Water	$10,696,379	$5,380,766	$7,000,000	$5,000,000	-28.6%
Connection Fees - Sewer	$5,877,172	$3,986,501	$4,000,000	$2,500,000	-37.5%
System Development Fees - Water	$23,415,032	$31,269,537	$18,500,000	$19,500,000	5.4%
System Development Fees - Sewer	$39,296,585	$45,337,330	$28,500,000	$30,500,000	7.0%
BOD, SS, and IW Surcharges	$8,654,024	$10,462,124	$7,100,000	$9,200,000	29.6%
Interest Earnings	$6,909,397	$7,097,729	$3,000,000	$5,997,404	99.9%
Specific Service Charges	$4,262,925	$5,934,136	$3,913,000	$4,300,000	9.9%
Other Operating Revenue	$6,828,406	$6,885,189	$5,631,300	$6,100,000	8.3%
Uncollectible Revenue	-$3,258,949	-$2,523,528	-$3,000,000	-$3,000,000	–%
Other Non-Operating Revenue	$3,037,532	$2,205,136	$2,300,000	$2,600,000	13.0%
Fund Balance	$–	$–	$37,421,025	$21,090,567	-43.6%
Total Revenues	**$580,186,150**	**$626,427,553**	**$651,237,539**	**$685,633,291**	**5.3%**
Expenditures					
Personnel Services	$103,979,195	$116,912,535	$124,579,964	$135,459,121	8.7%
Operating Expenses	$116,017,219	$119,423,882	$149,511,227	$160,232,123	7.2%
Capital Outlay	$1,042,570	$581,245	$1,608,000	$1,391,000	-13.5%
Department Charges	-$22,747,805	-$21,693,699	-$29,045,596	-$32,330,642	11.3%
City Administrative Support	$22,224,811	$23,785,475	$28,740,522	$28,828,339	0.3%
Transfer to Debt Service Funds	$169,393,212	$164,651,571	$182,262,769	$195,053,350	7.0%
Transfer to Capital Projects Fund	$180,000,000	$170,000,000	$193,580,653	$197,000,000	1.8%
Reserved for Future Years	$10,276,948	$52,766,544	$–	$–	–%
Total Expenditures	**$580,186,150**	**$626,427,553**	**$651,237,539**	**$685,633,291**	**5.3%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$2,763,877
Provide funds for asset maintenance and repair Increase funds for miscellaneous asset maintenance and repair contracts associated with water and sewer distribution repairs.	–	$3,548,408
Provide funds for chemical supplies Add funds for water treatment supplies in response to marketplace and supply chain volatility within treatment chemical supplier networks.	–	$2,161,135
Add positions to support asset maintenance and reliability Add fifteen positions to Field Operations to maintain collection and distribution systems; eight positions to Maintenance and Water Treatment to support reliable, compliant, efficient plant and facility processes; and nine positions to Customer Service to maintain metering hardware and assets.	32.00	$1,969,131
Add funds to support overtime budget Provide funds for overtime budget that has annually increased due to pay, benefits, and position increases of previous fiscal years.	–	$1,094,140
Provide funds for various operation expenses Update funds for expenses in contracted services, fees for testing, and other administrative expenses.	–	$1,061,932
Provide funds to enhance customer experience Add positions to enhance and strengthen customer relationships through community engagement.	10.00	$848,325
Provide positions for employee support Add positions to provide additional human resources support and other personnel needs.	6.00	$558,889
Provide funds for contract employees Provide funds to support increased cost of training initiatives including succession planning.	–	$243,580
Add positions to support increased service delivery Add positions to support current service levels and projected increases in Charlotte Water operations.	2.00	$222,752
Add positions to support financial management Add positions to provide oversight of budget, accounting, and financial practices specific to municipal water and sewer utilities.	2.00	$171,438
Provide funds for temporary staffing Provide funds to support internship opportunities and other short-term personnel.	–	$165,900
Add positions to support regulatory compliance Add positions to support regulatory compliance and advancement of environmental stewardship.	2.00	$104,487

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Adjust contribution to debt service program Adjustment to debt service based on projected needs within Charlotte Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each cycle.	–	$12,790,581
Increase contribution to Capital Investment Plan Increase transfer to capital projects based on Charlotte Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget cycle.	–	$3,419,347
Provide funds for commodity and services contractual increases Technical adjustment to update costs for information technology agreements, security and maintenance services, and laboratory equipment.	–	$1,507,058
Provide funds for increased utility costs Technical adjustment to provide funds for increased utility and telecommunication rates.	–	$434,840
Update costs for city services Update the reimbursement for central supported services provided by the General Fund.	–	$87,817
Reduction in capital outlay Reduction in costs associated with operational equipment and completion of the Water and Sewer Design and Construction Standards manual.	–	-$217,000
Adjust department charges to the Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of Storm Water capital projects.	–	-$3,285,046
Transition a position to advance business practices Transition one position from Storm Water to support continuous improvement initiatives, developing and tracking strategic priorities and performance metrics, and other administrative duties. There is a corresponding entry in Storm Water.	1.00	$130,455
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$1,562,778
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$1,460,422
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$1,590,506
Net Change	**55.00**	**$34,395,752**

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Enhance customer satisfaction through responsive service	Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame	98.25%	≥97%	≥97%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% compliance	100% compliance	100% compliance
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.2	≤3.0	≤3.0
Strategic Priority Area: Workforce and Business Development				
Create jobs, promote upward mobility, and advance equitable employment opportunities through apprenticeships and Co-op programs	Number of apprentices and Co-op graduates hired	41	≥40	≥40

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Account Services Supervisor	1.00	1.00	1.00	2.00	1.00
Administrative Assistant	3.00	3.00	2.00	3.00	1.00
Administrative Assistant Senior	1.00	1.00	1.00	1.00	–
Administrative Officer	10.00	11.00	12.00	–	-12.00
Administrative Officer Lead	4.00	3.00	3.00	3.00	–
Administrative Officer Manager	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	6.00	6.00	6.00	1.00	-5.00
Administrative Services Lead	–	–	–	3.00	3.00
Administrative Specialist	3.00	3.00	4.00	4.00	–
Administrative Specialist Senior	–	–	–	9.00	9.00
Application Administrator	1.00	1.00	1.00	1.00	–
Application Administrator Senior	2.00	2.00	2.00	2.00	–
Application Development Support Manager	1.00	1.00	1.00	1.00	–
Assistant Field Operations Supervisor	–	–	–	2.00	2.00
Billing Specialist	–	–	–	1.00	1.00
Biosolids Engineering Assistant	–	–	–	1.00	1.00
Budget & Finance Analyst	1.00	1.00	1.00	–	-1.00
Budget & Finance Analyst Lead	1.00	3.00	3.00	3.00	–
Budget & Finance Analyst Senior	4.00	4.00	4.00	5.00	1.00
Budget & Finance Manager	2.00	2.00	2.00	3.00	1.00
Budget & Finance Specialist	3.00	4.00	4.00	4.00	–
Budget & Finance Specialist Senior	–	–	–	1.00	1.00
Building Maintenance Assistant	1.00	2.00	3.00	3.00	–
Business Analysis Manager	1.00	–	–	–	–
Business Analysis Program Manager	–	–	–	1.00	1.00
Business Analyst	2.00	2.00	2.00	2.00	–
Business Analyst Coordinator	5.00	2.00	2.00	2.00	–
Business Analyst Senior	4.00	3.00	3.00	3.00	–
Business Inclusion Specialist	1.00	1.00	1.00	1.00	–
Business Inclusion Specialist Lead	1.00	1.00	1.00	1.00	–
Business Systems Analyst	1.00	–	–	1.00	1.00
Business Systems Analyst Senior	10.00	10.00	10.00	10.00	–
Business Systems Coordinator	1.00	1.00	1.00	1.00	–
Business Systems Manager	2.00	2.00	2.00	2.00	–
Business Systems Manager Senior	–	1.00	1.00	1.00	–
Business Systems Program Manager	1.00	1.00	1.00	–	-1.00
Business Systems Supervisor	5.00	7.00	7.00	7.00	–
CCTV Crew Chief	5.00	5.00	5.00	5.00	–
CCTV Technician	5.00	5.00	5.00	5.00	–
Centrifuge/Solids Operator	1.00	1.00	1.00	1.00	–
Chief Construction Inspector	7.00	7.00	7.00	7.00	–
Chief Electrical Engineer	2.00	2.00	2.00	2.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Chief Utilities Engineer	2.00	2.00	2.00	2.00	–
Construction Inspector	44.00	8.00	7.00	5.00	-2.00
Construction Manager	2.00	–	–	–	–
Construction Supervisor	5.00	–	–	–	–
Content Webmaster	1.00	–	–	–	–
Customer/Revenue Service Assistant	18.00	7.00	1.00	1.00	–
Customer/Revenue Service Assistant Senior	6.00	–	–	–	–
Customer/Revenue Service Specialist	5.00	3.00	1.00	1.00	–
Customer Service Supervisor	1.00	1.00	–	–	–
Cyber Security Analyst Senior	1.00	1.00	1.00	1.00	–
Deputy Director II	4.00	4.00	4.00	4.00	–
Director of Utilities	1.00	1.00	1.00	1.00	–
Division Training Specialist	1.00	1.00	–	–	–
Drafting Technician	3.00	3.00	3.00	3.00	–
Electrical Engineer	1.00	–	–	–	–
Electrical Engineer Senior	4.00	–	–	–	–
Engineer Plan Review	8.00	8.00	8.00	8.00	–
Engineer Planning/Design	2.00	2.00	1.00	1.00	–
Engineer Senior	15.00	14.00	15.00	15.00	–
Engineering Assistant	17.00	17.00	16.00	1.00	-15.00
Engineering Division Manager	7.00	7.00	7.00	7.00	–
Engineering Program Manager	4.00	4.00	5.00	5.00	–
Engineering Project Assistant	–	–	–	10.00	10.00
Engineering Project Coordinator	22.00	22.00	21.00	21.00	–
Engineering Project Manager	12.00	12.00	13.00	13.00	–
Engineering Project Manager Senior	18.00	17.00	16.00	16.00	–
Engineering Services Investigator	9.00	8.00	7.00	7.00	–
Engineering Services Supervisor	1.00	1.00	1.00	1.00	–
Environmental Compliance Manager	3.00	3.00	3.00	3.00	–
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	–
Environmental Compliance Supervisor	3.00	3.00	3.00	3.00	–
Environmental Program Coordinator	–	–	–	1.00	1.00
Environmental Program Inspector	12.00	12.00	12.00	12.00	–
Equipment Operator	1.00	1.00	1.00	1.00	–
Equipment Operator Senior	13.00	–	–	–	–
Facilities & Property Supervisor	–	1.00	1.00	1.00	–
Facilities Services Coordinator	4.00	4.00	4.00	4.00	–
Facilities Services Supervisor	–	–	–	1.00	1.00
Field Operations Supervisor	18.00	–	–	–	–
GIS Analyst	4.00	4.00	4.00	4.00	–
GIS Coordinator	2.00	2.00	2.00	2.00	–
GIS Manager	1.00	1.00	1.00	1.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
GIS Supervisor	1.00	1.00	1.00	1.00	–
GIS Technician	–	1.00	1.00	1.00	–
Human Resources Administrator Senior	–	–	–	1.00	1.00
Human Resources Generalist	2.00	2.00	2.00	–	-2.00
Human Resources Generalist Senior	1.00	1.00	1.00	2.00	1.00
Human Resources Manager Senior	1.00	1.00	1.00	1.00	–
I&DS Engineering Assistant	–	–	–	5.00	5.00
I&T Data Services Administrator	1.00	1.00	1.00	1.00	–
I&T Data Services Analyst	–	1.00	1.00	1.00	–
I&T Program Manager	1.00	1.00	1.00	1.00	–
I&T Project Coordinator Senior	1.00	–	–	–	–
I&T Project Manager	–	2.00	2.00	2.00	–
I&T Systems Architect	1.00	1.00	1.00	1.00	–
Industrial Meter Repair Crew Chief	2.00	2.00	2.00	2.00	–
Industrial Meter Repair Technician	8.00	8.00	8.00	8.00	–
Instrument Technician	6.00	–	–	–	–
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	–
Inventory & Warehouse Assistant	–	4.00	4.00	4.00	–
Inventory & Warehouse Coordinator	–	4.00	4.00	4.00	–
Inventory & Warehouse Supervisor	–	1.00	1.00	1.00	–
Lab Quality Assurance Administrator	1.00	1.00	1.00	1.00	–
Lab Quality Assurance Analyst	2.00	2.00	2.00	2.00	–
Labor Crew Chief I	51.00	–	–	–	–
Labor Crew Chief II	37.00	–	–	3.00	3.00
Laboratory Analyst I	2.00	2.00	2.00	2.00	–
Laboratory Analyst II	17.00	17.00	17.00	17.00	–
Laboratory Analyst III	8.00	8.00	8.00	8.00	–
Laboratory Manager	1.00	1.00	1.00	1.00	–
Laboratory Supervisor	5.00	5.00	5.00	6.00	1.00
Laborer	5.00	–	–	–	–
Lift Station Technician	4.00	4.00	4.00	4.00	–
Management Analyst	2.00	2.00	2.00	2.00	–
Management Analyst Senior	4.00	2.00	2.00	2.00	–
Manhole Inspector	8.00	8.00	8.00	8.00	–
Meter Services Supervisor	2.00	3.00	3.00	3.00	–
Network Administrator	1.00	1.00	2.00	2.00	–
Office Assistant	2.00	2.00	2.00	2.00	–
Office Assistant Senior	7.00	6.00	7.00	7.00	–
Operations Supervisor	10.00	–	–	–	–
Plans Reviewer	7.00	7.00	7.00	7.00	–
Procurement Agent	6.00	6.00	7.00	7.00	–
Procurement Manager	1.00	1.00	1.00	1.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Procurement Officer	3.00	3.00	3.00	3.00	–
Procurement Officer Senior	1.00	–	–	–	–
Public Information Specialist	–	1.00	1.00	2.00	1.00
Public Information Specialist Senior	2.00	3.00	3.00	4.00	1.00
Public Services Division Manager	1.00	1.00	1.00	1.00	–
Pump Station Technician	4.00	4.00	4.00	5.00	1.00
Pumping Station Supervisor	1.00	1.00	1.00	1.00	–
Quality Assurance Analyst	1.00	1.00	1.00	1.00	–
Quality Assurance Specialist	–	–	–	1.00	1.00
Real Estate Asset Senior Associate	–	–	–	1.00	1.00
Real Estate Agent II	–	–	1.00	1.00	–
Real Estate Agent III	1.00	1.00	1.00	1.00	–
Records Specialist	–	–	–	1.00	1.00
Recruiting Coordinator	–	–	–	2.00	2.00
Safety Coordinator	1.00	–	–	2.00	2.00
Safety Coordinator Senior	4.00	5.00	5.00	5.00	–
Safety Supervisor	1.00	–	–	–	–
Server Administrator	1.00	1.00	2.00	2.00	–
Storekeeper	3.00	–	–	–	–
Stores Supervisor	1.00	–	–	–	–
Survey Mapping Supervisor	–	–	–	1.00	1.00
Survey Party Chief	4.00	3.00	3.00	3.00	–
Survey Supervisor	1.00	1.00	1.00	–	-1.00
Survey Technician	30.00	30.00	30.00	30.00	–
Technology Services Officer	1.00	1.00	1.00	1.00	–
Technology Support Coordinator	3.00	3.00	3.00	3.00	–
Technology Support Specialist	1.00	1.00	1.00	1.00	–
Technology Support Specialist Senior	2.00	1.00	1.00	1.00	–
Technology Support Supervisor	1.00	1.00	1.00	1.00	–
Training Specialist	5.00	5.00	6.00	10.00	4.00
Travel Coordinator	–	–	–	1.00	1.00
Treatment Operations Coordinator	2.00	2.00	2.00	3.00	1.00
Treatment Plant Electrician	4.00	4.00	3.00	3.00	–
Treatment Plant Maintenance Manager	2.00	2.00	2.00	2.00	–
Treatment Plant Maintenance Supervisor	8.00	8.00	9.00	10.00	1.00
Treatment Plant Mechanic Assistant	6.00	6.00	7.00	6.00	-1.00
Treatment Plant Mechanic I	5.00	7.00	3.00	4.00	1.00
Treatment Plant Mechanic II	15.00	10.00	12.00	11.00	-1.00
Treatment Plant Mechanic III	9.00	10.00	12.00	14.00	2.00
Treatment Plant Mechanic IV	5.00	7.00	8.00	8.00	–
Utilities Budget & Finance Manager	–	1.00	1.00	1.00	–
Utilities Business Manager	1.00	1.00	1.00	1.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Utilities Construction Inspector	–	37.00	38.00	40.00	2.00
Utilities Construction Manager	–	2.00	3.00	3.00	–
Utilities Construction Supervisor	–	5.00	5.00	5.00	–
Utilities Customer Service Assistant	–	1.00	–	–	–
Utilities Customer Service Assistant Senior	–	7.00	14.00	16.00	2.00
Utilities Customer Service Specialist	–	9.00	10.00	15.00	5.00
Utilities Customer Service Supervisor	–	2.00	4.00	3.00	-1.00
Utilities Electrical Engineer	–	2.00	2.00	2.00	–
Utilities Electrical Engineer Senior	–	5.00	5.00	5.00	–
Utilities Field Operations Supervisor	–	19.00	21.00	21.00	–
Utilities Instrument Technician	–	6.00	7.00	7.00	–
Utilities Labor Crew Chief I	–	50.00	50.00	50.00	–
Utilities Labor Crew Chief II	–	35.00	34.00	35.00	1.00
Utilities Manager	7.00	6.00	6.00	6.00	–
Utilities Operations Manager	6.00	7.00	8.00	9.00	1.00
Utilities Operations Supervisor	–	10.00	10.00	10.00	–
Utilities Planner Scheduler	9.00	9.00	10.00	10.00	–
Utilities Procurement Manager	–	1.00	1.00	1.00	–
Utilities Residuals Coordinator	1.00	1.00	1.00	–	-1.00
Utilities Safety & Security Manager	1.00	1.00	1.00	1.00	–
Utilities Services Manager	5.00	5.00	4.00	6.00	2.00
Utilities Services Technician	5.00	5.00	5.00	6.00	1.00
Utilities Technician I	80.00	74.00	33.00	42.00	9.00
Utilities Technician II	54.00	61.00	66.00	61.00	-5.00
Utilities Technician III	2.00	1.00	40.00	42.00	2.00
Wastewater Chief Treatment Plant Operator	7.00	8.00	8.00	8.00	–
Wastewater Treatment Plant Operator I	6.00	9.00	10.00	13.00	3.00
Wastewater Treatment Plant Operator II	2.00	2.00	2.00	4.00	2.00
Wastewater Treatment Plant Operator III	5.00	–	3.00	3.00	–
Wastewater Treatment Plant Operator IV	33.00	34.00	33.00	29.00	-4.00
Wastewater Treatment Plant Operator IV Senior	16.00	16.00	19.00	19.00	–
Wastewater Treatment Plant Supervisor	5.00	5.00	5.00	6.00	1.00
Wastewater Treatment Plant Supervisor Senior	1.00	1.00	1.00	1.00	–
Water Chief Treatment Plant Operator	9.00	9.00	9.00	10.00	1.00
Water Equipment Operator	–	13.00	13.00	15.00	2.00
Water Meter Repair Technician	8.00	7.00	7.00	7.00	–
Water Process Engineer	–	1.00	1.00	1.00	–
Water Quality Program Administrator	3.00	3.00	3.00	3.00	–
Water Quality Program Specialist	8.00	8.00	8.00	9.00	1.00
Water Quality Technician II	10.00	10.00	10.00	10.00	–

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Water Quality Technician Lead	2.00	2.00	2.00	2.00	–
Water Service Technician	50.00	50.00	46.00	51.00	5.00
Water Service Technician Senior	19.00	19.00	23.00	24.00	1.00
Water Treatment Plant Operator A	21.00	15.00	17.00	15.00	-2.00
Water Treatment Plant Operator B	3.00	6.00	6.00	8.00	2.00
Water Treatment Plant Operator C	6.00	9.00	7.00	6.00	-1.00
Water Treatment Plant Supervisor	2.00	2.00	2.00	2.00	–
Water Treatment Plant Supervisor Senior	1.00	1.00	1.00	1.00	–
Department Total FTE	**1,106.00**	**1,106.00**	**1,126.00**	**1,181.00**	**55.00**

Charlotte Water
Debt Service Funds

The Water and Sewer Debt Service Funds represents the retirement of debt for Charlotte Water. Revenues are provided primarily from Charlotte Water's operating budget with expenses dedicated to retiring debt incurred to make capital investments in water and sewer infrastructure.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Operating Revenues					
Transfer from Charlotte Water Operating Fund	$169,393,212	$164,651,571	$182,262,769	$195,053,350	7.0%
Premium from Sale of Bonds	$59,661,632	$–	$–	$–	–%
Proceeds from Refunding	$442,995,413	$–	$–	$–	–%
Interest on Investments	$12,651	$11,098	$–	$–	–%
Other Interest	$17,374	-$11,176	$–	$–	–%
Fund Balance	$–	$12,636,540	$–	$–	–%
Total Revenue	**$672,080,282**	**$177,512,111**	**$182,262,769**	**$195,053,350**	**7.0%**
Operating Expenditures					
Bond Retirement	$74,970,000	$71,450,000	$65,990,000	$68,920,000	4.4%
Interest on Bonds	$77,222,271	$94,168,635	$103,824,194	$113,855,662	9.7%
Bank Charges	$41,000	$42,634	$187,000	$180,000	-3.7%
Cost of Bond Sales	$2,631,875	$16,249	$–	$–	–%
Equipment Lease - Purchase Principal	$8,407,092	$5,038,249	$5,071,904	$4,867,265	-4.0%
Equipment Lease - Purchase Interest	$255,071	$751,912	$585,890	$643,104	9.8%
State Revolving Loan Principal	$4,830,166	$4,850,991	$5,400,991	$5,400,991	–%
State Revolving Loan Interest	$1,328,475	$1,193,441	$1,202,790	$1,186,328	-1.4%
Payment to Escrow Agent	$500,000,000	$–	$–	$–	–%
Reserved for Future Years	$2,394,332	$–	$–	$–	–%
Total Expenditures	**$672,080,282**	**$177,512,111**	**$182,262,769**	**$195,053,350**	**7.0%**

Storm Water

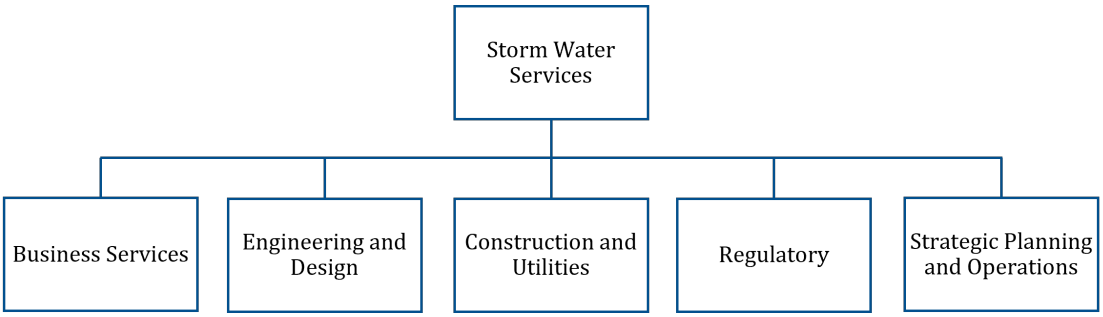
Mission Statement

Serve the City of Charlotte by improving surface waters and conveying rainwater safely through well-maintained storm drainage systems.

Department Overview

- Oversees more than 100,000 storm drains and 6,300 miles of pipes and open streams
- Plans, designs, constructs, and maintains stormwater infrastructure to reduce flood risks and protect the traveling public
- Improves and protects surface waters as required by the federal Clean Water Act
- Ensures appropriate regulatory engagement, coordination, and oversight to support development activity
- Collects fees based on property owners' impervious surface area to fund capital projects and operating expenses

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Charges for Storm Water Fees	$83,179,673	$85,641,385	$88,441,361	$93,228,076	5.4%
Investment Earnings	$1,654,435	$1,133,655	$500,000	$1,716,665	243.3%
Regulatory Services Fees	$3,975,907	$4,010,985	$3,850,000	$4,050,000	5.2%
Expedited Plan Review	$28,500	$47,760	$150,000	$150,000	–%
Other	$175,995	$3,997	$–	$–	–%
Fund Balance	$–	$1,701,325	$11,072,643	$7,618,753	-31.2%
Total Revenues	**$89,014,510**	**$92,539,107**	**$104,014,004**	**$106,763,494**	**2.6%**
Expenditures					
Personnel Services	$26,076,498	$29,310,820	$32,820,320	$35,039,316	6.8%
Operating Expenses	$9,163,502	$8,774,354	$13,817,043	$13,851,754	0.3%
Department Charges	-$11,188,234	-$8,358,396	-$11,926,976	-$11,157,208	-6.5%
Transfer to CIP	$32,000,000	$41,000,000	$48,000,000	$46,000,000	-4.2%
Transfer to Debt Service	$20,542,547	$21,812,329	$21,303,617	$23,029,632	8.1%
Reserved for Future Years	$12,420,197	$–	$–	$–	–%
Total Expenditures	**$89,014,510**	**$92,539,107**	**$104,014,004**	**$106,763,494**	**2.6%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$742,997
Support regulatory compliance and reviews Add positions to support compliance with the city's National Pollutant Discharge Elimination System permit and comply with the requirements of the federal Clean Water Act. These positions will increase service capacity to inspect privately-owned Storm Water Control Measures and the enforcement of local storm water ordinances.	6.00	$625,578
Support business operations Add one position to help manage drainage assets and business operations.	1.00	$134,268
Adjust contribution to the debt service program Technical adjustment to increase the transfer that supports Storm Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each budget cycle.	–	$1,726,015
Update costs for operating expenses Technical adjustment to update funds needed to support overall operating costs. This includes costs associated with staff training.	–	$59,016
Adjust contribution to Capital Investment Plan Technical adjustment to update the transfer to capital projects based on Storm Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle. This action also includes an update in funding reserved for future years.	–	-$2,000,000
Adjust funding for department charges Technical adjustment to update department charges for staff time charged to capital projects and the cost of Charlotte Water support staff.	–	$769,768
Transition a position to advance business priorities Transition one position to Charlotte Water to support continuous improvement initiatives, developing and tracking strategic priorities and performance metrics, and other administrative duties. There is a corresponding entry in Charlotte Water.	-1.00	-$130,455
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$545,707
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$300,901

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$24,305
Net Change	**6.00**	**$2,749,490**

Storm Water

Performance Measure Highlights

Objective	Measure	FY 2025 Actual	FY 2026 Target	FY 2027 Target
Strategic Priority Area: Well-Managed Government				
Improve surface water quality and comply with the Clean Water Act	Number of acres treated prior to entering stream	207 acres	≥150 acres over 3 years	≥150 acres over 3 years
Complete development approvals in a timely manner	Average number of storm water reviews to approval for commercial submittals	2.20	≤2.5	≤2.5
Ensure equitable service delivery	Number of high-priority initiatives accomplished per year	4	≥1	≥1
Strategic Priority Area: Transportation and Planning				
Safely drain surface water runoff from rain	Miles of storm water infrastructure system rehabilitated or installed	24.68 miles	≥20 miles over 3 years	≥20 miles over 3 years

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer Lead	1.00	1.00	1.00	1.00	–
Administrative Officer Senior	1.00	2.00	2.00	–	-2.00
Administrative Specialist	1.00	1.00	1.00	1.00	–
Administrative Specialist Lead	–	–	–	2.00	2.00
Application Administrator Senior	1.00	1.00	1.00	1.00	–
Arborist	2.00	2.00	2.00	2.00	–
Budget & Finance Analyst Lead	1.00	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	1.00	1.00	1.00	1.00	–
Budget & Finance Manager	1.00	1.00	1.00	1.00	–
Budget & Finance Supervisor	–	–	–	1.00	1.00
Business Systems Analyst	2.00	2.00	2.00	2.00	–
Business Systems Coordinator	1.00	1.00	1.00	1.00	–
Business Systems Supervisor	1.00	1.00	1.00	1.00	–
CCTV Crew Chief	3.00	3.00	3.00	3.00	–
CCTV Technician	3.00	3.00	3.00	3.00	–
Chief Construction Inspector	2.00	2.00	3.00	3.00	–
Chief Utilities Engineer	1.00	1.00	1.00	1.00	–
Construction Inspector	32.00	30.00	30.00	30.00	–
Construction Inspector Senior	12.00	13.00	13.00	13.00	–
Construction Manager	5.00	5.00	5.00	5.00	–
Construction Supervisor	10.00	10.00	11.00	11.00	–
Deputy Director II	1.00	1.00	1.00	1.00	–
Deputy Division Manager	–	–	–	1.00	1.00
Drainage Specialist	7.00	10.00	10.00	10.00	–
Engineer Plan Review	4.00	5.00	5.00	5.00	–
Engineer Senior	16.00	18.00	19.00	19.00	–
Engineering Assistant	6.00	6.00	6.00	7.00	1.00
Engineering Division Manager	4.00	4.00	4.00	4.00	–
Engineering Program Manager	8.00	8.00	8.00	8.00	–
Engineering Project Coordinator	11.00	11.00	11.00	11.00	–
Engineering Project Manager	42.00	40.00	40.00	40.00	–
Engineering Project Manager Senior	17.00	17.00	17.00	17.00	–
Engineering Services Investigator	1.00	2.00	2.00	2.00	–
Environmental Program Coordinator	–	1.00	1.00	1.00	–
Erosion Control Coordinator	6.00	6.00	6.00	6.00	–
GIS Analyst	2.00	2.00	2.00	2.00	–
GIS Coordinator	–	1.00	1.00	1.00	–
GIS Supervisor	1.00	1.00	1.00	1.00	–
GIS Technician	4.00	4.00	4.00	5.00	1.00
Human Resources Generalist Senior	–	1.00	1.00	–	-1.00
Labor Crew Chief I	–	1.00	1.00	2.00	1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Management Analyst	1.00	1.00	–	–	–
Management Analyst Senior	–	–	1.00	1.00	–
Manhole Inspector	–	1.00	1.00	2.00	1.00
Operations Supervisor	–	1.00	1.00	1.00	–
Procurement Agent	1.00	1.00	–	–	–
Public Information Specialist	–	–	1.00	1.00	–
Public Information Specialist Senior	4.00	4.00	4.00	4.00	–
Public Service Coordinator	1.00	1.00	1.00	1.00	–
Real Estate Agent II	1.00	1.00	1.00	1.00	–
Safety Coordinator	–	1.00	1.00	1.00	–
Technology Support Specialist Senior	1.00	1.00	1.00	1.00	–
Utilities Budget & Finance Manager	–	1.00	1.00	1.00	–
Utilities Business Manager	1.00	–	–	–	–
Utilities Engineering Manager	1.00	1.00	1.00	1.00	–
Utilities Operations Manager	3.00	3.00	3.00	3.00	–
Utilities Planner Scheduler	1.00	1.00	1.00	1.00	–
Water Quality Modeler	1.00	1.00	1.00	1.00	–
Water Quality Program Administrator	6.00	4.00	4.00	4.00	–
Water Quality Program Administrator Senior	–	2.00	2.00	2.00	–
Water Quality Program Manager	1.00	1.00	1.00	2.00	1.00
Water Quality Program Specialist	5.00	6.00	6.00	6.00	–
Web Content Administrator	1.00	1.00	1.00	1.00	–
Wetland Specialist	3.00	2.00	2.00	2.00	–
Department Total FTE	**243.00**	**255.00**	**258.00**	**264.00**	**6.00**

Storm Water Services
Debt Service Fund

Storm Water Debt Service Fund is used to account for the payment of principal, interest, and related costs for long-term debt, primarily through the issuance of Revenue Bonds, to support the construction, repair, and maintenance of stormwater capital infrastructure in the public right-of-way drainage system. Revenues are provided primarily through a transfer from the Storm Water Operating Fund with expenses dedicated to retirement of long-term debt.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfer from Storm Water Operating Fund	$20,542,547	$21,812,329	$21,303,617	$23,029,632	8.1%
Fund Balance	$136,132	$39,197	$–	$–	–%
Proceeds from Refunding	$–	$181,295,000	$–	$–	–%
Premium on Sale of Debt	$–	$16,942,061	$–	$–	–%
Total Revenues	**$20,678,679**	**$220,088,587**	**$21,303,617**	**$23,029,632**	**8.1%**
Expenditures					
Bond Retirement	$8,955,000	$9,380,000	$9,225,614	$9,487,783	2.8%
Interest on Bonds	$7,446,828	$11,251,320	$12,013,303	$13,285,649	10.6%
Lease/Purchase Agreement	$429,497	$334,451	$–	$–	–%
Interest of Lease Purchase Agreement	$3,810,804	$780,176	$–	$–	–%
Cost of Bond Sale	$–	$993,085	$–	$200,000	100.0%
Fees	$36,550	$34,555	$64,700	$56,200	-13.1%
Payment to Escrow Agent	$–	$197,315,000	$–	$–	–%
Total Expenditures	**$20,678,679**	**$220,088,587**	**$21,303,617**	**$23,029,632**	**8.1%**

CITY OF CHARLOTTE

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INTERNAL SERVICE FUNDS

CITY OF CHARLOTTE

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Fleet Management Fund

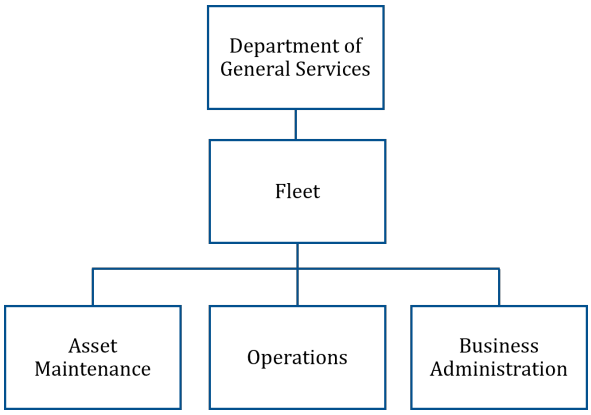
Mission Statement

Provide efficient and effective centralized delivery of fleet management services for the City of Charlotte and Mecklenburg County. Through the management and maintenance of commercial vehicles and equipment, Fleet services are essential to safe, reliable, and environmentally responsible transportation and equipment in the provision of city and county services.

Fund Overview

- Perform maintenance and repair services on small engine equipment, and light, medium, and heavy-duty vehicles, including electrical vehicles.
- Provide commissioning and decommissioning services for vehicle assets including installation of specialized equipment on new vehicles and removal of equipment from vehicles being decommissioned in preparation for disposal through public auction.

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual[1]	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Operating Revenues - City	$–	$34,265,364	$33,764,849	$36,883,073	9.2%
Operating Revenues - Regional Partners	$–	$3,483,192	$3,589,915	$3,921,449	9.2%
Miscellaneous Revenue	$–	$2,058,833	$257,091	$355,093	38.1%
Transfers from Other Funds	$–	$1,154,009	$–	$–	–%
Total Revenues	**$–**	**$40,961,398**	**$37,611,855**	**$41,159,615**	**9.4%**
Expenditures					
Personnel Services	$–	$15,173,621	$14,545,093	$15,803,600	8.7%
Operating Expenditures	$–	$24,115,334	$19,601,844	$21,727,372	10.8%
City Administrative Support	$–	$1,672,443	$2,970,315	$2,642,048	-11.1%
Reserve for Future Years	$–	$–	$494,603	$986,595	99.5%
Total Expenditures	**$–**	**$40,961,398**	**$37,611,855**	**$41,159,615**	**9.4%**

[1] FY 2025 included the realignment of 124.00 FTEs and $2,320,487 from the Fleet Division within General Services to the Fleet Management Fund.

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$352,877
Provide funds for operating increases Provide funds for operating increases in vehicle parts and maintenance and repair.	–	$2,141,753
Provide funds to create third shift supporting Solid Waste Provide funds for a pay differential for Fleet technicians at the Louise Avenue shop who work on Solid Waste trucks, and provide an increase to the annual tool allowance for all Fleet Technicians to better match industry standards. Add one Equipment Shop Supervisor to support third shift operations.	1.00	$226,240
Support Fire vehicle maintenance and repair Add two Heavy Equipment Service Emergency Vehicle Technicians to enhance Fleet's ability to maintain and repair fire apparatus.	2.00	$180,040
Support Charlotte Water vehicle maintenance and repair Add one Heavy Equipment Service Technician Master position to serve as a mobile technician for Charlotte Water. The cost of this position will be reimbursed by Charlotte Water.	1.00	$101,997
Reserve for future years Technical adjustment to update the reserve for future years to establish fund balance in a newly created fund.	–	$491,992
Provide funds for operating increases for vehicle parts contract Technical adjustment to provide funds for cost increases tied to the citywide vehicle parts contract.	–	$59,250
Provide funds for contractual lease increase Technical adjustment to provide funds for contractual increase of the lease at the Commissioning and Decommissioning facility.	–	$12,226
Update costs for General Fund Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	-$318,974
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$130,921
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$167,313

FY 2027 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$2,125
Net Change	**4.00**	**$3,547,760**

Fleet Management Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Assistant	–	1.00	1.00	1.00	–
Administrative Officer	–	1.00	1.00	–	-1.00
Administrative Specialist	–	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	–	1.00	1.00	1.00	–
Budget & Finance Manager	–	1.00	1.00	1.00	–
Equipment Parts Team Leader	–	2.00	2.00	2.00	–
Equipment Shop Manager	–	6.00	6.00	6.00	–
Equipment Shop Supervisor	–	11.00	11.00	12.00	1.00
Fleet Administrator	–	–	–	1.00	1.00
Fleet Manager	–	–	–	1.00	1.00
Fleet Specification Analyst	–	3.00	3.00	3.00	–
General Services Division Manager	–	1.00	1.00	1.00	–
Heavy Equipment Service EVT	–	6.00	6.00	8.00	2.00
Heavy Equipment Service EVT Lead	–	1.00	1.00	1.00	–
Heavy Equipment Service Technician Associate	–	1.00	1.00	1.00	–
Heavy Equipment Service Technician Lead	–	6.00	6.00	6.00	–
Heavy Equipment Service Technician Master	–	15.00	15.00	16.00	1.00
Heavy Equipment Service Technician Senior	–	25.00	27.00	27.00	–
Light Equipment Service Technician Associate	–	2.00	2.00	2.00	–
Light Equipment Service Technician Lead	–	3.00	3.00	3.00	–
Light Equipment Service Technician Master	–	13.00	14.00	14.00	–
Light Equipment Service Technician Senior	–	12.00	12.00	12.00	–
Management Analyst	–	1.00	1.00	1.00	–
Operations Supervisor	–	1.00	1.00	–	-1.00
Service Order Specialist	–	10.00	10.00	10.00	–
Technology Support Specialist	–	1.00	1.00	1.00	–
Technology Support Specialist Senior	–	1.00	1.00	1.00	–
Department Total FTE	**–**	**126.00[1]**	**129.00**	**133.00**	**4.00**

[1] FY 2025 included the realignment of 124.00 FTEs from the FY 2024 General Services' Fleet Division Budget to the Fleet Management Fund and the addition of 2.00 FTEs for FY 2025.

Health and Life Fund

Mission Statement

Help employees thrive by creating and offering a comprehensive portfolio of benefits options that provides value to the unique and changing needs of our workforce and supports health, well-being, and financial security for employees through their career life cycle.

Fund Overview

- Recruit, retain, and support employees through a comprehensive portfolio of benefits designed to protect their health and well-being
- Provide group insurance coverages, including medical, prescription drug, life, dental, and disability
- Offer benefits plans which provide income protection against unexpected health, life, and disability risks
- Manage health care costs through employee cost-sharing
- Mitigate health care costs and improve employee health through wellness initiatives that promote health and engage employees

Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Operating Revenues	$144,529,467	$172,979,526	$172,893,054	$186,663,704	8.0%
Fund Balance	$4,043,743	$–	$–	$6,373,926	100.0%
Total Revenues	**$148,573,210**	**$172,979,526**	**$172,893,054**	**$193,037,630**	**11.7%**
Expenditures					
Operating Expenditures	$148,573,210	$166,133,750	$172,893,054	$193,037,630	11.7%
Reserved for Future Years	$–	$6,845,776	$–	$–	–%
Total Expenditures	**$148,573,210**	**$172,979,526**	**$172,893,054**	**$193,037,630**	**11.7%**

CITY OF CHARLOTTE

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Risk Management Fund

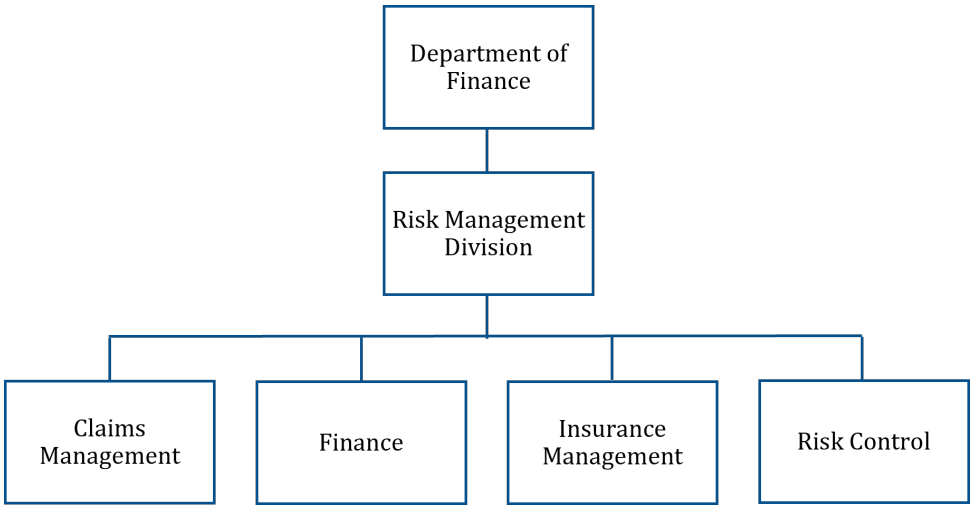
Mission Statement

Provide a safe environment for our employees and residents and ensure the protection of financial assets by identifying, analyzing, and implementing risk prevention programs and developing effective channels of communication through excellent customer service.

Fund Overview

- Identifies and evaluates the risk and loss exposure for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, Charlotte Regional Visitors Authority, MEDIC, the Metropolitan Public Transportation Authority, and the Public Library
- Provides risk control and consulting to all customers
- Processes property and casualty claims from external and internal customers

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Operating Revenues	$48,122,777	$45,198,157	$49,307,337	$53,045,419	7.6%
Total Revenues	**$48,122,777**	**$45,198,157**	**$49,307,337**	**$53,045,419**	**7.6%**
Expenditures					
Operating Expenditures	$45,772,399	$42,488,729	$49,307,337	$50,235,919	1.9%
Reserved for Future Years	$2,350,278	$2,709,428	$–	$2,809,500	100.0%
Total Expenditures	**$48,122,677**	**$45,198,157**	**$49,307,337**	**$53,045,419**	**7.6%**

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	$88,751
Add Deputy Risk Manager to Risk Management Fund Add a Deputy Risk Manager to provide strategic support for the city's risk management program. This role will promote operational stability and strengthen day-to-day management in response to a growing workload.	1.00	$177,313
Adjust funding for cost increases in insurance and projected loss claims Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, self-insured losses as projected by the city's actuary, and other administrative costs.	–	$141,318
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$494,843
Provide funds for contractual agreements Provide funds for cost increases in various technology and janitorial contracts for day-to-day operations.	–	$13,854
Reduce funding for Enterprise Resource Planning Technical adjustment to reduce non-recurring funding previously budgeted for replacement of the city's Enterprise Resource Planning system.	–	-$160,802
Reserved for future years Provide reserve funds for incurred losses as projected by the city's actuary. This action provides a contingency for unexpected losses and incurred losses that will be paid in a future fiscal year.	–	$2,809,500
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$146,234
Update healthcare expenditures Increase employer contribution to the city’s Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$32,425
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	-$5,354
Net Change	**1.00**	**$3,738,082**

Risk Management Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Accountant	1.00	1.00	1.00	–	-1.00
Accountant Associate	–	–	–	1.00	1.00
Accounting Supervisor	1.00	1.00	–	–	–
Administrative Specialist	1.00	1.00	1.00	1.00	–
Budget & Finance Manager	–	–	1.00	1.00	–
Chief Risk Manager	1.00	1.00	1.00	1.00	–
Claims Assistant	5.00	5.00	6.00	5.00	-1.00
Claims Representative	–	–	–	1.00	1.00
Claims Representative Senior	4.00	4.00	4.00	4.00	–
Claims Supervisor	1.00	1.00	1.00	–	-1.00
Deputy Risk Manager	–	–	–	1.00	1.00
Insurance & Risk Analyst	–	1.00	1.00	1.00	–
Insurance & Risk Coordinator	1.00	–	–	–	–
Insurance & Risk Manager	2.00	2.00	2.00	3.00	1.00
Risk Management Financial Coordinator	–	–	–	–	–
Risk Supervisor	4.00	4.00	4.00	4.00	–
Safety Coordinator	1.00	1.00	1.00	–	-1.00
Safety Coordinator Senior	1.00	1.00	1.00	1.00	–
Vehicle Safety Coordinator	–	–	–	1.00	1.00
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	–
Department Total FTE	**24.00**	**24.00**	**25.00**	**26.00**	**1.00**

CITY OF CHARLOTTE

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SPECIAL REVENUE FUNDS

CITY OF CHARLOTTE

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Municipal Debt Service Fund

The Municipal Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest, and related costs for all long-term debt other than debt issued for, and serviced by, business-type activities. Revenues are provided primarily from property and sales taxes.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Property Tax	$111,602,281	$125,307,237	$96,661,292	$72,483,987	-25.0%
Sales Tax[1]	$33,165,892	$33,777,254	$60,494,725	$137,452,001	127.2%
Motor Vehicle Licenses	$–	$–	$–	$16,703,245	100.0%
Interest on Investments	$10,082,542	$5,078,127	$4,691,135	$3,967,873	-15.4%
Contribution from Other Funds					
General Fund - Equipment	$21,665,411	$–	$–	$–	–%
Powell Bill Fund - Equipment	$3,430,325	$3,041,483	$2,557,203	$1,388,811	-45.7%
General CIP	$832,569	$24,625,650	$–	$–	–%
PAYGO Fund - Vehicles/Other	$1,000,000	$23,265,411	$24,865,411	$28,434,798	14.4%
Proceeds from Lease Purchases	$–	$213,000	$750,000	$750,000	–%
Proceeds from Sale of Debt	$252,105,769	$66,231,162	$–	$–	–%
Other	$738,892	$156,796	$1,834,500	$537,700	-70.7%
Fund Balance	$29,952,729	$17,094,964	$8,556,746	$–	-100.0%
Total Revenues	**$464,576,410**	**$298,791,084**	**$200,411,012**	**$261,718,415**	**30.6%**
Expenditures					
Bonds					
Principal	$266,245,000	$75,700,000	$74,735,000	$87,470,000	17.0%
Interest	$30,150,851	$38,775,979	$49,442,075	$44,863,161	-9.3%
Certificates of Participation					
Principal	$11,015,000	$13,180,000	$18,550,000	$22,930,000	23.6%
Interest	$6,855,564	$11,717,472	$13,315,950	$19,619,818	47.3%
Bank Charges and Other	$10,202,003	$1,601,403	$3,168,241	$8,168,241	157.8%
Contribution to:					
General Equipment[2]	$35,676,592	$30,985,976	$30,616,146	$40,180,318	31.2%
Powell Bill Equipment[2]	$1,536,200	$1,243,591	$1,401,195	$2,310,000	64.9%
Capital Projects Fund	$48,695,738	$48,816,571	$4,685,901	$24,522,000	423.3%
Cultural Facilities Operating Fund	$321,011	$330,565	$246,504	$172,530	-30.0%
Other Funds	$2,963,451	$10,686,228	$3,500,000	$2,500,000	-28.6%
OPEB	$700,000	$–	$–	$–	–%
Payment to Escrow Agent	$50,215,000	$65,753,299	$–	$–	–%
Lease Purchase Cost	$–	$–	$750,000	$750,000	–%
Reserved for Future Years	$–	$–	$–	$8,232,347	100.0%
Total Expenditures	**$464,576,410**	**$298,791,084**	**$200,411,012**	**$261,718,415**	**30.6%**

[1] Sales Tax revenue in the Proposed FY 2027 Municipal Debt Service Fund includes $37,168,580 in unrestricted revenue from Article 40 Sales Tax, and $100,283,421 projected from the new one-cent PAVE Act sales tax which will be dedicated to supporting capital transportation projects.

[2] The Municipal Debt Service Fund purchases vehicles and equipment. Costs are then reimbursed by the PAYGO Fund, and Powell Bill Fund in future years.

Convention Center Tax Fund

The Convention Center Tax Fund accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance, and operation of convention center facilities, and promotion of tourism.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Taxes					
Occupancy	$31,332,235	$33,973,502	$34,564,000	$33,050,880	-4.4%
Prepared Food & Beverage Tax	$51,865,890	$53,333,859	$53,960,000	$56,770,279	5.2%
Total Taxes	**$83,198,125**	**$87,307,361**	**$88,524,000**	**$89,821,159**	**1.5%**
Lease of City-Funded Bank of America Stadium Improvements	$1,000,000	$1,000,000	$1,000,000	$–	-100.0%
Interest on Investments	$4,143,619	$6,530,354	$3,997,600	$3,656,056	-8.5%
Total Revenues and Fund Balance	**$88,341,744**	**$94,837,715**	**$93,521,600**	**$93,477,215**	**–%**
Expenditures					
Promotion and Marketing	$11,580,457	$11,929,900	$13,278,600	$13,473,174	1.5%
Business Development	$2,554,915	$2,631,600	$2,710,509	$2,791,824	3.0%
Contributions for Convention Center:					
Operating Allocation	$10,575,516	$10,946,172	$11,643,481	$12,375,655	6.3%
Capital Items	$2,249,410	$2,625,000	$2,650,000	$2,750,000	3.8%
Distribution to Towns	$6,239,791	$721,917	$6,288,600	$6,684,986	6.3%
Bank of America Stadium Maintenance Contribution	$1,000,000	$1,000,000	$1,000,000	$–	-100.0%
Maintenance of City-Funded Bank of America Stadium Improvements	$900,000	$900,000	$900,000	$–	-100.0%
Transfer to Other Funds:					
Convention Center Debt Service	$10,872,800	$10,871,725	$15,510,425	$16,413,925	5.8%
Convention Center CIP	$–	$–	$10,000,000	$10,000,000	–%
Stadium Traffic Control	$250,000	$250,000	$500,000	$500,000	–%
Special Events and Misc Contracts	$–	$6,413,763	$2,000,000	$1,000,000	-50.0%
Reserved for Future Years	$42,118,855	$46,547,638	$27,039,985	$27,487,651	1.7%
Total Expenditures	**$88,341,744**	**$94,837,715**	**$93,521,600**	**$93,477,215**	**–%**

Convention Center Debt Service Fund

The Convention Center Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest, and related costs for long-term debt associated with the Convention Center. Revenue is provided primarily through a transfer of room occupancy tax and prepared food and beverage tax revenue from the Convention Center Tax Fund.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Contribution from Convention Center Tax Fund	$10,872,800	$10,871,725	$15,510,425	$16,413,925	5.8%
Transfer from Convention Center CIP	$2,120,034	$–	$–	$–	–%
Total Revenues	**$12,992,834**	**$10,871,725**	**$15,510,425**	**$16,413,925**	**5.8%**
Expenditures					
Debt Retirement	$5,260,000	$5,525,000	$5,800,000	$3,440,000	-40.7%
Interest on Debt	$5,599,050	$5,333,175	$9,366,425	$11,623,925	24.1%
Cost of Bond Sale	$–	$–	$–	$1,300,000	100.0%
Bank Charges and Other	$13,750	$13,550	$344,000	$50,000	-85.5%
Reserved for Future Years	$2,120,034	$–	$–	$–	–%
Total Expenditures	**$12,992,834**	**$10,871,725**	**$15,510,425**	**$16,413,925**	**5.8%**

Tourism Operating Fund

Accounts for hotel room occupancy tax, rental car tax, and other tax revenue to be used for tourism and cultural purposes, including capital improvements, repairs, and maintenance of tourism and cultural-related facilities.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Occupancy Tax	$25,927,660	$28,042,189	$27,813,749	$26,854,653	-3.4%
Rental Car Tax	$5,301,861	$5,781,145	$6,203,900	$5,390,534	-13.1%
Interest on Investments	$4,138,549	$5,185,592	$3,352,100	$2,775,768	-17.2%
Contribution from Charlotte Hornets	$1,100,000	$1,100,000	$1,100,000	$1,600,000	45.5%
Contribution from Center City Partners	$50,694	$50,694	$51,000	$50,694	-0.6%
Transfers from General Capital Pay-As-You-Go Fund[1]	$12,639,726	$13,753,485	$14,587,211	$15,024,827	3.0%
Transfers for Synthetic TIG:					
General Fund	$1,307,516	$1,261,467	$1,279,532	$1,390,386	8.7%
Municipal Debt Service Fund	$321,011	$330,565	$246,504	$172,530	-30.0%
Pay-As-You-Go Fund	$23,473	$59,968	$125,964	$89,084	-29.3%
Contribution from County[2]	$2,948,040	$2,948,040	$2,948,040	$2,948,040	–%
Miscellaneous	$1,310,865	$893,626	$40,000	$40,000	–%
Fund Balance	$–	$2,793,156	$–	$3,985,082	100.0%
Total Revenues	**$55,069,395**	**$62,199,927**	**$57,748,000**	**$60,321,598**	**4.5%**
Expenditures					
Contributions to Tourism Capital:					
Baseball Stadium - City Share	$632,000	$632,087	$632,000	$632,000	–%
Baseball Stadium - Center City Partners	$51,000	$51,000	$51,000	$50,694	-0.6%
Arena Maintenance Reserve	$1,100,000	$1,100,000	$1,100,000	$2,200,000	100.0%
Ovens/Bojangles Maintenance[3]	$2,400,000	$5,000,000	$5,000,000	$2,400,000	-52.0%
Spectrum Center Improvements	$–	$15,000,000	$–	$–	–%
Cultural Facilities Maintenance	$3,263,757	$3,158,478	$5,335,700	$5,056,161	-5.2%
Special Projects & Misc. Expenses	$4,383,080	$7,346,002	$3,710,600	$3,397,151	-8.4%
CRVA Tourism Marketing	$7,725,855	$8,137,792	$8,602,397	$8,322,024	-3.3%
Contributions to Debt Service:					
Tourism Debt Service Fund	$14,575,210	$14,126,918	$22,882,188	$30,383,793	32.8%
Cultural Facilities Debt Service Fund	$7,645,900	$7,647,650	$7,654,900	$7,879,775	2.9%
Reserved for Future Years	$13,292,593	$–	$2,779,215	$–	-100.0%
Total Expenditures	**$55,069,395**	**$62,199,927**	**$57,748,000**	**$60,321,598**	**4.5%**

[1] This transfer has historically been calculated as approximately 80 percent of the city's U-Drive-It Vehicle Rental tax revenue, net the city's contribution to county and towns. Following the passage of the PAVE Act, U-Drive-It Vehicle Rental tax revenue will be distributed directly to CATS. The FY 2027 transfer is based on the historic pre-PAVE Act calculation, assuming typical growth in what the city would have contributed to the county and towns.

[2] In FY 2011, Mecklenburg County agreed to pay the city $2,948,040 for 25 years for Levine Center for the Arts.

[3] FY 2026 included a placeholder to allow for the advanced planning of the $25 million HVAC project approved on March 23, 2026.

Tourism Debt Service Fund

The Tourism Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest, and related costs for long-term debt associated with tourism-related activities, including the construction of the Spectrum Arena. Revenue is provided primarily through a transfer of room occupancy tax, rental car tax, and other tax revenue from the Tourism Operating Fund.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfer from Tourism Operating Fund	$14,575,210	$14,126,918	$22,882,188	$30,383,793	32.8%
Transfer from Tourism CIP	$–	$378,911	$–	$–	–%
Proceeds from Sale of Debt	$85,065,000	$–	$–	$–	–%
Premium from Sale of Debt	$6,168,072	$–	$–	$–	–%
Proceeds from Lease Purchases	$184,377	$–	$–	$–	–%
Interest on Investments	$1,944	$5,813	$–	$–	–%
Fund Balance	$–	$15,095	$–	$–	–%
Total Revenues	**$105,994,603**	**$14,526,737**	**$22,882,188**	**$30,383,793**	**32.8%**
Expenditures					
Debt Retirement	$5,565,000	$7,885,000	$8,285,000	$12,790,000	54.4%
Interest on Debt	$4,425,397	$6,614,105	$13,139,188	$16,717,168	27.2%
Cost of Bond Sale	$5,352,928	$14,062	$475,000	$617,625	30.0%
Payment to Refunding Escrow Agent	$90,475,000	$–	$–	$–	–%
Bank Charges and Other	$176,146	$13,570	$983,000	$259,000	-73.7%
Reserved for Future Years	$132	$–	$–	$–	–%
Total Expenditures	**$105,994,603**	**$14,526,737**	**$22,882,188**	**$30,383,793**	**32.8%**

Cultural Facilities Debt Service Fund

The Cultural Facilities Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest, and related costs for long-term debt associated with the city's Cultural Facilities, including the construction of the Levine Center for the Arts Cultural Facilities (Mint Museum, Knight Theater, Bechtler Museum of Modern Art, and Harvey B. Gantt Center). Revenues are provided primarily through a transfer of sales tax revenue from the General Pay-As-You-Go Fund to the Tourism Operating Fund.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Transfer from Tourism Operating Fund	$7,645,900	$7,647,650	$7,654,900	$7,879,775	2.9%
Total Revenues	**$7,645,900**	**$7,647,650**	**$7,654,900**	**$7,879,775**	**2.9%**
Expenditures					
Debt Retirement	$3,565,000	$3,745,000	$3,930,000	$4,130,000	5.1%
Interest on Debt	$4,070,400	$3,892,150	$3,704,900	$3,617,775	-2.4%
Cost of Bond Sale	$–	$–	$–	$115,000	100.0%
Bank Charges and Other	$10,500	$10,500	$20,000	$17,000	-15.0%
Total Expenditures	**$7,645,900**	**$7,647,650**	**$7,654,900**	**$7,879,775**	**2.9%**

Hall of Fame Tax Fund

The Hall of Fame Tax Fund accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Occupancy Tax	$20,710,933	$22,767,454	$22,991,300	$22,219,283	-3.4%
Interest on Investments	$1,974,661	$2,526,038	$1,617,400	$1,478,499	-8.6%
Total Revenues	**$22,685,594**	**$25,293,492**	**$24,608,700**	**$23,697,782**	**-3.7%**
Expenditures					
Transfer to Debt Service	$8,755,579	$8,667,877	$9,278,083	$9,372,350	1.0%
Transfer to Capital Projects	$1,300,000	$–	$–	$–	–%
Contributions:					
Maintenance & Repair Allocation	$4,037,386	$2,857,271	$1,866,000	$2,985,000	60.0%
Maintenance & Repair Reserve Deposit	$–	$–	$1,738,900	$1,791,067	3.0%
Reserved for Future Years	$8,592,629	$13,768,344	$11,725,717	$9,549,365	-18.6%
Total Expenditures	**$22,685,594**	**$25,293,492**	**$24,608,700**	**$23,697,782**	**-3.7%**

Hall of Fame Debt Service Fund

The Hall of Fame Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest, and related costs for long-term debt associated with the NASCAR Hall of Fame. Revenues are provided through transfer of room occupancy tax and private contribution revenues from the Hall of Fame Tax Fund.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Contribution from Hall of Fame Tax Fund	$8,755,579	$8,667,877	$9,278,083	$9,372,350	1.0%
Fund Balance	$–	$8,497	$–	$–	–%
Total Revenues	**$8,755,579**	**$8,676,374**	**$9,278,083**	**$9,372,350**	**1.0%**
Expenditures					
Debt Retirement	$4,080,000	$4,315,000	$4,555,000	$4,805,000	5.5%
Interest on Debt	$4,375,624	$4,098,355	$3,891,184	$3,675,960	-5.5%
Cost of Bond Sale	$–	$–	$–	$129,000	100.0%
Bank Charges and Other	$297,069	$263,019	$831,899	$762,390	-8.4%
Reserved for Future Years	$2,886	$–	$–	$–	–%
Total Expenditures	**$8,755,579**	**$8,676,374**	**$9,278,083**	**$9,372,350**	**1.0%**

General Grants Fund

The General Grants Fund comprises the majority of the Federal, State, and local grants that the city receives on an annual basis. Expenses are designated for a specific public purpose as required by the granting agency. Typical grants in this fund are for public safety, transportation, planning, and community relations.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Federal Grants	$10,437,250	$8,942,323	$13,766,002	$13,348,112	-3.0%
State Grants	$1,344,933	$851,193	$636,569	$613,810	-3.6%
Contributions	$3,345,644	$2,221,380	$4,454,929	$3,552,450	-20.3%
Assets Forfeiture	$2,675,000	$2,025,000	$2,300,000	$1,710,000	-25.7%
Contribution from Other Funds	$409,556	$548,017	$627,700	$657,534	4.8%
Total Revenues	**$18,212,383**	**$14,587,913**	**$21,785,200**	**$19,881,906**	**-8.7%**
Expenditures					
Police					
Diversion Projects	$225,000	$238,810	$440,000	$–	-100.0%
DUI/Salaries	$187,566	$209,523	$217,739	$249,168	14.4%
Grants Salaries and Benefits	$3,550,189	$2,794,338	$2,330,000	$1,790,000	-23.2%
Federal Task Force	$323,309	$298,596	$300,000	$295,000	-1.7%
Federal Initiatives	$200,720	$145,013	$150,720	$150,000	-0.5%
JAG Grants	$687,988	$594,226	$635,000	$620,000	-2.4%
Youth/Community Initiatives	$1,630,490	$1,035,831	$1,965,000	$1,110,000	-43.5%
AF Equipment and Services	$2,675,000	$2,025,000	$2,300,000	$1,710,000	-25.7%
Fire					
Emergency Management	$343,000	$167,993	$420,000	$262,500	-37.5%
Emergency Response	$1,473,185	$810,385	$2,701,695	$2,798,000	3.6%
Medical Response	$–	$–	$4,500	$–	-100.0%
Urban Area Security Initiative	$784,739	$623,375	$3,040,000	$3,040,000	–%
Transportation					
Unified Planning Work Program	$3,801,316	$4,574,295	$4,798,357	$5,481,549	14.2%
Metrolina Regional Travel Demand	$1,058,119	$172,543	$165,689	$165,689	–%
Signal Improvements	$992,500	$644,770	$2,000,000	$2,000,000	–%
Community Relations					
Fair Housing	$199,600	$183,031	$236,500	$150,000	-36.6%
Community Programs	$79,662	$70,184	$80,000	$60,000	-25.0%
Total Expenditures	**$18,212,383**	**$14,587,913**	**$21,785,200**	**$19,881,906**	**-8.7%**

Consolidated Neighborhood Development Grants Funds

Housing and Neighborhood Grants fund the creation and rehabilitation/preservation of affordable housing; down-payment assistance; programs that address the housing needs of people living with HIV/AIDS; programs to prevent homelessness; programs to abate housing with lead-based paint; and job training and placement for adults, youth, and dislocated workers.

Revenues	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Housing Opportunities for Persons with AIDS (HOPWA) Grant	$1,666,088	$879,591	$3,751,717	$4,084,628	8.9%
Emergency Solutions Grant	$311,795	$508,628	$493,780	$504,640	2.2%
Mayor's Youth Employment Program	$340,021	$213,750	$142,500	$250,000	75.4%
Affordable Housing Fee-in-Lieu	$60,249	$–	$2,500,000	$2,500,000	–%
Tree Mitigation and Planting Revenues	$4,641,324	$9,242,645	$6,380,000	$7,500,000	17.6%
Miscellaneous Revenues	$1,694,994	$3,175,779	$250,000	$250,000	–%
Sub-Total Neighborhood Development Grants Fund	**$8,714,471**	**$14,020,393**	**$13,517,997**	**$15,089,268**	**11.6%**
Federal HOME Investment Partnership Grant (HOME)	$3,473,485	$4,455,053	$2,896,775	$3,009,193	3.9%
HOME Program Income	$562,699	$610,948	$667,475	$600,000	-10.1%
Sub-Total HOME Fund	**$4,036,184**	**$5,066,001**	**$3,564,250**	**$3,609,193**	**1.3%**
Federal Community Development Block Grant (CDBG)	$4,059,462	$5,629,884	$5,542,450	$5,801,245	4.7%
CDBG Program Income	$198,036	$103,838	$300,000	$300,000	–%
Sub-Total CDBG Fund	**$4,257,498**	**$5,733,722**	**$5,842,450**	**$6,101,245**	**4.4%**
Total Revenues for Consolidated Neighborhood Development Grants Funds	**$17,008,153**	**$24,820,116**	**$22,924,697**	**$24,799,706**	**8.2%**

Expenditures	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Housing Opportunities for Persons with AIDS	$2,412,078	$3,649,147	$3,751,717	$4,084,628	8.9%
Emergency Solutions Programs	$623,646	$401,336	$493,780	$504,640	2.2%
Mayor's Youth Employment Program	$421,458	$172,656	$142,500	$250,000	75.4%
Affordable Housing Fee-in-Lieu	$–	$2,960,000	$2,500,000	$2,500,000	–%
Tree Mitigation and Planting	$4,102,047	$3,694,227	$6,380,000	$7,500,000	17.6%
Miscellaneous Programs	$3,949,859	$1,842,461	$250,000	$250,000	–%
Sub-Total Neighborhood Development Grants Fund	**$11,509,088**	**$12,719,827**	**$13,517,997**	**$15,089,268**	**11.6%**
Sub-Total HOME Fund	**$4,646,056**	**$6,955,125**	**$3,564,250**	**$3,609,193**	**1.3%**
Sub-Total CDBG Fund	**$5,623,809**	**$5,162,683**	**$5,842,450**	**$6,101,245**	**4.4%**
Total Expenditures for Consolidated Neighborhood Development Grants Funds	**$21,778,953**	**$24,837,635**	**$22,924,697**	**$24,799,706**	**8.2%**

Emergency Telephone System Fund

The Emergency Telephone System Fund receives revenue distributed by the statewide 911 Board to offset the cost of 911-related services. Funds distributed by the 911 Board are derived from a statewide charge imposed on voice communication. The Charlotte-Mecklenburg Police Department is the Primary Public Safety Answering Point (PSAP) and Charlotte Fire Department and County Medic are Secondary PSAPs.

	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Budget	FY 2027 Proposed[1]	% Change FY 2026 FY 2027
Revenues					
NC 911 Fund Distribution	$2,598,785	$760,853	$355,120	$2,422,724	582.2%
State Grants	$–	$–	$–	$1,500,000	100.0%
Interest Earnings	$243,007	$256,708	$17,756	$200,000	1026.4%
Fund Balance		$1,749,172	$2,378,191	$–	-100.0%
Total Revenues	**$2,841,792**	**$2,766,733**	**$2,751,067**	**$4,122,724**	**49.9%**
Expenditures					
911 Line Charges and Equipment	$1,831,053	$2,501,666	$2,335,730	$3,740,668	60.1%
Training	$29,761	$21,991	$23,117	$25,000	8.1%
Implementation of Projects	$47,263	$–	$37,100	$31,800	-14.3%
Charlotte Fire Secondary PSAP	$56,106	$61,553	$49,877	$47,765	-4.2%
County Medic Secondary PSAP	$397,127	$181,523	$305,243	$277,491	-9.1%
Reserved for Future Years	$480,482	$–	$–	$–	–%
Total Expenditures	**$2,841,792**	**$2,766,733**	**$2,751,067**	**$4,122,724**	**49.9%**

[1] Pursuant to state statute, a PSAP may not receive an annual distribution from the state 911 Fund if the PSAP's ending fund balance is greater than 20 percent of the average yearly amount distributed to the PSAP in the prior two years. CMPD, the region's Primary PSAP, is projected to carry forward more than the 20 percent allowable carry forward amount in the fund balance ending FY 2026. The FY 2026 Adopted and FY 2027 Proposed Budgets only reflect the estimated distribution for Secondary PSAPs, Fire and MEDIC.

Powell Bill Fund

Powell Bill Fund revenues consist mostly of an appropriation of funds from the North Carolina General Assembly; 75 percent of statewide funds are distributed based on population and 25 percent are distributed based on local street miles. Powell Bill funds are expended only for the purposes of maintaining, repairing, constructing, reconstructing, or widening of any street or public thoroughfare within municipal limits or for planning, construction, and maintenance of bikeways, greenways, or sidewalks.

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
State Powell Bill Distribution	$13,679,745	$13,679,745	$13,679,745	$13,679,745	–%
Transfer from General Fund	$1,000,000	$513,800	$513,800	$513,800	–%
Transfer from PAYGO	$2,500,000	$–	$–	$–	–%
Interest on Investments	$95,414	$122,380	$65,698	$83,250	26.7%
Sale of Assets	$306,675	$92,020	$181,530	$159,478	-12.1%
Miscellaneous Revenue	$–	$108,673	$–	$–	–%
Fund Balance	$682,153	$–	$587,400	$147,100	-75.0%
Total Revenues	**$18,263,987**	**$14,516,618**	**$15,028,173**	**$14,583,373**	**-3.0%**
Expenditures					
Contracted Resurfacing	$11,131,278	$8,292,295	$8,220,287	$8,713,906	6.0%
Repairs	$1,668,135	$1,987,484	$2,087,352	$2,051,940	-1.7%
Equipment Rent/Purchase	$931,890	$8,116	$528,791	$473,521	-10.5%
Street Drainage Maintenance	$52,871	$115,782	$92,175	$147,445	60.0%
Traffic Control Improvements	$744,286	$769,286	$792,365	$807,750	1.9%
Pavement Management System	$189,154	$–	$–	$–	–%
Snow Removal	$14,157	$9,936	$–	$–	–%
Accessible Ramps	$101,891	$93,107	$500,000	$500,000	–%
Asphalt Preservation	$–	$–	$250,000	$500,000	100.0%
Lease Purchase Contribution	$3,430,325	$3,041,483	$2,557,203	$1,388,811	-45.7%
Reserved for Future Years	$–	$199,129	$–	$–	–%
Total Expenditures	**$18,263,987**	**$14,516,618**	**$15,028,173**	**$14,583,373**	**-3.0%**

Public Safety Communications Fund

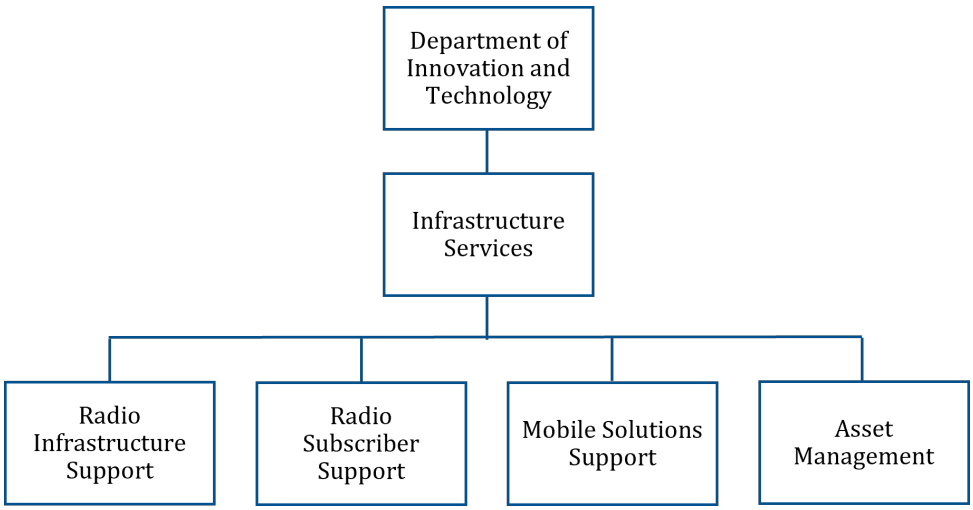
Mission Statement

Provide quality and reliable communications to public safety agencies and other regional partners.

Fund Overview

- Supports radio infrastructure in six counties to provide reliable radio and mobile data communications
- Maintains portable and mobile radios, and other various equipment, for the City of Charlotte and other public safety agencies in Mecklenburg County

Organizational Chart



Budget Overview

	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed	% Change FY 2026 FY 2027
Revenues					
Operating Revenue from City of Charlotte	$4,206,757	$4,394,941	$4,291,114	$4,401,116	2.6%
Operating Revenue from Regional Partners	$4,316,559	$4,305,027	$4,249,784	$4,304,873	1.3%
Interest Earnings	$16,612	$80,851	$4,424	$28,511	544.5%
Miscellaneous Revenue	$1,147	$–	$4,500	$4,500	–%
Total Revenues	**$8,541,075**	**$8,780,819**	**$8,549,822**	**$8,739,000**	**2.2%**
Expenditures					
Personnel Services	$2,281,795	$2,467,720	$2,602,947	$2,682,891	3.1%
Operating Expenses	$4,247,487	$4,497,994	$4,574,880	$4,782,515	4.5%
City Administrative Support	$541,290	$375,435	$214,660	$90,540	-57.8%
Transfer to Capital Projects	$1,100,000	$1,354,123	$1,157,335	$1,183,054	2.2%
Reserved for Future Years	$370,503	$85,547	$–	$–	–%
Total Expenditures	**$8,541,075**	**$8,780,819**	**$8,549,822**	**$8,739,000**	**2.2%**

Public Safety Communications Fund

FY 2027 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2027 which includes: a four percent increase for hourly employees (1.5 percent increase in July and 2.5 percent budgeted merit pool in November) and a four percent merit pool for salaried employees.	–	-$9,284
Support regional public safety radio network Provide non-personnel funds for various items to support the regional public safety radio network managed by Innovation and Technology, including the network's contract with Motorola. A portion of the costs are reimbursed by regional partners.	–	$207,203
Update costs for capital projects Technical adjustment to update the contribution towards capital projects that support public safety communications based on anticipated future expenditures.	–	$25,719
Update costs for General Fund Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	-$124,120
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2026. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percentage points for general employees and 1.02 percentage points for Law Enforcement Officers.	–	$60,694
Update healthcare expenditures Increase employer contribution to the city's Employee Health and Life Fund by 12.5 percent in FY 2027.	–	$28,534
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include fleet management, rent, landscape management, radio services, insurance liabilities, insurance premiums, and risk administration.	–	$432
Net Change	**–**	**$189,178**

Public Safety Communications Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2024	FY 2025	FY 2026	FY 2027 Proposed	Change FY 2026 to FY 2027
Administrative Officer	1.00	1.00	1.00	–	-1.00
Administrative Specialist Senior	–	–	–	1.00	1.00
I&T Asset Analyst	1.00	1.00	1.00	1.00	–
I&T Project Manager	1.00	1.00	1.00	1.00	–
Radio System Specialist	–	1.00	1.00	2.00	1.00
Radio System Specialist Senior	9.00	8.00	8.00	7.00	-1.00
Radio System Supervisor	2.00	2.00	2.00	2.00	–
Radio System Technician	4.00	4.00	4.00	4.00	–
Technology Support Specialist	3.00	3.00	3.00	3.00	–
Wireless Communications Manager	1.00	1.00	1.00	1.00	–
Department Total FTE	22.00	22.00	22.00	22.00	–

Consolidated Municipal Service Districts

The Proposed FY 2027 Budget includes funding for the six Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, a fourth is located in the South End area, a fifth district is located in the University City area, and the sixth is located in the SouthPark area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

Revenues	**FY 2024 Actual**	**FY 2025 Actual**	**FY 2026 Budget**	**FY 2027 Proposed**	**% Change FY 2026 FY 2027**
Property Taxes	$10,128,035	$10,622,542	$11,545,788	$12,661,184	9.7%
Total Revenues	**$10,128,035**	**$10,622,542**	**$11,545,788**	**$12,661,184**	**9.7%**
Expenditures					
Contractual Services	$10,092,965	$10,586,420	$11,508,582	$12,622,862	9.7%
City Services	$35,070	$36,122	$37,206	$38,322	3.0%
Total Expenditures	**$10,128,035**	**$10,622,542**	**$11,545,788**	**$12,661,184**	**9.7%**

Municipal Service Districts

There are six Municipal Service Districts (MSDs) in the City of Charlotte designed to enhance the economic viability and quality of life in select areas. Three MSDs are located in the Center City, a fourth is located in the South End area, a fifth district is located in the University City area, and the sixth is located in the SouthPark area. Revenues for these districts are generated through ad valorem taxes paid by property owners in the districts in addition to the city's regular tax rate.

District 1 (Center City)

Assessed value for FY 2027 is $15,304,042,580. The proposed budget includes an MSD tax rate of 1.28¢ per $100 assessed valuation.

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$1,883,883	$1,908,194	$1,929,137	$1,940,866
Total MSD 1 Revenues	**$1,883,883**	**$1,908,194**	**$1,929,137**	**$1,940,866**
Expenditures				
Contractual Services	$1,883,883	$1,908,194	$1,929,137	$1,940,866
Total MSD 1 Expenditures	**$1,883,883**	**$1,908,194**	**$1,929,137**	**$1,940,866**

District 2 (Center City)

Assessed value for FY 2027 is $6,050,476,963. The proposed budget includes an MSD tax rate of 3.00¢ per $100 assessed valuation.[1]

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$1,317,411	$1,340,038	$1,859,722	$1,796,992
Total MSD 2 Revenues	**$1,317,411**	**$1,340,038**	**$1,859,722**	**$1,796,992**
Expenditures				
Contractual Services	$1,317,411	$1,340,038	$1,859,722	$1,796,992
Total MSD 2 Expenditures	**$1,317,411**	**$1,340,038**	**$1,859,722**	**$1,796,992**

[1] FY 2027 assessed value is 3.37 percent less than FY 2026 assessed value. District 2 assessed valuations have been impacted by ongoing fluctuations in real and personal property values and higher than normal vacancy rates.

District 3 (Center City)

Assessed value for FY 2027 is $6,709,373,695. The proposed budget includes an MSD tax rate of 4.14¢ per $100 assessed valuation.

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$2,021,230	$2,058,755	$2,605,759	$2,749,904
Total MSD 3 Revenues	**$2,021,230**	**$2,058,755**	**$2,605,759**	**$2,749,904**
Expenditures				
Contractual Services	$1,986,160	$2,022,633	$2,568,553	$2,711,582
City Services	$35,070	$36,122	$37,206	$38,322
Total MSD 3 Expenditures	**$2,021,230**	**$2,058,755**	**$2,605,759**	**$2,749,904**

Municipal Service Districts

District 4 (South End)

Assessed value FY 2027 is $6,925,843,006. The proposed budget includes an MSD tax rate of 2.80¢ per $100 assessed valuation.

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$1,619,090	$1,734,798	$1,742,675	$1,922,798
Total MSD 4 Revenues	**$1,619,090**	**$1,734,798**	**$1,742,675**	**$1,922,798**
Expenditures				
Contractual Services	$1,619,090	$1,734,798	$1,742,675	$1,922,798
Total MSD 4 Expenditures	**$1,619,090**	**$1,734,798**	**$1,742,675**	**$1,922,798**

District 5 (University City)

Assessed value FY 2027 is $6,491,402,658. The proposed budget includes an MSD tax rate of 3.80¢ per $100 assessed valuation.

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$1,510,830	$1,782,128	$1,613,953	$2,442,066
Total MSD 5 Revenues	**$1,510,830**	**$1,782,128**	**$1,613,953**	**$2,442,066**
Expenditures				
Contractual Services	$1,510,830	$1,782,128	$1,613,953	$2,442,066
Total MSD 5 Expenditures	**$1,510,830**	**$1,782,128**	**$1,613,953**	**$2,442,066**

District 6 (SouthPark)

Assessed value for FY 2027 is $4,792,121,098. The proposed budget includes an MSD tax rate of 3.81¢ per $100 assessed valuation.

Budget Summary	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Proposed
Revenues				
Property Taxes	$1,775,591	$1,798,629	$1,794,542	$1,808,558
Total MSD 6 Revenues	**$1,775,591**	**$1,798,629**	**$1,794,542**	**$1,808,558**
Expenditures				
Contractual Services	$1,775,591	$1,798,629	$1,794,542	$1,808,558
Total MSD 6 Expenditures	**$1,775,591**	**$1,798,629**	**$1,794,542**	**$1,808,558**

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

The city uses Synthetic Tax Increment Grants (STIGs) as a public/private partnership tool to advance economic development and land use planning goals. STIGs do not require the establishment of a Tax Increment Financing district, as required by Self Financing Bonds, and utilize locally-approved financing, which is repaid by the incremental city/county property tax growth generated by the development. The three funds supported by the property tax (General Fund, Municipal Debt Service, and Pay-As-You-Go Fund) each contribute a proportional share of property tax revenues to fund this program. Per City Council policy, the amount of total STIG assistance to all projects is limited to three percent of the annual property tax levy in any given year. Tables do not include county figures.

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

This project includes development of four Cultural Facilities, the Duke Energy office tower with retail and residential components, and an underground parking garage to support the facilities. There is a guaranteed minimum incremental tax of $4.6 million annually, based on $360,000,000 in tax base growth. Total city STIG payments paid into the Cultural Facilities Fund not to exceed $41.3 million over 25 years.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$1,835,556	$1,835,556	$1,835,556	$1,835,556	$1,835,556	$9,177,780
Est. STIG Payment	**$1,652,000**	**$1,652,000**	**$1,652,000**	**$1,652,000**	**$1,652,000**	**$8,260,000**

Amazon

The project involves roadway and other infrastructure improvements at Tuckaseegee Road, Wilkinson Blvd, and Todd Road along I-485. CF Hippolyta, dba Amazon, will receive $9 million from a ten year, 45 percent Tax Increment Grant. The total project investment is expected to be approximately $200 million.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$545,497	$575,499	$607,152	$640,345	$675,775	$3,044,268
Est. STIG Payment	**$245,474**	**$258,975**	**$273,218**	**$288,245**	**$304,099**	**$1,370,011**

Ballantyne Reimagined

Located in South Charlotte, this project is the development of 454.24 acres. The redevelopment is approximately 140 acres on the east side of Highway 521 through two phases. Municipal improvements within the development will be funded through the city's Capital Investment Plan and STIG. The total private investment between Phase I and II is approximately $1.5 billion. The Capital Investment Plan is anticipated to fund $17.5 million from future bond referenda. The improvements include new roadways and intersection improvements between Johnston Road and N. Community House Road and improvements to I-485 ramps. The STIG will be $25 million, for 15-years and 45 percent reimbursement. The public improvements included in the STIG include development of a new east/west connector between Johnston Road and Community House Road, parallel to Ballantyne Commons Parkway and additional intersection improvements in the greater Ballantyne area.

	FY 2027	FY 2028[1]	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$–	$5,731,282	$1,931,808	$2,222,069	$2,593,514	$12,478,673
Est. STIG Payment	**$–**	**$2,579,077**	**$869,314**	**$999,931**	**$1,167,081**	**$5,615,403**

[1] First payment is anticipated for FY 2028, which will include incremental taxes from years 2021 through 2028.

Synthetic Tax Increment Grants

Double Oaks Redevelopment

The project supports redevelopment of Double Oaks apartments including 940 residential units and approximately 108,000 square feet of non-residential development. Anticipated total private investment is $96,058,000. 268 homes have been completed in Brightwalk. Total STIG payments not to exceed $3.6 million over 20 years and 45 percent reimbursement and are used to offset HUD Section 108 loan payments.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$492,399	$517,103	$544,741	$570,281	$598,879	$2,723,403
Est. STIG Payment	**$443,159**	**$465,393**	**$490,267**	**$513,253**	**$538,991**	**$2,451,063**

Eastland Yards Redevelopment

The city is partnering with Crosland Southeast to redevelop about 80 acres of City-owned property. As part of the development, the city will reimburse the developer for building a public parking garage and necessary public infrastructure to support the multi-use redevelopment comprised of about 155 single-family units, 280 multifamily units with about 16,000 square feet of ground floor commercial space, 80 senior affordable units, and 150,000 square feet of commercial space. The redevelopment will also include a 4.5-acre public park constructed and operated by Mecklenburg County. The STIG will support the construction of the public parking garage and specific infrastructure improvement improvements via 45 percent of the incremental taxes over 20 years. Total city and county STIG payments shall not exceed $11 million.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$–	$–	$729,508	$372,571	$437,991	$1,540,070
Est. STIG Payment	**$–**	**$–**	**$328,279**	**$167,657**	**$197,096**	**$693,032**

Midtown/Pearl Park Redevelopment

Project involves redevelopment of property located at Kenilworth and Pearl Park Way. The project will include street-level retail, office, housing, and a hotel as a pedestrian oriented urban environment as recommended by the Midtown-Morehead-Cherry Area Plan. Development partners include Mecklenburg County, Pappas Properties, Charlotte Housing Authority, and the City of Charlotte. Pappas Properties, as developer and owner, will receive a reimbursement of approximately $7.174 million from a 10-year, 45 percent STIG in the form of an Infrastructure Reimbursement Agreement.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$696,910	$734,579	$774,132	$815,662	$859,269	$3,880,552
Est. STIG Payment	**$313,609**	**$330,561**	**$348,359**	**$367,048**	**$386,671**	**$1,746,248**

Synthetic Tax Increment Grants

North Greenville

Supports the construction of public infrastructure located near the southwest corner of Statesville Avenue and Oaklawn Avenue. The redevelopment will be comprised of a mix of the following uses: 20,000 square feet of commercial space and 92 attached residential units. A minimum of 10 percent of the residential units will be affordable for households earning 60 to 100 percent of AMI. The joint city/county $2,214,718 STIG will be paid via 45 percent of the incremental property taxes over a 15-year term. The estimated city contribution is $798,095.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$–	$206,311	$70,463	$74,171	$78,065	$429,010
Est. STIG Payment	**$–**	**$92,840**	**$31,708**	**$33,377**	**$35,129**	**$193,054**

Pearl Innovation District

Supports the Pearl Innovation District Management Company's construction of a $1.5 billion medical school and innovation district on approximately 26 acres along McDowell Street between Brooklyn Village Avenue and Morehead Street. The project will provide over 900,000 square feet in education, mixed-used, and research buildings as well as housing. The public improvements to be reimbursed include transmission line relocation, public roadway and intersection improvements, grading and demolition, storm culvert relocation, regional parking deck construction, and public water and sanitary sewer improvements. Affordable housing commitments include Atrium Health providing a 14-acre site on North Tryon (located within a corridor of opportunity) adjacent to light rail for redevelopment into affordable home ownership and rental housing (30 percent AMI to market rate) and a target of five percent of Phase I housing within The Pearl as workforce/affordable with the majority of these units at 50 percent AMI and below.

	FY 2027	FY 2028[1]	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$–	$3,334,974	$1,379,527	$1,733,148	$1,985,645	$8,433,294
Est. STIG Payment	**$–**	**$3,001,477**	**$1,241,574**	**$1,559,833**	**$1,787,081**	**$7,589,965**

[1] First payment is anticipated for FY 2028, which will include incremental taxes from years 2021 through 2028.

STIG Projects Combined Total

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
Est. property tax increment	$3,570,362	$12,935,304	$7,872,887	$8,263,803	$9,064,694	$41,707,050
Est. TOTAL STIG Payment	**$2,654,242**	**$8,380,323**	**$5,234,719**	**$5,581,344**	**$6,068,148**	**$27,918,776**

Est. Total STIG Payment by Fund

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	5-Yr. Total
General Fund	$2,055,803	$6,490,852	$4,054,471	$4,322,944	$4,699,991	$21,624,061
Municipal Debt Service	$396,054	$1,250,475	$781,102	$832,824	$905,462	$4,165,917
Pay-As-You-Go	$202,385	$638,996	$399,145	$425,575	$462,694	$2,128,795
Total	**$2,654,242**	**$8,380,323**	**$5,234,718**	**$5,581,343**	**$6,068,147**	**$27,918,773**

CITY OF CHARLOTTE

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OFFICE OF SPECIAL INITIATIVES

Proposed FY 2027 Budget

CITY OF CHARLOTTE

CITY OF CHARLOTTE

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Office of Special Initiatives

The Office of Special Initiatives was created in FY 2025 to elevate primary services and programs embedded within departments to provide a heightened level of connection to executive level support across the city. These initiatives are programmed to be realigned with targeted resources, with periodic assessment of the strategies and progress. FY 2027 adds funding to advance programs, enhances cross sectional collaboration to promote priority initiatives, and leverages outside partnerships to strengthen services for the community.

Office of Workforce Development

Workforce development was a primary initiative organized into the newly created Office of Special Initiatives in FY 2025 as the Office of Workforce Development. This team has promoted workforce development opportunities for city staff and the community through private sector and non-profit partnerships and collaboration across City of Charlotte departments.

Education to Employment (E2E)

- Introduced in 2024, the E2E program provides recent high school graduates from Charlotte-Mecklenburg Schools (CMS) with valuable career opportunities and professional development.
- In 2025, program graduates were selected for entry-level positions in various city departments including Aviation, Charlotte Area Transit System, Transportation, Charlotte Water, Department of General Services, Housing and Neighborhood Services, and Solid Waste Services.

Highlights in FY 2027

The City of Charlotte's Office of Workforce development will continue Mobility Workforce Readiness to meet the needs of the historic voter approved mobility tax investment. This one-cent sales tax will enhance more than just public transportation and roadway infrastructure. The Office of Workforce Development will continue with workforce readiness through talent centered workforce solutions (education and training in construction) and business centered workforce solutions (employer engagement training) to position talent for success as upcoming mobility and transportation projects create new job opportunities. Workforce development will be integrated within Mobility+ efforts as the city moves into building a better Charlotte together.

Office of Youth Opportunity

Preparing youth today for the opportunities of tomorrow.

The Office of Youth Opportunities was established in FY 2026 with the centralization of specific services and initiatives away from Housing and Neighborhood Services, Police, and Community Relations. This office connects Charlotte's young people with paid work experience, mentorship, leadership opportunities, and safe spaces to learn and grow. The core youth audience is:

- Youth ages 13-14
- Youth from low-and-moderate-income families
- Youth living in/attending schools within the Corridors of Opportunity
- Young people at-risk of violence or involvement with the justice system

Highlights in FY 2027

- $500,000 in FY 2027 to support Youth internships
  - This funding adds 250 paid work experiences for youth between ages 16-18, access to paid summer internships, pre-employment training, and exposure to professional workplaces.
- Commits $1.5 million to Road to Hire: R2H Public-Private Partnerships
  - Starting in FY 2027, the city will contribute $1.5 million per year over the next five years to expand the program to serve 1,000 students.

Office of Sustainability and Resilience

City Council unanimously adopted SEAP+, the strategic energy action plan update, in May 2025. SEAP+ is a long-term policy document designed to guide the city's strategic energy initiatives over the coming decades. Community input and continued review of policy will allow this plan to remain at the forefront of the systems thinking approach the city aspires to maintain to be a sustainable and resilient city.

Charlotte will lead as a global city by continuously improving, protecting, and preserving the environment, its community, and economy, while ensuring equity and resilience - for today's and future generations.

Expanding the Focus

FY 2026 included new SEAP+ goals that highlighted a focus on renewable energy generation communitywide. These goals included:

- Community-wide goals
  - Charlotte will reduce community-wide greenhouse gas emissions 72 percent (to 3.56 mt CO_2e per capita) by 2035 and reach net zero greenhouse gas emissions by 2050
  - 600 MW of distributed renewable energy generation will be installed in Charlotte by 2035
- Municipal goals
  - The city will source 100 percent of it's electricity use in municipal buildings from zero carbon sources by 2030 and reach net zero emissions in municipal building by 2050
  - The city will reach net zero emissions in its light-duty fleet by 2035 and in the entire fleet by 2050

Highlights in FY 2027

FY 2027 will build on the momentum of the SEAP+ adoption to continue supporting advancement in municipal sustainability, expand SEAP+ to communitywide initiatives ensuring progress takes shape through shared effort and local leadership, and transition from policy adoption to project and program implementation to jumpstart SEAP+ rollout investments include:

- Advancing municipal sustainability
  - Continue to support fleet electrification focusing on public safety locations in city facilities co-located with other departments and those on the perimeter of the city
  - Provide a combination of level 2 charging and fast charging to support the needs across our departments
  - Support employees who have take-home vehicles provide fast charging accessibility across the organization
- Expanding to community-wide initiatives
  - Reinvigorate and expand the Green Crown Program, focusing on recognizing sustainability measures in the food and restaurant industry
  - Continue administering and expanding the reach of the Power Down the Crown program focusing on Charlotte's business community
  - Support continued public awareness of the SEAP+, implementation steps, and related events throughout the city
  - Develop campaign for Charlotte residents to take advantage of the Energy Saver NC state program aimed at providing rebates for energy efficiency upgrades
- Transitioning from policy to implementation
  - FY 2026 included $80,000 of implementation funding
  - FY 2027 plans include leveraging $100,000 of existing funding to continue implementation efforts for subsequent GreenPrints
  - An additional $200,000 of existing funding is planned specifically to support a Sustainable Housing Initiative related to GreenPrints implementation

Strategic Energy Action Plan+ Investments

The following table highlights the direct SEAP+ related portion of locally funded investments from programmed services, initiatives, and infrastructure projects throughout the city in FY 2027.

Item	SEAP+ Investments	Funding Type	Location in FY 2027 Budget Book
Office of Sustainability and Resilience	$1,168,083	General Fund	Office of Special Initiatives
Aviation Sustainability Staff	$146,254	Enterprise Fund Supported	Aviation Operating Budget
CATS Sustainability Staff	$119,213	Enterprise Fund Supported	CATS Operating Budget
Automatic Vehicle Locators	$605,232	General Fund and Enterprise Fund	General and Enterprise Funds
77 Electric Vehicles	$4,445,175	General Fund and Enterprise Fund	CIP PAYGO and Enterprise Funds CIP
Increase City-Owned Building Sustainability	$2,500,000	COPs	Well-Managed Government, CIP Project Pages
Aviation Battery Electric Buses	$14,800,000	Aviation CIP	Transportation and Planning CIP Project Pages
Replace Trees	$1,000,000	PAYGO	CIP PAYGO Schedule
Advance the Strategic Energy Action Plan	$–[1]	PAYGO	CIP PAYGO Schedule

[1]Funding to Advance the Strategic Energy Action Plan is planned in FY 2028 through FY 2031 totaling $1 million.

Mobility

Strategic Investment Area Pilot Program

The 2024 transportation bond included $55 million for the new Strategic Investment Area (SIA) program, which aligns City Council's mobility policies with the city's mobility needs. There are 22 SIAs throughout Charlotte, including the six Corridors of Opportunity, that include a wide range of big and small projects that can be delivered efficiently, while being measurable and adaptable. SIAs set up a place-based focus, with a strategy for building infrastructure around local needs, which creates a new way of identifying, prioritizing, and implementing transportation infrastructure. The goal is to expedite a range of projects which have been designed for specific local impacts across project type and scale in targeted areas – designed for specific local impact.

The results are demonstrable: SIAs are on track to deliver $55 million of transportation investments in two years (complete or under construction). Work is underway to institutionalize this accelerated project delivery approach into project delivery procedures and project management practiced. More information about the SIA program, specific projects within each SIA, and the project dashboard is available online at charlottenc.gov/SIA or by scanning the QR code.

Increasing the 2024 neighborhood and transportation bonds and piloting the SIA program were integral to understand the city's ability to manage and deliver capital projects at significantly increased funding levels. The success stories and lessons learned have been translated into a framework that will be used to manage increased funding levels in FY 2027 and beyond.

CITY OF CHARLOTTE

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CAPITAL INVESTMENT PLAN

Proposed FY 2027 Budget

CITY OF CHARLOTTE

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FY 2027-2031 Capital Investment Plan

Background

The Capital Investment Plan (CIP) is a multi-year plan that makes investments to support the growth and vitality of the community and improve quality of life. The CIP plans for long-term capital infrastructure, which is broadly defined as the construction or acquisition of fixed assets such as roads, sidewalks, buildings, capital building maintenance, real estate, equipment, culverts, or pipes.

The CIP provides residents with an outline of how the city anticipates investing capital funds for the next five years. The first year of the five-year plan, fiscal year (FY) 2027, is adopted by City Council, while the remaining four years are provided as a plan. The inclusion of a project in the four out-years does not guarantee future funding as the needs and priorities of future City Councils may change. This year, the five-year CIP presents a plan for FY 2027 through FY 2031. A General Obligation (GO) Bond Referendum will occur in FY 2027.

Guiding Principles

A project may be identified for inclusion in the CIP based on its support or furtherance of one or more guiding principles. Collectively, these guiding principles help shape the five-year CIP. Several of the guiding principles are outlined below. The full list of CIP Program Policies and CIP Financial Policies can be found in the Summary Statistics and Policies section of the Budget Book.

- Ensure adherence to the Budget Principles; these principles were developed in accordance with the framework set forth by Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act.
- Promote City Council's five Strategic Priorities:
    - Well-Managed Government,
    - Great Neighborhoods,
    - Safe Communities,
    - Transportation and Planning, and
    - Workforce and Business Development.
- Support strong neighborhoods, enhance the street network, and increase housing opportunities.
- Preserve and enhance the existing tax base.
- Continue financial practices that maintain the highest credit ratings.

General CIP Process

The General CIP planning process is an annual effort that begins with departments prioritizing requested projects. Projects originate from many sources including City Council Strategic Priorities and Initiatives, adopted action plans and master plans, Community Area Plans, staff analysis, and resident requests. Once projects have been identified and prioritized by departments, engineers review and provide a high-level cost estimate on all construction projects to ensure consistent evaluation across departments.

General CIP priorities also emerge through community engagement. During the spring of 2026, the public shared their capital investment priorities during one virtual Public Engagement Listening Session and one in-person Public Engagement Listening Session. Additionally, feedback was collected on the electronic budget survey. Residents also communicate through their City Council representatives, who regularly engage directly with the City Manager's Office and Strategy and Budget. City Council priorities are revisited and revised or confirmed at the Annual City Council Strategy Meeting, but they are also discussed year-round during City Council Meetings and Council Committee Meetings.

General CIP Process (continued)

City staff work with City Council through a series of Budget, Governance and Intergovernmental Relations Committee Meetings and City Council Budget Workshops to gather feedback that informs the Proposed Budget. Once the budget is proposed, a Public Hearing is held for the community to provide comments, and City Council meets to discuss and vote on potential adjustments to the Proposed Budget. Finally, the revised budget, which includes any Council-approved additions/subtractions, is presented to City Council for adoption. Once adopted, the Budget is in effect from July 1 through June 30. If the fiscal year is also a bond year, which is the case for FY 2027, voters must approve the adopted bond referendum in November before expenditure authority becomes available for the bond-funded CIP projects.

Summary of Structural Updates to the General FY 2027-2031 CIP

As part of the Budget Principles adopted by City Council, the annual budget process begins with an evaluation of all of the city's projected revenues to align them with statutory requirements and the community's needs. The Proposed FY 2027 Budget includes the first year of a new revenue source for the City of Charlotte, the one-cent PAVE Act sales tax approved by voters on November 4, 2025. State statute requires the entirety of the PAVE Act sales tax revenue be used for costs associated with financing, constructing, operating, or maintaining roadway systems. To ensure this requirement is met, the entirety of the sales tax is budgeted in the Municipal Debt Service Fund in FY 2027 to contribute to the cost of capital transportation and mobility projects and programs. A portion of the proceeds from the PAVE Act sales tax will be transferred from the Municipal Debt Service Fund to the new Mobility PAYGO program along with a portion of the city's Motor Vehicle License Tax revenue for cash-funded roadway improvement projects, and the rest will be used towards the financing of larger, debt-supported capital transportation projects.

After accounting for the new PAVE Act sales tax, other revenues were examined to ensure sustainable support across all city services and Strategic Priorities. The result is a distribution of property tax, sales tax, and other revenues across the city's operating, debt service, and capital funds that substantially increases investments in transportation and public safety, strengthens core services, and continues support for community priorities such as affordable housing and workforce development. In the Proposed FY 2027 – 2031 CIP this is reflected by:

- 1.58 cents of Property Tax and 0.25 cents of Article 42 Sales Tax dedicated to the Pay-As-You-Go Fund to support cash-funded technology, equipment, and community investments; and
- 3.06 cents of Property Tax, 0.50 cents of Article 40 Sales Tax, the new PAVE Act sales tax, and $25 of the city's $30 Motor Vehicle License Tax dedicated to the Municipal Debt Service Fund to support debt financing of capital projects.

Highlights of the General FY 2027-2031 CIP

The Adopted FY 2026 CIP included a planned capacity of $220 million for future Housing, Transportation, and Neighborhood Bonds, a decrease from the $400 million Bond package adopted in the FY 2025 Budget. The new revenue from the PAVE Act sales tax dedicated to roadway improvements creates the opportunity for transformational investments across the city, and allows additional capacity for another historic package of bond projects and programs. The Proposed FY 2027 - 2031 CIP increases the 2026 Bonds to a combined $425 million, which grows to $450 million in the planned 2028 and 2030 Bonds. This includes $300 million for Transportation and Neighborhood Bonds to support transportation and mobility programs, which matches the highest bonds to date, and a $125 million Housing Bond, which is the largest in Charlotte's history. Looking forward, these transformational investments in transportation are planned to increase with $350 million planned in the 2026 and 2028 Transportation and Neighborhood Bonds.

Highlights of the General FY 2027-2031 CIP (continued)

The Proposed 2026 Transportation and Neighborhood Bonds match or exceed the investments made in the 2024 Bonds across an array programs. This includes:

- $60 million for Strategic Investment Areas, a $5 million increase over the 2024 Bonds that will be dedicated to targeted and strategic resurfacing projects
- $22 million for Vision Zero, a $2 million increase over the 2024 Bonds that will support traffic and pedestrian signal projects with a high transportation safety priority
- $10 million for Bicycle Facilities, a $2 million increase over the 2024 Bonds
- $50 million for Sidewalks
- $24 million for Street Resurfacing
- $20 million to support Public-Private Partnerships
- $2 million to begin the new Orphan Roads program

The Proposed 2026 Transportation Bond also includes $100 million to advance seven large-scale multimodal transportation projects across the city through the new Big Moves program, with an additional $166.5 million planned in the 2028 Bond to complete these projects. Combining the implementation of these projects into a programmatic approach will help provide a predictable pipeline of work for the city and community partners, supporting long-term planning, coordination, and accountability. The first seven projects funded through this program, named Big Moves 2030, have been targeted to address high-priority needs across Charlotte's geography and transportation modes, and include two intersection improvements, one new street, and "complete street" improvements of four existing streets. These projects have already been designed in anticipation of the new PAVE Act sales tax funding and were developed over years of community engagement and partner collaboration, allowing them to advance quickly to construction and present the community with the first large-scale improvements funded through the PAVE Act sales tax. These projects include:

- Improvements of the Eastway Drive/Shamrock Drive Intersection
- Construction of the second phase of the Bryant Farms Road extension
- Complete Street improvements along Robinson Church Road
- Improvements of the Ashley Road/Freedom Road/Tuckaseegee Road Intersection
- Complete Street improvements along Brown-Grier Road
- Complete Street improvements along DeArmon Street
- Complete Street improvements along Shamrock Drive

In addition to large-scale capital projects, the Proposed FY 2027 – 2031 CIP dedicates a portion of the PAVE Act sales tax and Motor Vehicle License Tax revenue to a new Mobility PAYGO program. This will provide a sustained funding source for smaller-scale transportation programs such as the maintenance of infrastructure and tree canopy in the right-of-way; maintenance of city-owned parking; and purchase of equipment to support transportation projects. $7 million of this Mobility PAYGO funding will support the acceleration of early-stage development, assessment, and prioritization of transportation projects; pilot projects for innovative mobility initiatives; and engagement and communication of potential projects with the community and infrastructure partners.

The Proposed FY 2027 - 2031 CIP also expands on investments in city facilities through installment financings. The Adopted 2026 CIP included a planned five-year investment of $130 million in city facility construction and capital maintenance. The Proposed FY 2027 - 2031 CIP enhances this investment to a planned $225 million over the next five years, with a steady state annual capacity of $45 million per year planned into the future. FY 2027 investments include:

- $12 million to construct the new Animal Care and Control Adoption Facility, with an additional $10.5 million planned in FY 2028
- $10 million to construct a new Police Helicopter Hangar, with an additional $10 million planned in FY 2028

Highlights of the General FY 2027-2031 CIP (continued)

- $11.5 million to Construct Fire Facilities, which will advance construction of Firehouse 20 expansion, the new infill Firehouse 46 at Miranda Road, and the permanent infill Firehouse 44 in the River District
- $5.5 million for Capital Building Improvement projects

The city's Pay-As-You-Go program increases investments in core equipment and technology to support operations, and partnerships to enhance public safety and workforce development, including:

- $1.5 million for Innovative Housing programming
- $5.2 million to replace and upgrade radios used by CMPD and Fire
- $2.45 million to enhance CMPD's take-home vehicle program for patrol officers
- $2.95 million for replacement and upgrade of critical public safety technology systems
- $5.95 million for Mobility+ initiatives to support workforce development and small business development alongside the city's capital investments in transportation and mobility
- $1.5 million for the Road to Hire program
- $750,000 for the Alternatives to Violence program
- $500,000 for the Neighbors Building Neighborhoods program
- $600,000 to support Business District Organizations and the Main Street program

A complete listing of projects in the Proposed FY 2027-2031 CIP can be found on the General CIP Other Sources Summary Schedule on page 283, the General CIP PAYGO Summary Schedule on page 285, and the subsequent project pages.

Funding the CIP

Projects included in the CIP are funded with various sources, including debt instruments, grants, and/or cash. The use of long-term debt financing for CIP projects indicates that the anticipated life of the asset is greater than the life of the debt. Descriptions of the various funding sources are listed below.

Additional information about funding sources for specific projects can be found in the Funding Sources and Uses Summary table.

General Capital Projects:

- **General Obligation (GO) Bond:** A long-term financing tool that is paid by a portion of property and sales tax revenue in exchange for borrowed debt. This type of bond requires voter approval and occurs in November of even-numbered calendar years. Residents do not vote on specific projects or programs but rather descriptions of the types of projects that may be funded within the bond categories: Housing, Neighborhood, and Transportation.
- **Other Debt:** This debt may include Limited Obligation Bonds (LOBs)/Certificates of Participation (COPs) and Special Obligation Bonds. These are long-term financing tools that pledge an asset in exchange for borrowed debt (similar to a home mortgage). This type of funding is traditionally used for facility construction or renovation. This debt does not require voter approval and does not follow the same biennial schedule as GO Bonds.
- **Reappropriation of Prior Authorization:** Funds available from projects identified through the formal project close-out process.
- **Grants:** Funds received from outside parties including non-profits, private entities, and state agencies such as the North Carolina Department of Transportation (NCDOT).
- **Cash:** Cash may be used, as available, to support completion of capital projects or pay-off existing debt funding. Cash may be available from Pay-As-You-Go funds or may come from other sources such as the Municipal Debt Service Fund fund balance.

Funding the CIP (continued)

General Pay-As-You-Go (PAYGO):

- **Property Tax:** Of the total 29.30¢ property tax rate, 1.58¢ is dedicated to the PAYGO program.
- **Sales Tax:** Dollars represent 0.25¢ of the city's portion of Article 42 sales tax.
- **PAYGO Fund - Interest Income:** Interest earnings generated from PAYGO Fund fund balance.
- **Heavy Equipment Tax:** A two percent tax on gross receipts from the short-term lease or rental of heavy equipment. The city receives 40 percent of the tax revenue, which is then split across the General Fund, Municipal Debt Service Fund, and PAYGO Fund based on the property tax split.
- **Program Income:** Interest earnings generated from fund balance within specific programs.
- **Capital Reserve:** Excess General Fund revenue from the most recent closed fiscal year after the 16 percent General Fund fund balance has been maintained in accordance with Budget Principles.
- **PAYGO Available Cash Balance:** Excess revenue collected in the PAYGO Fund (fund balance) or one-time revenue collected from other sources including the sale of city-owned property.

Mobility PAYGO:

- **Transfer from the Municipal Debt Service Fund:** A portion of the proceeds from the PAVE Act sales tax and Motor Vehicle License tax will be transferred from the Municipal Debt Service Fund to the Mobility PAYGO program for cash-funded transportation projects.

Nongeneral Fund Projects:

Projects funded with the sources outlined below are supported by nongeneral fund revenues, which are not levied across all city taxpayers. Similar to General capital projects, nongeneral fund capital projects may also be funded through the reappropriation of prior authorization, refunding savings from outstanding debt, or other cash.

- **Airport Revenue Bonds:** Debt is supported by the revenue generated by CLT Airport. Funds are pledged to be repaid from user fees.
- **Passenger Facility Charges:** Dollars generated from user fees charged to airline travelers.
- **Aviation PAYGO:** Dollars represent a portion of the total user fees collected from Aviation tenants and customers.
- **CATS PAYGO:** Dollars represent a portion of sales tax and other operating revenues collected by the Metropolitan Public Transportation Authority.
- **Charlotte Water Revenue Bonds:** Debt is supported by the revenue generated from Charlotte Water system user fees. Charlotte Water Revenue Bonds are issued for Water or Sewer.
- **Charlotte Water PAYGO:** Dollars represent a portion of the total user fees collected from Charlotte Water customers.
- **Storm Water Revenue Bonds:** Debt is supported by the revenue generated by the Storm Water system. Funds are pledged to be repaid from user fees.
- **Storm Water PAYGO:** Dollars represent a portion of the total Storm Water fees collected from city residents.
- **Storm Water Program Income:** Interest earnings generated from fund balance investments.
- **Grants:** Funds received from outside parties including non-profits, private entities, state agencies such as NCDOT, and federal agencies such as the Federal Aviation Administration or the Federal Transit Administration.

CITY OF CHARLOTTE

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FY 2027-2031 Capital Investment Plan

General Pay-As-You-Go (PAYGO) and Mobility PAYGO

Project Title	Page	FY 2027
Well-Managed Government		
Purchase Vehicles for City Operations	301	$28,434,798
Maintain City-Owned Facilities	301	$5,452,987
Enhance Innovation and Technology Assets	301	$2,450,000
Support Environmental Services Program	302	$1,000,000
Replace Trees in Right-of-Way	302 & 313	$1,000,000
Advance the Strategic Energy Action Plan	302	$–
Support Americans with Disabilities Act Program	303	$–
Community Investment Contingency	303	$250,000
Repair City-Owned Parking Lots/Decks	313	$500,000
Maintain Government Center Parking Deck	313	$200,000
Great Neighborhoods		
Support Innovative Housing	304	$1,500,000
Enhance Management of Public Spaces	304	$250,000
Support Naturally Occurring Affordable Housing	304	$750,000
Renovate Median Landscapes	314	$200,000
Safe Communities		
Replace Radios	305	$5,200,000
Purchase and Replace Police Take-Home Vehicles	305	$2,450,000
Support Public Safety Technology	305	$2,950,000
Support Neighbors Building Neighborhoods	306	$500,000
Support Alternatives to Violence	306	$750,000
Trim and Remove Trees in Right-of-Way	306 & 315	$2,452,136
Offer In Rem Remedy	307	$–
Transportation and Planning		
Contribute to Gold Line Operating Costs	316	$5,447,864
Conduct Mobility Project Feasibility, Development, Engagement, and Innovation	316	$7,000,000
Purchase Transportation Equipment	316	$100,000
Support State Partnerships	317	$–
Workforce and Business Development		
Improve Cultural Facilities	308	$15,024,827
Support Business District Organizations/Main Street	308	$600,000
Support Mobility+ Initiatives	308	$5,950,000
Support Road to Hire	309	$1,500,000
Revitalize Business Corridors	309	$500,000
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) Payments	309	$54,046
Fund Cultural Facility STIGs	310	$89,084
Sub-Total General PAYGO and Mobility PAYGO		**$92,555,742**

FY 2027-2031 Capital Investment Plan

General Capital Projects

Project Title	Page	FY 2027
Well-Managed Government		
Construct Capital Building Improvements	327	$5,500,000
Implement ADA Transition Plan in Facilities	328	$3,000,000
Increase Building Sustainability	329	$2,500,000
Complete Gender Equity Improvement in Fire Facilities	330	$500,000
Complete Animal Care and Control Adoption Facility	331	$12,000,000
Sub-Total Well-Managed Government		**$23,500,000**
Great Neighborhoods		
Create and Preserve Affordable Housing	335	$125,000,000
Sub-Total Great Neighborhoods		**$125,000,000**
Safe Communities		
Construct Fire Facilities	339	$11,500,000
Purchase Fire Turnout Gear	340	$4,022,000
Construct Police Helicopter Hangar	341	$10,000,000
Enhance Transportation Safety (Vision Zero)	342	$22,000,000
Sub-Total Safe Communities		**$47,522,000**
Transportation and Planning		
Implement Strategic Investment Areas	345	$60,000,000
Improve Sidewalks	346	$50,000,000
Connect Bicycle Facilities	347	$10,000,000
Resurface Streets	348	$24,000,000
Repair and Replace Bridges	349	$5,000,000
Improve Orphan Roads	350	$2,000,000
Upgrade Traffic Control Devices	351	$3,000,000
Maintain Intelligent Transportation Systems	352	$4,000,000
Mitigate Congestion	353	$–
Implement Big Moves 2030 Projects	354	$100,000,000
Contribute to Advanced Planning for Mobility Projects	319	$5,000,000
Sub-Total Transportation and Planning		**$263,000,000**
Workforce and Business Development		
Promote Public/Private Partnerships	359	$20,000,000
Sub-Total Workforce and Business Development		**$20,000,000**

FY 2027-2031 Capital Investment Plan

Nongeneral Capital Projects

Aviation

Project Title	Page	FY 2027
Renovate Airport Terminal	363	$115,739,239
Enhance Airfield Capacity	364	$294,277,801
Enhance Airport Services Facilities	365	$52,866,037
Expand Ground Transportation Capacity	366	$68,157,033
Improve Private Aircraft Area	367	$2,000,000
Sub-Total Aviation		**$533,040,110**

Charlotte Area Transit System

Purchase and Maintain Transit Vehicles	371	$75,796,755
Purchase and Maintain Rail Vehicles	372	$7,809,784
Maintain Transit Facilities	373	$13,429,005
Develop Transit Systems	374	$88,838,865
Purchase New Transit Support Systems and Equipment	375	$35,074,500
Enhance Safety and Security on Transit	376	$2,791,474
Purchase Support Vehicles for CATS	377	$1,150,000
Sub-Total Charlotte Area Transit System		**$224,890,383**

Charlotte Water

Recover Resources and Biosolids	381	$31,088,215
Replace and Upgrade Field and Administrative Facilities	382	$9,703,568
Enhance Security and Technology	383	$24,679,155
Rehabilitate and Improve Wastewater Infrastructure	384	$92,422,879
Rehabilitate and Improve Water Infrastructure	385	$64,642,717
Construct Stowe Regional Water Resource Recovery Facility	386	$35,422,453
Improve McAlpine Creek Wastewater Treatment Plant	387	$24,848,000
Expand Wastewater Treatment Plants	388	$24,922,497
Improve Wastewater Treatment Plants	389	$50,870,436
Upgrade Water Treatment Plants	390	$37,236,676
Improve Franklin Water Treatment Plant	391	$10,357,807
Upgrade McDowell Creek Wastewater Treatment Plant	392	$3,963,192
Support Lead and Copper Program	393	$1,054,205
Relocate Water and Wastewater Infrastructure	394	$6,870,000
Install and Expand New Water and Sewer Service	395	$48,210,047
Sub-Total Charlotte Water		**$466,291,847**

Stormwater

Improve Surface Water Quality	399	$3,450,000
Mitigate Impacts to Streams and Wetlands	400	$3,000,000
Improve Drainage for Storm Water	401	$70,550,000
Sub-Total Stormwater		**$77,000,000**

FY 2027-2031 Capital Investment Plan

Summary of Projects by Fund

Fund	FY 2027
General	$571,577,742
Transfers/Direct Payments from PAYGO	-$51,500,619
Sub-Total General	**$520,077,123**
Aviation	**$533,040,110**
Charlotte Area Transit System (CATS)	**$224,890,383**
Charlotte Water	**$466,291,847**
Storm Water Services	**$77,000,000**
TOTAL Capital Investment Plan	**$1,821,299,463**

FY 2027-2031 General CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	Proposed		*Planned*			
	2026 Bond FY 2027	FY 2028	2028 Bond FY 2029	FY 2030	2030 Bond FY 2031	TOTAL
GO Bonds	$425,000,000	$–	$450,000,000	$–	$450,000,000	$1,325,000,000
Other Sources	$54,022,000	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$234,022,000
General and Mobility PAYGO	$41,055,123	$29,555,323	$29,089,842	$29,403,894	$30,078,304	$159,182,486
Sources Total	**$520,077,123**	**$74,555,323**	**$524,089,842**	**$74,403,894**	**$525,078,304**	**$1,718,204,486**

FUNDING USES

	Proposed		*Planned*			
	2026 Bond FY 2027	FY 2028	2028 Bond FY 2029	FY 2030	2030 Bond FY 2031	TOTAL
Neighborhoods	$20,000,000	$–	$5,000,000	$–	$5,000,000	$30,000,000
Housing	$125,000,000	$–	$100,000,000	$–	$100,000,000	$325,000,000
Transportation	$280,000,000	$–	$345,000,000	$–	$345,000,000	$970,000,000
GO Bonds Sub-Total	**$425,000,000**	**$–**	**$450,000,000**	**$–**	**$450,000,000**	**$1,325,000,000**
Facilities	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$225,000,000
Cash-Funded Projects	$50,077,125	$29,555,325	$29,089,844	$29,403,896	$30,078,306	$168,204,496
Uses Total	**$520,077,125**	**$74,555,325**	**$524,089,844**	**$74,403,896**	**$525,078,306**	**$1,718,204,496**

FY 2027-2031 Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	Proposed		*Planned*			
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**TOTAL**
AVIATION						
Revenue Bonds	$280,551,453	$539,979,040	$423,629,156	$40,887,651	$1,287,789	$1,286,335,089
Aviation PAYGO	$111,469,482	$74,790,345	$75,073,967	$58,172,254	$59,613,846	$379,119,894
Passenger Facility Charges	$4,168,216	$16,132,541	$18,616,502	$279,346	$–	$39,196,605
Federal Grants	$90,355,426	$51,452,880	$28,800,000	$28,800,000	$28,800,000	$228,208,306
State Grants	$46,495,533	$–	$–	$–	$–	$46,495,533
Aviation Sub-Total	**$533,040,110**	**$682,354,806**	**$546,119,625**	**$128,139,251**	**$89,701,635**	**$1,979,355,427**
CATS						
CATS PAYGO	$130,413,878	$125,066,919	$112,506,125	$67,305,120	$46,397,347	$481,689,389
Federal Grants	$17,529,750	$4,412,000	$20,339,360	$163,779,091	$148,354,204	$354,414,405
State Grants	$–	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$8,000,000
Reimbursement	$–	$322,456	$6,627,168	$789,539	$7,763,141	$15,502,304
Debt Issuance	$76,946,755	$51,696,030	$48,706,254	$149,843,791	$53,650,988	$380,843,818
CATS Sub-Total	**$224,890,383**	**$183,497,405**	**$190,178,907**	**$383,717,541**	**$258,165,680**	**$1,240,449,916**
CHARLOTTE WATER						
Water Revenue Bonds	$77,134,558	$131,653,993	$127,208,351	$136,323,751	$96,283,043	$568,603,696
Sewer Revenue Bonds	$192,157,289	$200,259,719	$198,324,919	$207,106,244	$174,542,949	$972,391,120
Charlotte Water PAYGO	$197,000,000	$205,000,000	$210,000,000	$210,000,000	$210,000,000	$1,032,000,000
Charlotte Water Sub-Total	**$466,291,847**	**$536,913,712**	**$535,533,270**	**$553,429,995**	**$480,825,992**	**$2,572,994,816**
STORM WATER						
Storm Water PAYGO	$46,000,000	$48,000,000	$47,000,000	$50,000,000	$51,000,000	$242,000,000
Revenue Bonds	$28,000,000	$27,000,000	$37,000,000	$35,000,000	$43,000,000	$170,000,000
Program Income	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Storm Water Sub-Total	**$77,000,000**	**$77,000,000**	**$86,000,000**	**$87,000,000**	**$96,000,000**	**$423,000,000**
Sources Total	**$1,301,222,340**	**$1,479,765,923**	**$1,357,831,802**	**$1,152,286,787**	**$924,693,307**	**$6,215,800,159**

Funding Sources and Uses Summary (continued)

FUNDING USES

	Proposed		*Planned*			
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**TOTAL**
AVIATION						
Renovate Airport Terminal	$115,739,239	$122,991,879	$384,381,699	$38,274,004	$12,653,190	$674,040,011
Enhance Airfield Capacity	$294,277,801	$508,078,431	$83,275,589	$60,735,705	$51,028,981	$997,396,507
Enhance Airport Services Facilities	$52,866,037	$12,840,626	$13,015,844	$11,196,319	$11,382,208	$101,301,034
Expand Ground Transportation Capacity	$68,157,033	$36,443,870	$63,446,493	$15,933,223	$12,637,256	$196,617,875
Improve Private Aircraft Area	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Aviation Sub-Total	**$533,040,110**	**$682,354,806**	**$546,119,625**	**$128,139,251**	**$89,701,635**	**$1,979,355,427**
CATS						
Purchase and Maintain Transit Vehicles	$75,796,755	$50,546,030	$47,556,253	$48,693,791	$52,500,988	$275,093,817
Purchase and Maintain Rail Vehicles	$7,809,784	$12,150,000	$23,600,000	$15,100,000	$9,900,000	$68,559,784
Maintain Transit Facilities	$13,429,005	$12,426,517	$8,022,617	$7,649,637	$5,447,140	$46,974,916
Develop Transit Systems	$88,838,865	$84,568,884	$99,538,213	$305,378,363	$186,382,552	$764,706,877
Purchase New Transit Support Systems and Equipment	$35,074,500	$19,180,000	$8,768,000	$4,760,000	$2,045,000	$69,827,500
Enhance Safety and Security on Transit	$2,791,474	$3,475,974	$1,543,824	$985,750	$740,000	$9,537,022
Purchase Support Vehicles for CATS	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$5,750,000
CATS Sub-Total	**$224,890,383**	**$183,497,405**	**$190,178,907**	**$383,717,541**	**$258,165,680**	**$1,240,449,916**
CHARLOTTE WATER						
Recover Resources and Biosolids	$31,088,215	$39,100,541	$72,846,640	$74,232,408	$73,789,579	$291,057,383
Replace and Upgrade Field and Administrative Facilities	$9,703,568	$5,481,229	$4,756,229	$7,886,229	$3,616,229	$31,443,484
Enhance Security and Technology	$24,679,155	$31,227,605	$30,073,958	$28,695,355	$28,639,906	$143,315,979
Rehabilitate and Improve Wastewater Infrastructure	$92,422,879	$75,280,807	$59,463,087	$60,085,164	$46,125,611	$333,377,548
Rehabilitate and Improve Water Infrastructure	$64,642,717	$72,978,244	$94,706,254	$86,755,319	$74,097,410	$393,179,944
Construct Stowe Regional Water Resource Recovery Facility	$35,422,453	$27,522,000	$22,000,000	$16,027,388	$–	$100,971,841
Improve McAlpine Creek Wastewater Treatment Plant	$24,848,000	$18,548,000	$16,148,000	$18,948,000	$15,348,000	$93,840,000
Expand WWTPs	$24,922,497	$11,982,497	$17,046,497	$24,122,497	$18,122,497	$96,196,485

Funding Sources and Uses Summary (continued)

FUNDING USES

	Proposed		*Planned*			
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**TOTAL**
CHARLOTTE WATER (continued)						
Improve WWTPs	$50,870,436	$45,990,590	$36,224,375	$46,571,925	$47,956,160	$227,613,486
Upgrade Water Treatment Plants	$37,236,676	$112,969,275	$82,268,208	$79,730,300	$80,738,500	$392,942,959
Improve Franklin WTP	$10,357,807	$31,255,119	$33,178,078	$44,062,522	$13,101,641	$131,955,167
Upgrade and Maintain McDowell Creek WWTP	$3,963,192	$6,234,348	$6,973,692	$414,636	$8,707,459	$26,293,327
Support Lead and Copper Program	$1,054,205	$595,205	$250,000	$250,000	$250,000	$2,399,410
Relocate Water and Wastewater Infrastructure	$6,870,000	$6,870,000	$6,870,000	$10,270,000	$10,270,000	$41,150,000
Install and Expand New Water and Sewer Service	$48,210,047	$50,878,252	$52,728,252	$55,378,252	$60,063,000	$267,257,803
Charlotte Water Sub-Total	**$466,291,847**	**$536,913,712**	**$535,533,270**	**$553,429,995**	**$480,825,992**	**$2,572,994,816**
STORM WATER SERVICES						
Improve Surface Water Quality	$3,450,000	$3,750,000	$3,200,000	$2,350,000	$2,400,000	$15,150,000
Mitigate Impacts to Streams and Wetlands	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Improve Drainage for Storm Water	$70,550,000	$71,250,000	$80,800,000	$82,650,000	$91,600,000	$396,850,000
Storm Water Services Total	**$77,000,000**	**$77,000,000**	**$86,000,000**	**$87,000,000**	**$96,000,000**	**$423,000,000**
Uses Total	**$1,301,222,340**	**$1,479,765,923**	**$1,357,831,802**	**$1,152,286,787**	**$924,693,307**	**$6,215,800,159**

General CIP
General Obligation Bond Summary

The FY 2027-2031 Capital Investment Plan includes three bond referendums: one in FY 2027 (November 2026); one in FY 2029 (November 2028); and one in FY 2031 (November 2030). Projects planned for each referendum are outlined in the table below but are not finalized until City Council adopts them as part of the FY 2027, FY 2029, and FY 2031 Annual Budget processes.

	2026 Bond FY 2027	2028 Bond FY 2029	2030 Bond FY 2031	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)				
Great Neighborhoods				
Create and Preserve Affordable Housing	$125,000,000	$100,000,000	$100,000,000	$325,000,000
Safe Communities				
Enhance Transportation Safety (Vision Zero)	$22,000,000	$20,000,000	$20,000,000	$62,000,000
Transportation and Planning				
Implement Strategic Investment Areas	$60,000,000	$55,000,000	$55,000,000	$170,000,000
Improve Sidewalks	$50,000,000	$50,000,000	$50,000,000	$150,000,000
Connect Bicycle Facilities	$10,000,000	$10,000,000	$10,000,000	$30,000,000
Resurface Streets	$24,000,000	$24,000,000	$24,000,000	$72,000,000
Repair and Replace Bridges	$5,000,000	$5,000,000	$5,000,000	$15,000,000
Improve Orphan Roads	$2,000,000	$5,000,000	$10,000,000	$17,000,000
Upgrade Traffic Control Devices	$3,000,000	$3,000,000	$5,000,000	$11,000,000
Maintain Intelligent Transportation Systems	$4,000,000	$4,000,000	$4,000,000	$12,000,000
Mitigate Congestion	$–	$2,500,000	$5,000,000	$7,500,000
Implement Big Moves 2030 Projects	$100,000,000	$166,500,000	$–	$266,500,000
Eastway/Shamrock Intersection[1]	*$12,000,000*	*$17,500,000*	*$–*	*$29,500,000*
Bryant Farms Road Phase Two[1]	*$35,000,000*	*$26,000,000*	*$–*	*$61,000,000*
Robinson Church Road[1]	*$19,300,000*	*$56,500,000*	*$–*	*$75,800,000*
Ashley/Freedom/Tuckaseegee Intersection[1]	*$6,700,000*	*$12,300,000*	*$–*	*$19,000,000*
Brown-Grier Road[1]	*$6,550,000*	*$27,200,000*	*$–*	*$33,750,000*
DeArmon Complete Street[1]	*$6,000,000*	*$10,000,000*	*$–*	*$16,000,000*
Shamrock Drive Complete Street[1]	*$14,450,000*	*$17,000,000*	*$–*	*$31,450,000*
Reserve for Future Mobility Initiatives	$–	$–	$157,000,000	$157,000,000
Workforce and Business Development				
Promote Public/Private Partnerships	$20,000,000	$5,000,000	$5,000,000	$30,000,000
Total General Obligation Bonds	**$425,000,000**	**$450,000,000**	**$450,000,000**	**$1,325,000,00**

[1] These seven projects are being funded through the new Big Moves 2030 program in the Proposed FY 2027 - FY 2031 Capital Investment Plan. The amounts shown are the estimated cash flow needs of each project for the two years following each bond.

General CIP
General Obligation Bond Summary of Changes

Summary of General Obligation Bond Changes from Planned FY 2027 (in FY 2026 Adopted Budget) to Proposed FY 2027

PROJECT/PROGRAM	FY 2027 Planned	FY 2027 Proposed	Change in Funding
Create and Preserve Affordable Housing	$50,000,000	$125,000,000	$75,000,000
Enhance Transportation Safety (Vision Zero)	$4,000,000	$22,000,000	$18,000,000
Implement Strategic Investment Areas	$–	$60,000,000	$60,000,000
Improve Sidewalks	$20,000,000	$50,000,000	$30,000,000
Connect Bicycle Facilities	$8,000,000	$10,000,000	$2,000,000
Resurface Streets	$15,000,000	$24,000,000	$9,000,000
Repair and Replace Bridges	$6,000,000	$5,000,000	-$1,000,000
Improve Orphan Roads	$–	$2,000,000	$2,000,000
Upgrade Traffic Control Devices	$5,000,000	$3,000,000	-$2,000,000
Maintain Intelligent Transportation Systems	$4,000,000	$4,000,000	$–
Mitigate Congestion	$5,000,000	$–	-$5,000,000
Implement Big Moves 2030 Projects	$–	$100,000,000	$100,000,000
Eastway/Shamrock Intersection[1]	*$10,000,000*	*$12,000,000*	*$2,000,000*
Bryant Farms Road Phase Two[1]	*$43,000,000*	*$35,000,000*	*-$8,000,000*
Robinson Church Road[1]	*$18,500,000*	*$19,300,000*	*$800,000*
Ashley/Freedom/Tuckaseegee Intersection[1]	*$5,200,000*	*$6,700,000*	*$1,500,000*
Brown-Grier Road	*$–*	*$6,550,000*	*$6,550,000*
DeArmon Complete Street	*$–*	*$6,000,000*	*$6,000,000*
Shamrock Drive Complete Street	*$–*	*$14,450,000*	*$14,450,000*
Promote Public Private Partnerships	$8,300,000	$20,000,000	$11,700,000
Additional Future Capacity[2]	$18,000,000	$–	-$18,000,000
TOTAL OTHER SOURCES CHANGES	**$220,000,000**	**$425,000,000**	**$205,000,000**

[1] Eastway/Shamrock Intersection, Bryant Farms Road Phase Two, Robinson Church Road, and Ashley/Freedom/Tuckaseegee Intersection projects will be funded through the Big Moves 2030 program beginning with the 2026 Bond. The Proposed amounts shown in this schedule are the estimated FY 2027-2028 cash flow needs for each of those projects.

[2] The Proposed FY 2027 budget utilizes $18,000,000 in undesignated capacity from the Planned 2026 Bond in last year's budget.

General CIP
Other Sources Summary Schedule

OTHER SOURCES (Voter Approval Not Required)	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Installment Financings	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$225,000,000
Municipal Debt Service Fund Cash (MDS)	$9,022,000	$–	$–	$–	$–	$9,022,000
TOTAL OTHER SOURCES REVENUES	**$54,022,000**	**$45,000,000**	**$45,000,000**	**$45,000,000**	**$45,000,000**	**$234,022,000**

PROJECTS FUNDED THROUGH INSTALLMENT FINANCINGS	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Well-Managed Government						
Construct Capital Building Improvements	$5,500,000	$5,500,000	$5,000,000	$5,000,000	$5,000,000	$26,000,000
Implement ADA Transition Plan in Facilities	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$15,000,000
Increase Building Sustainability	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$12,500,000
Complete Gender Equity Improvement in Fire Facilities	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Complete Animal Care and Control Adoption Facility	$12,000,000	$10,500,000	$–	$–	$–	$22,500,000
Reserved for Projects in Advanced Planning	$–	$–	$16,500,000	$21,500,000	$21,500,000	$59,500,000
Safe Communities						
Construct Fire Facilities	$11,500,000	$13,000,000	$17,500,000	$12,500,000	$12,500,000	$67,000,000
Construct Police Helicopter Hangar	$10,000,000	$10,000,000	$–	$–	$–	$20,000,000
Sub-Total	**$45,000,000**	**$45,000,000**	**$45,000,000**	**$45,000,000**	**$45,000,000**	**$225,000,000**

PROJECTS FUNDED WITH MDS	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Safe Communities						
Purchase Fire Turnout Gear	$4,022,000	$–	$–	$–	$–	$4,022,000
Transportation and Planning						
Contribute to Advanced Planning for Mobility Projects	$5,000,000	$–	$–	$–	$–	$5,000,000
Sub-Total	**$9,022,000**	**$–**	**$–**	**$–**	**$–**	**$9,022,000**

TOTAL OTHER SOURCES EXPENDITURES	$54,022,000	$45,000,000	$45,000,000	$45,000,000	$45,000,000	$234,022,000

General CIP
Other Sources Summary of Changes

Summary of Other Sources Changes from Planned FY 2027 (in FY 2026 Adopted Budget) to Proposed FY 2027

PROJECT/PROGRAM	FY 2027 Planned	FY 2027 Proposed	Change in Funding
Construct Capital Building Improvements	$2,500,000	$5,500,000	$3,000,000
Implement ADA Transition Plan in Facilities	$3,000,000	$3,000,000	$–
Increase Building Sustainability	$2,000,000	$2,500,000	$500,000
Complete Gender Equity Improvements in Fire Facilities	$500,000	$500,000	$–
Complete Animal Care and Control Adoption Facility	$7,500,000	$12,000,000	$4,500,000
Construct Fire Facilities[1]	$18,400,000	$11,500,000	-$6,900,000
Construct Police Helicopter Hangar	$–	$10,000,000	$10,000,000
Purchase Fire Turnout Gear	$–	$4,022,000	$4,022,000
Contribute to Advanced Planning for Mobility Projects	$–	$5,000,000	$5,000,000
Reserved for Projects in Advanced Planning	$2,500,000	$–	-$2,500,000
TOTAL OTHER SOURCES CHANGES	**$36,400,000**	**$54,022,000**	**$17,622,000**

[1] The Construct Fire Facilities program funding is based on projected cashflow needs of the fire facility projects being actively developed. FY 2027 Proposed funding will advance construction of Firehouse 46 (Miranda Road) and Firehouse 44 (River District) and expansion of Firehouse 20. The five-year proposed funding for this program ($67 million) is $48.6 million greater than what was planned for FY 2027 - FY 2031 in the FY 2026 Budget.

General CIP
PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Property Tax (1.58¢)	$37,089,998	$37,831,798	$38,588,434	$39,360,203	$40,147,407	$193,017,840
Sales Tax	$26,662,589	$27,729,093	$28,838,257	$29,991,787	$31,191,458	$144,413,184
PAYGO Fund - Interest Income	$3,453,122	$3,453,122	$3,453,122	$3,453,122	$3,453,122	$17,265,610
Heavy Equipment Tax	$114,995	$117,295	$119,641	$122,034	$124,475	$598,440
Program Income	$560,000	$560,000	$560,000	$560,000	$560,000	$2,800,000
Capital Reserve from FY 2025	$11,305	$–	$–	$–	$–	$11,305
Reappropriation of Prior Authorization	$9,148,770	$–	$–	$–	$–	$9,148,770
PAYGO Available Cash Balance	$14,963	$–	$–	$–	$–	$14,963
TOTAL REVENUES PAYGO	**$77,055,742**	**$69,691,308**	**$71,559,454**	**$73,487,146**	**$75,476,462**	**$367,270,112**

EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Well-Managed Government						
Purchase Vehicles for City Operations	$28,434,798	$31,618,644	$34,020,521	$35,327,846	$36,311,612	$165,713,421
Maintain City-Owned Facilities	$5,452,987	$4,105,323	$3,435,842	$3,541,814	$4,003,982	$20,539,948
Enhance Innovation and Technology Assets	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$12,250,000
Support Environmental Services Program	$1,000,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
Replace Trees in Right-of-Way[1]	$1,000,000	$–	$–	$–	$–	$1,000,000
Advance the Strategic Energy Action Plan[2]	$–	$250,000	$250,000	$250,000	$250,000	$1,000,000
Support Americans with Disabilities Act Program[2]	$–	$300,000	$300,000	$300,000	$300,000	$1,200,000
Community Investment Contingency	$250,000	$–	$–	$–	$–	$250,000
Great Neighborhoods						
Support Innovative Housing	$1,500,000	$–	$–	$–	$–	$1,500,000
Enhance Management of Public Spaces	$250,000	$–	$–	$–	$–	$250,000
Support Naturally Occurring Affordable Housing	$750,000	$750,000	$750,000	$750,000	$750,000	$3,750,000
Safe Communities						
Replace Radios	$5,200,000	$5,200,000	$5,200,000	$5,200,000	$5,200,000	$26,000,000
Purchase and Replace Police Take-Home Vehicles	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$12,250,000
Support Public Safety Technology	$2,950,000	$2,950,000	$2,950,000	$2,950,000	$2,950,000	$14,750,000
Support Neighbors Building Neighborhoods	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Support Alternatives to Violence	$750,000	$–	$–	$–	$–	$750,000
Trim and Remove Trees in Right-of-Way[1]	$400,000	$–	$–	$–	$–	$400,000
Offer In Rem Remedy[2]	$–	$250,000	$250,000	$250,000	$250,000	$1,000,000
Workforce and Business Development						
Improve Cultural Facilities[3]	$15,024,827	$15,475,572	$15,939,839	$16,418,034	$16,910,575	$79,768,847
Support Business District Organizations/Main Street	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000
Support Mobility+ Initiatives	$5,950,000	$–	$–	$–	$–	$5,950,000
Support Road to Hire	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$7,500,000
Revitalize Business Corridors	$500,000	$–	$–	$–	$–	$500,000
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) Payments	$54,046	$702,685	$374,168	$410,368	$461,209	$2,002,476
Fund Cultural Facility STIGs	$89,084	$89,084	$89,084	$89,084	$89,084	$445,420
TOTAL EXPENDITURES PAYGO	**$77,055,742**	**$69,691,308**	**$71,559,454**	**$73,487,146**	**$75,476,462**	**$367,270,112**

[1] The FY 2027 Mobility PAYGO program includes an additional $2,052,136 for the Trim and Remove Trees in Right-of-Way program. Beginning in FY 2028, all funding for the Replace Trees and Trim and Remove Trees programs in planned to come from the newly-created Mobility PAYGO program.

[2] Previously appropriated funding balances from prior years will be utilized to advance projects in FY 2027.

General CIP
PAYGO Summary Schedule

[3] The contribution to Cultural Facilities has historically been calculated as approximately 80 percent of the city's U-Drive-It Vehicle Rental tax revenue, net the city's contribution to county and towns. Following the passage of the PAVE Act, U-Drive-It Vehicle Rental tax revenue will be distributed directly to the Metropolitan Public Transportation Authority. The FY 2027 contribution to Cultural Facilities is based on the historic pre-PAVE Act calculation, assuming typical growth in what the city would have contributed to the county and towns.

PAYGO Summary (continued)

USE CATEGORIES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Direct Payments	$54,046	$702,685	$374,168	$410,368	$461,209	$2,002,476
Transfer to Debt Service Fund	$28,434,798	$31,618,644	$34,020,521	$35,327,846	$36,311,612	$165,713,421
Transfer to Tourism Funds	$15,113,911	$15,564,656	$16,028,923	$16,507,118	$16,999,659	$80,214,267
Transfer to Capital Equipment Fund	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$12,250,000
Transfer to CIP	$31,002,987	$19,355,323	$18,685,842	$18,791,814	$19,253,982	$107,089,948
TOTAL USES PAYGO	**$77,055,742**	**$69,691,308**	**$71,559,454**	**$73,487,146**	**$75,476,462**	**$367,270,112**

General CIP
Mobility PAYGO Summary Schedule

Mobility PAYGO Summary

REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Transfer from Municipal Debt Service Fund[1]	$15,500,000	$10,200,000	$10,404,000	$10,612,080	$10,824,322	$57,540,402
TOTAL REVENUE MOBILITY PAYGO	**$15,500,000**	**$10,200,000**	**$10,404,000**	**$10,612,080**	**$10,824,322**	**$57,540,402**

EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Well-Managed Government						
Replace Trees in Right-of-Way[2]	$–	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$6,000,000
Repair City-Owned Parking Lots/Decks	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,500,000
Maintain Government Center Parking Deck	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Great Neighborhoods						
Renovate Median Landscapes	$200,000	$250,000	$250,000	$250,000	$250,000	$1,200,000
Safe Communities						
Trim and Remove Trees in Right-of-Way[2]	$2,052,136	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,052,136
Transportation and Planning						
Contribute to Gold Line Operating Costs	$5,447,864	$–	$–	$–	$–	$5,447,864
Conduct Mobility Project Feasibility, Development, Engagement, and Innovation	$7,000,000	$4,150,000	$4,354,000	$4,562,080	$4,774,322	$24,840,402
Purchase Transportation Equipment	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Support State Partnerships	$–	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,000,000
TOTAL EXPENDITURES MOBILITY PAYGO	**$15,500,000**	**$10,200,000**	**$10,404,000**	**$10,612,080**	**$10,824,322**	**$57,540,402**

USE CATEGORIES						
Transfer to CIP	$10,052,136	$10,200,000	$10,404,000	$10,612,080	$10,824,322	$52,092,538
Transfer to CATS	$2,723,932	$–	$–	$–	$–	$2,723,932
Intergovernmental Transfer	$2,723,932	$–	$–	$–	$–	$2,723,932
TOTAL USES MOBILITY PAYGO	**$15,500,000**	**$10,200,000**	**$10,404,000**	**$10,612,080**	**$10,824,322**	**$57,540,402**

[1] This transfer represents a portion of the one-cent PAVE Act sales tax and Motor Vehicle License Tax to support cash-funded roadway system projects. The Proposed FY 2027 - FY 2031 CIP pulls additional funding forward in FY 2027 to offset the city's contribution toward operating expenses for the Gold Line, while maintaining dedicated funding to advance development and planning of roadway system projects.

[2] The FY 2027 general PAYGO schedule also includes $1,000,000 for the Replace Trees program and $400,000 for the Trim and Remove Trees program. Beginning in FY 2028 these programs are planned to be funded through the new Mobility PAYGO program.

General CIP Operating Impact Summary

Annual Operating Impacts of FY 2027 Capital Expenditures

	FY 27 Budget	Total Project Cost to City	Classification[1]	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Safe Communities						
Construct Fire Facilities	$11,500,000	$100,100,000	Increased Expenditures	This program has constructed the replacement of two existing fire stations, one new infill station, one temporary infill station, and the expansion of one station to house an additional ladder company. FY 2027 funding will advance the construction of an additional new infill station and a permanent facility to replace the aforementioned temporary infill station. The additional new infill station is anticipated to be complete in FY 2027, and funding for ongoing salary, benefit, and operating expenses for 18 FTEs will be required. $2,261,111 is being added to the Fire Department's FY 2027 operating budget to account for these costs. Ongoing operating costs for the completed stations are already included in the annual operating budget.	$2,261,111	FY 2027
Construct Police Helicopter Hangar	$10,000,000	$20,000,000	Savings	This program will construct a new hangar for CMPD's Aviation Division at 801 Woodridge Center Drive. CMPD currently leases hangar space at Charlotte Douglass International Airport and the annual operating budget includes funding for these lease costs, fuel purchases, maintenance, and other services to support CMPD's Aviation Division. The transition to a city-owned hangar facility is projected to result in operating savings from the termination of the existing lease and efficiencies in on-site fuel storage at the new facility.	($104,206)	FY 2029
Well-Managed Government						
Construct Capital Building Improvements	$5,500,000	$5,500,000	Savings	This program constructs capital building maintenance, including replacing roofs, windows, and buildings systems. This work is anticipated to reduce annual energy costs and require less maintenance and repair.	($82,500)	FY 2027
Increase Building Sustainability	$2,500,000	$2,500,000	Savings	This program provides for facility retrofits, which may include solar panel installations or more efficient mechanical systems. This work is anticipated to reduce annual energy costs.	($37,500)	FY 2027
Complete Animal Care and Control Adoption Facility	$12,000,000	$30,000,000	Increased Expenditures	This project will construct an approximately 30,000 square-foot satellite adoption center at 5400 South Tryon Street for the city's Animal Care and Control division. Ongoing building operating costs, including utilities and lawn care, are anticipated upon completion of construction. As the design of the project advances, the city will evaluate additional potential needs such as staff and operating enhancements.	$22,500	FY 2029
TOTAL OPERATING IMPACT FROM MAJOR CIP PROJECTS					**$2,059,405**	

[1] The Government Finance Officers Association provides three classifications to help define annual operating impacts: Increased Revenues, which may result from additional volume or rebates; Increased Expenditures, which may result from the opening of a new facility and additional headcount; and Savings, which may result from increased energy efficiency, more productive software, and/or lower maintenance and repair costs. Annual operating impacts of each project/ program may fall into one, two, or some combination of all three classifications.

General CIP
Public Art Summary Schedule

Public Art Summary

The city promotes art in public spaces by including funding for artwork in capital project budgets. The City Council-adopted Public Art Ordinance provides guidance to the Public Art Program, which seeks to support the cultural heritage and artistic development of the city, contribute to economic development and tourism, and improve the aesthetic of public spaces. Eligible projects include buildings, facilities, or open spaces that are accessible to residents; projects below ground, such as pipes or utilities, are excluded from the program. The program is administered in partnership with the Arts, Sciences, and Cultural Council (formerly, Arts & Science Council).

The amount of public art funding allocated per project is determined by project type and the anticipated construction costs associated with each type. Public art budgets are equivalent to one percent of sixty percent of the total projected construction costs for neighborhood improvement and public facility projects and one percent of ten percent of the total projected construction costs for transportation projects such as sidewalks, bikeways, and bridges.

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PUBLIC ART REVENUES						
General Obligation (GO) Bonds	$147,000	$–	$140,000	$–	$140,000	$427,000
Other Sources	$141,000	$141,000	$105,000	$75,000	$75,000	$537,000
TOTAL PUBLIC ART REVENUES	**$288,000**	**$141,000**	**$245,000**	**$75,000**	**$215,000**	**$964,000**

PUBLIC ART EXPENDITURES	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**TOTAL**
Complete Animal Care and Control Adoption Facility	$72,000	$63,000	$–	$–	$–	$135,000
Construct Fire Facilities	$69,000	$78,000	$105,000	$75,000	$75,000	$402,000
Enhance Transportation Safety (Vision Zero)	$22,000	$–	$20,000	$–	$20,000	$62,000
Implement Strategic Investment Areas	$60,000	$–	$55,000	$–	$55,000	$170,000
Improve Sidewalks	$50,000	$–	$50,000	$–	$50,000	$150,000
Connect Bicycle Facilities	$10,000	$–	$10,000	$–	$10,000	$30,000
Repair and Replace Bridges	$5,000	$–	$5,000	$–	$5,000	$15,000
TOTAL PUBLIC ART EXPENDITURES	**$288,000**	**$141,000**	**$245,000**	**$75,000**	**$215,000**	**$964,000**

Aviation Summary

AVIATION REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Revenue Bonds	$280,551,453	$539,979,040	$423,629,156	$40,887,651	$1,287,789	$1,286,335,089
Aviation Pay-As-You-Go	$111,469,482	$74,790,345	$75,073,967	$58,172,254	$59,613,846	$379,119,894
Passenger Facility Charges	$4,168,216	$16,132,541	$18,616,502	$279,346	$–	$39,196,605
Federal Grants	$90,355,426	$51,452,880	$28,800,000	$28,800,000	$28,800,000	$228,208,306
State Grants	$46,495,533	$–	$–	$–	$–	$46,495,533
TOTAL AVIATION REVENUES	**$533,040,110**	**$682,354,806**	**$546,119,625**	**$128,139,251**	**$89,701,635**	**$1,979,355,427**

AVIATION EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Renovate Airport Terminal						
Federal Inspection Station Renovations	$–	$37,505,041	$217,160,945	$6,334,014	$–	$261,000,000
Main Switchgear E/W Replacement	$12,822,397	$30,718,220	$6,446,095	$13,288	$–	$50,000,000
Terminal Basement Rehabilitation	$7,500,000	$7,500,000	$7,500,000	$7,500,000	$–	$30,000,000
Terminal Capital Maintenance	$10,816,000	$11,248,640	$11,698,585	$12,166,530	$12,653,190	$58,582,945
Concourse E Phase 10	$5,887,200	$–	$–	$–	$–	$5,887,200
Passenger Boarding Bridge Replacement	$31,286,114	$11,870,125	$11,870,125			$55,026,364
Loading Dock Renovations	$3,900,000	$–	$–	$–	$–	$3,900,000
Central Energy Plant Chilled Water System	$2,961,535	$–	$–	$–	$–	$2,961,535
Baggage Handling System (BHS) Controls	$186,000	$457,000	$–	$–	$–	$643,000
BHS Transfer Line Tx3	$2,700,000	$–	$–	$–	$–	$2,700,000
BHS Lower Level Controls Replacement	$12,000,000	$2,350,000	$–	$–	$–	$14,350,000
T-Point Canopy	$5,807,959	$–	$–	$–	$–	$5,807,959
Early Bag Storage (EBS) - Accelerated	$19,872,034	$20,967,803	$127,534,340	$12,196,832	$–	$180,571,009
Airport Art Program	$–	$375,050	$2,171,609	$63,340	$–	$2,609,999
Sub-Total Airport Terminal	**$115,739,239**	**$122,991,879**	**$384,381,699**	**$38,274,004**	**$12,653,190**	**$674,040,011**
Enhance Airfield Capacity						
Runway 18L/36R Rehabilitation(D) (C)	$25,835,000	$205,305,248	$11,694,752	$–	$–	$242,835,000
South Ramp Phase II	$–	$276,314	$14,794,493	$9,929,193	$–	$25,000,000
Airfield Capital Maintenance	$10,609,000	$10,927,270	$11,255,088	$11,592,741	$11,940,523	$56,324,622
Fourth Parallel Runway	$192,536,000	$26,500,000	$26,500,000	$26,500,000	$26,500,000	$298,536,000
South Ramp Expansion East (Phase 1) (ASR/ Lighting Vault)	$52,345,904	$254,364,210	$9,046,377	$2,579,346	$2,300,000	$320,635,837
Ramp Pavement Management Plan	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Operating Capital - Airfield Maintenance	$4,698,726	$4,839,688	$4,984,879	$5,134,425	$5,288,458	$24,946,176
ARFF Apparatus Acquisition	$855,860	$865,701	$–	$–	$–	$1,721,561
Snow Fleet Acquisition	$2,397,311	$–	$–	$–	$–	$2,397,311
Sub-Total Airfield Capacity	**$294,277,801**	**$508,078,431**	**$83,275,589**	**$60,735,705**	**$51,028,981**	**$997,396,507**
Enhance Airport Services Facilities						
Joint Operations Center	$36,100,000	$–	$–	$–	$–	$36,100,000
Logistics Center Relocation	$2,577,153	$–	$–	$–	$–	$2,577,153
Operating Capital - Building Maintenance	$4,031,420	$4,152,363	$4,276,933	$4,405,241	$4,537,398	$21,403,355
Wi-Fi Upgrade	$1,518,373	$–	$–	$–	$–	$1,518,373
Operating Capital - Technology	$1,639,091	$1,688,263	$1,738,911	$1,791,078	$1,844,810	$8,702,153
Future Land Acquisition	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Ashley Circle Acquisition	$2,000,000	$2,000,000	$2,000,000	$–	$–	$6,000,000
Sub-Total Airport Services Facilities	**$52,866,037**	**$12,840,626**	**$13,015,844**	**$11,196,319**	**$11,382,208**	**$101,301,034**
Expand Ground Transportation Capacity						
Ground Transportation Capital Maintenance	$5,304,500	$5,463,635	$5,627,544	$5,796,370	$5,970,261	$28,162,310
Electric and Hybrid Buses	$14,800,000	$13,500,000	$14,250,000	$–	$–	$42,550,000
Operating Capital - Fleet	$4,779,355	$4,922,735	$5,070,417	$5,222,530	$5,379,206	$25,374,243
Landside Master Plan	$43,273,178	$12,557,500	$38,498,532	$4,914,323	$1,287,789	$100,531,322
Sub-Total Ground Transportation Capacity	**$68,157,033**	**$36,443,870**	**$63,446,493**	**$15,933,223**	**$12,637,256**	**$196,617,875**

Aviation Summary (continued)

AVIATION EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Improve Private Aircraft Area						
Operating Capital - Excluded	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Sub-Total Private Aircraft Area	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
TOTAL AVIATION EXPENDITURES	**$533,040,110**	**$682,354,806**	**$546,119,625**	**$128,139,251**	**$89,701,635**	**$1,979,355,427**

Charlotte Area Transit System (CATS) Summary

CATS REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
CATS Pay-As-You-Go	$130,413,878	$125,066,919	$112,506,125	$67,305,120	$46,397,347	$481,689,389
Federal Grants	$17,529,750	$4,412,000	$20,339,360	$163,779,091	$148,354,204	$354,414,405
State Grants	$–	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$8,000,000
Red Line Capital Cost Reimbursements	$–	$322,456	$6,627,168	$789,539	$7,763,141	$15,502,304
Debt Issuance	$76,946,755	$51,696,030	$48,706,254	$149,843,791	$53,650,988	$380,843,818
TOTAL CATS REVENUES	**$224,890,383**	**$183,497,405**	**$190,178,907**	**$383,717,541**	**$258,165,680**	**$1,240,449,916**

CATS EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Purchase and Maintain Transit Vehicles						
Bus Replacements	$44,046,019	$19,463,298	$18,150,651	$22,443,061	$44,550,988	$148,654,017
Bus Expansion	$26,550,736	$28,532,732	$26,855,602	$23,700,730	$–	$105,639,800
Paratransit Bus Replacements	$5,200,000	$2,550,000	$2,550,000	$2,550,000	$7,950,000	$20,800,000
Sub-Total Maintain Transit Vehicles	**$75,796,755**	**$50,546,030**	**$47,556,253**	**$48,693,791**	**$52,500,988**	**$275,093,817**
Purchase and Maintain Rail Vehicles						
Gold Line Streetcar Equipment - Series IV	$1,800,000	$2,400,000	$2,850,000	$800,000	$400,000	$8,250,000
Maintenance Of Way Projects	$1,000,000	$–	$–	$–	$–	$1,000,000
Light Rail Midlife Overhaul - Series I & II	$–	$1,750,000	$15,750,000	$4,500,000	$9,500,000	$31,500,000
Light Rail Preventive Maintenance - Series I & II 900K	$600,000	$3,000,000	$5,000,000	$8,800,000	$–	$17,400,000
Light Rail Preventive Maintenance - Series III	$3,500,000	$4,000,000	$–	$–	$–	$7,500,000
Drainage Improvements	$909,784	$1,000,000	$–	$1,000,000	$–	$2,909,784
Sub-Total Maintain Rail Vehicles	**$7,809,784**	**$12,150,000**	**$23,600,000**	**$15,100,000**	**$9,900,000**	**$68,559,784**
Maintain Transit Facilities						
Retro-commissioning Study	$–	$500,000	$–	$–	$–	$500,000
Stair Repair / Replacement Project	$2,000,000	$–	$–	$–	$–	$2,000,000
S. Tryon & S. Boulevard Light Rail Facility Boiler Replacement	$80,000	$800,000	$–	$–	$–	$880,000
N. Davidson AC Replacement	$60,000	$600,000	$–	$–	$–	$660,000
N.Davison BOD Complex Roof Replacement	$100,000	$1,000,000	$–	$–	$–	$1,100,000
S. Tryon VMF HVAC Replacement	$120,000	$1,200,000	$–	$–	$–	$1,320,000
S. Tryon BOD Complex Roof Replacement	$80,000	$800,000	$–	$–	$–	$880,000
Concrete / Asphalt Repair	$250,000	$–	$–	$–	$–	$250,000
Parking Deck Inspections & Repair	$400,000	$460,000	$529,000	$608,350	$699,603	$2,696,953
Bridge Repair Program	$800,000	$920,000	$1,058,000	$1,216,700	$1,399,205	$5,393,905
Gold Line Platform Resurfacing	$1,300,000	$1,365,000	$–	$–	$–	$2,665,000
Community Transit Center Renovations	$–	$–	$1,464,100	$1,610,510	$–	$3,074,610
ADA 5310 Transition Plan	$414,005	$421,517	$421,517	$421,517	$421,517	$2,100,073
ADA Transition Plan	$1,325,000	$1,210,000	$1,300,000	$1,450,000	$350,000	$5,635,000
Facility condition Assessments, Repairs, & Lighting Upgrades	$6,500,000	$3,150,000	$3,250,000	$2,342,560	$2,576,815	$17,819,375
Sub-Total Maintain Transit Facilities	**$13,429,005**	**$12,426,517**	**$8,022,617**	**$7,649,637**	**$5,447,140**	**$46,974,916**
Develop Transit Systems						
Envision My Ride Bus Shelters	$4,460,000	$6,420,000	$4,730,000	$11,630,000	$11,750,000	$38,990,000
Blue Line Extension	$20,879,400	$7,002,000	$–	$–	$–	$27,881,400
Silver line	$20,283,000	$11,030,000	$25,080,000	$69,350,000	$89,120,000	$214,863,000
Red Line	$19,905,000	$50,498,902	$58,082,713	$183,322,863	$74,829,052	$386,638,530
Art-in-Transit Conservation	$200,000	$–	$400,000	$–	$500,000	$1,100,000
Hambright Park & Ride	$11,723,045	$–	$–	$–	$–	$11,723,045
Blue Line Platform Extensions	$–	$–	$–	$29,730,000	$138,000	$29,868,000
Charlotte Transportation Center Redevelopment	$11,165,000	$8,545,500	$8,545,500	$8,545,500	$8,545,500	$45,347,000
Transit System Rebranding	$223,420	$1,072,482	$2,700,000	$2,800,000	$1,500,000	$8,295,902
Sub-Total Transit Systems	**$88,838,865**	**$84,568,884**	**$99,538,213**	**$305,378,363**	**$186,382,552**	**$764,706,877**

Charlotte Area Transit System (CATS) Summary (continued)

CATS EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Purchase New Transit Support Systems & Equipment						
Revenue Equipment	$32,000	$25,000	$–	$–	$–	$57,000
CityRover AI	$50,000	$125,000	$450,000	$200,000	$100,000	$925,000
Network Refresh	$175,000	$2,500	$2,500	$2,500	$175,000	$357,500
Contingency for IT Projects	$527,500	$20,000	$110,000	$260,000	$20,000	$937,500
Fare Collection Hardware Refresh	$2,000,000	$600,000	$3,500,000	$500,000	$–	$6,600,000
Blue Line PA Amplifier and SCU Refresh	$1,150,000	$–	$–	$–	$–	$1,150,000
Mobile Radio Refresh	$250,000	$–	$–	$–	$–	$250,000
CATS Pass Integration	$500,000	$200,000	$300,000	$–	$–	$1,000,000
HASTUS	$80,000	$–	$–	$–	$–	$80,000
UPS Refresh: Servers & Switches	$605,000	$180,000	$400,000	$300,000	$200,000	$1,685,000
Workday Implementation	$9,000,000	$–	$–	$–	$–	$9,000,000
Technology Software & Upgrades	$20,155,000	$16,807,500	$2,907,500	$2,002,500	50,000	$41,922,500
Vacuum System Truck	$–	$250,000	$–	$–	$–	$250,000
Rail Operations Control Center (ROCC) Radio Console	$–	$–	$–	$125,000	$–	$125,000
Mini Bond Replacement	$–	$270,000	$270,000	$270,000	$–	$810,000
Blue Line TPSS & Signal House Batteries	$250,000	$250,000	$–	$–	$–	$500,000
Forklift	$–	$–	$60,000	$–	$–	$60,000
Rail Miscellaneous Equipment	$300,000	$450,000	$768,000	$1,100,000	$1,500,000	$4,118,000
Sub-Total Transit Support Systems	**$35,074,500**	**$19,180,000**	**$8,768,000**	**$4,760,000**	**$2,045,000**	**$69,827,500**
Enhance Safety and Security on Transit						
Fixed Camera Upgrade	$400,000	$400,000	$400,000	$400,000	$400,000	$2,000,000
Mobile Video Replacement	$396,000	$1,343,500	$961,350	$495,750	$100,000	$3,296,600
Portable Radios	$350,000	$350,000	$–	$–	$–	$700,000
Safety & Security Miscellaneous Equipment	$13,000	$–	$–	$–	$–	$13,000
Solar Powered Mobile Cameras	$90,000	$90,000	$90,000	$90,000	$90,000	$450,000
Solar Powered Light Towers	$67,474	$67,474	$67,474	$–	$–	$202,422
Threat/Vulnerability and Staffing Analysis	$400,000	$–	$–	$–	$–	$400,000
Fire Control Equipment	$25,000	$25,000	$25,000	$–	$–	$75,000
Corridor Lighting Upgrades	$500,000	$500,000	$–	$–	$–	$1,000,000
Access Control System Upgrade	$–	$500,000	$–	$–	$150,000	$650,000
Blue Line & Blue Line Extension Crossing Case	$300,000	$200,000	$–	$–	$–	$500,000
Pedestrian Rail Crossing Safety Study	$250,000	$–	$–	$–	$–	$250,000
Sub-Total Safety and Security on Transit	**$2,791,474**	**$3,475,974**	**$1,543,824**	**$985,750**	**$740,000**	**$9,537,022**
Purchase Support Vehicles for CATS						
Non-Revenue Vehicles	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$5,750,000
Sub-Total Vehicles for CATS	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$5,750,000**
TOTAL CATS EXPENDITURES	**$224,890,383**	**$183,497,405**	**$190,178,907**	**$383,717,541**	**$258,165,680**	**$1,240,449,916**

Charlotte Water Summary

CHARLOTTE WATER REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Charlotte Water Pay-As-You-Go	$197,000,000	$205,000,000	$210,000,000	$210,000,000	$210,000,000	$1,032,000,000
Sewer Revenue Bonds	$192,157,289	$200,259,719	$198,324,919	$207,106,244	$174,542,949	$972,391,120
Water Revenue Bonds	$77,134,558	$131,653,993	$127,208,351	$136,323,751	$96,283,043	$568,603,696
TOTAL CHARLOTTE WATER REVENUES	**$466,291,847**	**$536,913,712**	**$535,533,270**	**$553,429,995**	**$480,825,992**	**$2,572,994,816**

CHARLOTTE WATER EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Recover Resources and Biosolids						
Biosolids Program	$15,718,722	$35,144,557	$70,096,691	$72,900,768	$68,006,462	$261,867,200
Nutrient Harvesting at McAlpine WWTP	$14,833,000	$553,300	$–	$–	$–	$15,386,300
Mallard Creek Water Resource Recovery Facility Reclaimed Water System Improvements Project	$536,493	$3,402,684	$2,749,949	$1,331,640	$5,783,117	$13,803,883
Sub-Total Reuse	**$31,088,215**	**$39,100,541**	**$72,846,640**	**$74,232,408**	**$73,789,579**	**$291,057,383**
Replace and Upgrade Field and Administrative Facilities						
ADA Improvements	$429,133	$862,731	$1,012,731	$1,212,731	$1,012,731	$4,530,057
Building and Facility Support	$8,609,650	$4,587,498	$3,712,498	$6,642,498	$2,572,498	$26,124,642
Fleet Maintenance Facility @ Zone 1	$404,785	$–	$–	$–	$–	$404,785
Paving/Patching at CLT Water Facilities	$260,000	$31,000	$31,000	$31,000	$31,000	$384,000
Sub-Total Field and Administrative Facilities	**$9,703,568**	**$5,481,229**	**$4,756,229**	**$7,886,229**	**$3,616,229**	**$31,443,484**
Enhance Security and Technology						
AMR Replacement Program	$11,000,000	$20,004,000	$20,004,000	$20,004,000	$20,004,000	$91,016,000
Charlotte Water Electrification Program	$407,000	$407,000	$407,000	$407,000	$407,000	$2,035,000
Control System Enhancements	$800,000	$700,000	$700,000	$600,000	$600,000	$3,400,000
GIS Facilities Mapping	$1,869,000	$1,945,450	$2,024,472	$1,991,200	$2,100,752	$9,930,874
LIMS Replacement	$20,000	$50,000	$100,000	$–	$–	$170,000
Real Estate & Asset Management	$500,000	$1,000,000	$1,000,000	$1,000,000	$600,000	$4,100,000
Security Improvements	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
Technology Improvements	$4,300,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$16,300,000
Unity Construct Capital Program	$733,155	$733,155	$733,155	$733,155	$468,154	$3,400,774
Utility Management System	$2,750,000	$2,010,000	$1,525,000	$510,000	$1,010,000	$7,805,000
Water and Wastewater WIMS Program	$100,000	$50,000	$30,331	$–	$–	$180,331
Web Portal Enhancements	$200,000	$100,000	$75,000	$75,000	$75,000	$525,000
Work and Asset Management System	$1,700,000	$928,000	$175,000	$75,000	$75,000	$2,953,000
Sub-Total Security and Technology	**$24,679,155**	**$31,227,605**	**$30,073,958**	**$28,695,355**	**$28,639,906**	**$143,315,979**
Rehabilitate and Improve Wastewater Infrastructure						
Briar Creek Relief Sewer-Phase IV	$11,742,733	$1,288,354	$–	$–	$–	$13,031,087
Interbasin Transfer Management Project	$1,382,716	$1,382,711	$1,381,341	$805,000	$–	$4,951,768
Large Diameter Sanitary Sewer Rehabilitation	$9,150,000	$9,150,000	$10,149,996	$10,149,996	$10,149,996	$48,749,988
Lift Station Improvements	$4,278,787	$1,393,807	$7,202,436	$6,447,937	$1,177,808	$20,500,775
Mallard Creek Basin Sanitary Sewer Improvements	$22,233,371	$25,930,663	$18,304,042	$17,816,959	$9,932,535	$94,217,570
Mallard Connector Main	$200,000	$–	$–	$–	$–	$200,000
Sani-Sewer Capacity Assurance	$2,500,000	$2,500,000	$2,500,000	$3,000,000	$3,000,000	$13,500,000
Sanitary Sewer Condition Based Needs Assessment	$1,525,800	$1,525,800	$1,525,800	$1,525,800	$1,525,800	$7,629,000
Sanitary Sewer Rehabilitation	$15,250,000	$15,250,000	$15,250,000	$15,250,000	$15,250,000	$76,250,000
Sewer Capacity Improvements	$5,000,000	$5,000,000	$1,000,000	$3,000,000	$3,000,000	$17,000,000
Toby Creek Basin Sewer Improvements	$10,060,000	$10,060,000	$60,000	$–	$–	$20,180,000
Trunk Sewer Stream Bank Repairs	$1,249,472	$1,249,472	$2,089,472	$2,089,472	$2,089,472	$8,767,360
WSACC RRRWWTP Expansion Program	$7,850,000	$550,000	$–	$–	$–	$8,400,000
Sub-Total Wastewater Infrastructure	**$92,422,879**	**$75,280,807**	**$59,463,087**	**$60,085,164**	**$46,125,611**	**$333,377,548**
Rehabilitate and Improve Water Infrastructure						
978 North-South Transmission Main	$200,000	$–	$–	$696,364	$5,112,727	$6,009,091
Elevated Water Storage Tank Rehabilitation	$1,705,000	$2,210,000	$1,615,000	$1,120,000	$1,025,000	$7,675,000

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Rehabilitate and Improve Water Infrastructure (continued)						
Idlewild Booster Pump Station Supply Main	$3,060,000	$–	$–	$–	$–	$3,060,000
Major Water Main Replacement & Rehabilitation	$23,700,000	$23,700,000	$23,700,000	$23,700,000	$23,700,000	$118,500,000
Valve Rehabilitation and Replacement	$–	$1,000,000	$2,000,000	$2,000,000	$2,000,000	$7,000,000
Water Distribution Design & Reliability Improvements	$3,500,000	$3,500,000	$3,500,000	$2,500,000	$2,500,000	$15,500,000
Water Distribution Elevated Storage Tanks	$10,072,498	$10,572,498	$7,322,498	$7,322,498	$405,831	$35,695,823
Water Distribution System Study	$480,785	$–	$–	$–	$–	$480,785
Water Transmission Improvement	$9,242,125	$4,401,770	$5,232,537	$1,065,815	$2,065,552	$22,007,799
Idlewild BPS Upgrade	$–	$–	$–	$–	$1,412,658	$1,412,658
Lee Dukes 36" WTM	$–	$–	$200,000	$400,000	$350,000	$950,000
Leak Detection and Repair Program	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$15,000,000
Northeast Water Transmission Program	$9,682,309	$24,593,976	$48,136,219	$44,950,642	$32,525,642	$159,888,788
Sub-Total Water Infrastructure	**$64,642,717**	**$72,978,244**	**$94,706,254**	**$86,755,319**	**$74,097,410**	**$393,179,944**
Construct Stowe Regional Water Resource Recovery Facility (WRRF)						
Belmont Lift Station and Force Main	$10,000,000	$22,000,000	$22,000,000	$16,027,388	$–	$70,027,388
Stowe Regional WRRF	$25,422,453	$5,522,000	$–	$–	$–	$30,944,453
Sub-Total Stowe Regional WRRF	**$35,422,453**	**$27,522,000**	**$22,000,000**	**$16,027,388**	**$–**	**$100,971,841**
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
McAlpine WWTP Biosolids Treatment Facilities Reliability	$13,874,000	$8,374,000	$7,974,000	$8,774,000	$174,000	$39,170,000
McAlpine WWTP Preliminary and Primary Treatment Facilities Improvements	$10,974,000	$10,174,000	$8,174,000	$10,174,000	$15,174,000	$54,670,000
Sub-Total McAlpine Creek WWTP	**$24,848,000**	**$18,548,000**	**$16,148,000**	**$18,948,000**	**$15,348,000**	**$93,840,000**
Expand WWTPs						
Mallard Creek WWTP Expansion & Improvement	$24,922,497	$10,922,497	$10,922,497	$18,122,497	$18,122,497	$83,012,485
Stowe Regional WRRF Expansion to 25 MGD	$–	$1,060,000	$6,124,000	$6,000,000	$–	
Sub-Total Mallard Creek WWTP	**$24,922,497**	**$11,982,497**	**$17,046,497**	**$24,122,497**	**$18,122,497**	**$96,196,485**
Improve WWTPs						
Ashe Plantation Phase II	$7,700,503	$226,489	$–	$–	$–	$7,926,992
Sugar Creek Pump Station/Preliminary Treatment Reliability Improvements	$1,443,938	$4,932,608	$1,299,518	$8,300,000	$8,300,000	$24,276,064
Wastewater Roofing Replacement Program	$1,000,000	$–	$–	$–	$–	$1,000,000
Water Treatment Plant Rehabilitation & Upgrades	$18,000,000	$18,000,000	$18,000,000	$18,000,000	$18,000,000	$90,000,000
WWTP Rehabilitation & Upgrades	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$14,000,000	$70,000,000
WWTP UV Disinfection System Improvements	$8,725,995	$7,770,000	$2,120,000	$–	$–	$18,615,995
McAlpine WRRF Re-rate and Capacity Enhancement	$–	$1,061,493	$804,857	$6,271,925	$7,656,160	$15,794,435
Sub-Total WWTPs	**$50,870,436**	**$45,990,590**	**$36,224,375**	**$46,571,925**	**$47,956,160**	**$227,613,486**
Upgrade Water Treatment Plants (WTPs)						
Lee S. Dukes WTP Expansion	$30,058,040	$75,689,800	$76,897,400	$78,205,300	$79,213,500	$340,064,040
Water Treatment Booster Pump Station Improvements	$2,025,000	$2,025,000	$2,025,000	$1,525,000	$1,525,000	$9,125,000
Water Treatment Plant Residuals	$5,153,636	$35,254,475	$3,345,808	$–	$–	$43,753,919
Sub-Total WTPs	**$37,236,676**	**$112,969,275**	**$82,268,208**	**$79,730,300**	**$80,738,500**	**$392,942,959**
Improve Franklin WTP						
Franklin WTP Electrical Upgrades	$1,700,000	$24,133,444	$25,000,133	$32,350,133	$4,766,289	$87,949,999
Franklin WTP Reliability Improvements Project	$1,180,181	$4,773,316	$8,177,945	$8,177,945	$5,484,796	$27,794,183
Franklin WTP Water Quality Improvement	$7,477,626	$2,348,359	$–	$–	$–	$9,825,985
Franklin WTP Clearwells	$–	$–	$–	$3,534,444	$2,850,556	$6,385,000
Sub-Total Franklin WTP	**$10,357,807**	**$31,255,119**	**$33,178,078**	**$44,062,522**	**$13,101,641**	**$131,955,167**

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Upgrade and Maintain McDowell Creek WWTP						
McDowell WWTP - Capacity Enhancement and Rehabilitation	$3,963,192	$6,234,348	$6,973,692	$414,636	$8,707,459	$26,293,327
Sub-Total McDowell Creek WWTP	**$3,963,192**	**$6,234,348**	**$6,973,692**	**$414,636**	**$8,707,459**	**$26,293,327**
Support Lead and Copper Program						
Lead and Copper Rule Revision	$1,054,205	$595,205	$250,000	$250,000	$250,000	$2,399,410
Sub-Total Support Lead and Copper	**$1,054,205**	**$595,205**	**$250,000**	**$250,000**	**$250,000**	**$2,399,410**
Relocate Water and Wastewater Infrastructure						
NCDOT Widening-Water	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$9,000,000
Sewer in Streets to be Widened	$1,950,000	$1,950,000	$1,950,000	$1,950,000	$1,950,000	$9,750,000
Sewer Mains for Transit Projects	$300,000	$300,000	$300,000	$2,000,000	$2,000,000	$4,900,000
Water Lines for Street Improvements	$2,520,000	$2,520,000	$2,520,000	$2,520,000	$2,520,000	$12,600,000
Water Mains for Transit Projects	$300,000	$300,000	$300,000	$2,000,000	$2,000,000	$4,900,000
Sub-Total Water and Wastewater Infrastructure	**$6,870,000**	**$6,870,000**	**$6,870,000**	**$10,270,000**	**$10,270,000**	**$41,150,000**
Install and Expand New Water and Sewer Service						
Developer Constructed Sewer Reimbursable	$1,960,047	$1,328,252	$1,328,252	$1,328,252	$513,000	$6,457,803
New Service Installations - Sewer	$10,700,000	$12,150,000	$13,500,000	$14,550,000	$16,100,000	$67,000,000
New Service Installations - Water	$16,100,000	$17,800,000	$18,600,000	$19,500,000	$21,900,000	$93,900,000
Street Main Extension - Sewer	$9,550,000	$9,850,000	$9,850,000	$10,100,000	$11,100,000	$50,450,000
Street Main Extension - Water	$7,200,000	$7,350,000	$7,350,000	$7,500,000	$7,750,000	$37,150,000
Water Meter Program	$2,700,000	$2,400,000	$2,100,000	$2,400,000	$2,700,000	$12,300,000
Sub-Total New Water and Sewer Service	**$48,210,047**	**$50,878,252**	**$52,728,252**	**$55,378,252**	**$60,063,000**	**$267,257,803**
TOTAL CHARLOTTE WATER EXPENDITURES	**$466,291,847**	**$536,913,712**	**$535,533,270**	**$553,429,995**	**$480,825,992**	**$2,572,994,816**

Storm Water Summary

STORM WATER SERVICES REVENUES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Storm Water Pay-As-You-Go	$46,000,000	$48,000,000	$47,000,000	$50,000,000	$51,000,000	$242,000,000
Revenue Bonds	$28,000,000	$27,000,000	$37,000,000	$35,000,000	$43,000,000	$170,000,000
Program Income	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
TOTAL STORM WATER REVENUES	**$77,000,000**	**$77,000,000**	**$86,000,000**	**$87,000,000**	**$96,000,000**	**$423,000,000**
STORM WATER SERVICES EXPENDITURES	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**TOTAL**
Improve Surface Water Quality						
Stream Restoration/Mitigation	$550,000	$850,000	$1,175,000	$1,150,000	$1,050,000	$4,775,000
Storm Water Pollution Control	$750,000	$750,000	$1,075,000	$1,200,000	$1,350,000	$5,125,000
Reedy Watershed Study Area	$500,000	$600,000	$750,000	$–	$–	$1,850,000
Coulwood Branch Stream Restoration	$500,000	$1,000,000	$200,000	$–	$–	$1,700,000
Colonial Pond	$500,000	$–	$–	$–	$–	$500,000
Robert L. Smith Park / Little Rock Pond	$650,000	$550,000	$–	$–	$–	$1,200,000
Sub-Total Mitigation Programs	**$3,450,000**	**$3,750,000**	**$3,200,000**	**$2,350,000**	**$2,400,000**	**$15,150,000**
Mitigate Impacts to Streams and Wetlands						
Stream Mitigation Bank	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
Post Construction Control Program	$2,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,000,000
Sub-Total Streams and Wetlands	**$3,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$11,000,000**
Improve Drainage for Storm Water						
Minor Storm Water Projects	$31,300,000	$23,431,000	$20,665,000	$22,725,000	$28,500,000	$126,621,000
Major Storm Water Projects	$5,200,000	$2,500,000	$1,950,000	$1,925,000	$10,925,000	$22,500,000
Comprehensive Neighborhood Improvement Program Projects	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Area Improvements						
6th & Graham SDIP	$–	$1,589,000	$175,000	$–	$–	$1,764,000
Altondale SDIP	$250,000	$550,000	$250,000	$1,600,000	$1,750,000	$4,400,000
Barncliff SDIP	$250,000	$250,000	$150,000	$100,000	$125,000	$875,000
Barrington SDIP	$–	$1,130,000	$1,160,000	$–	$–	$2,290,000
Bayswater SDIP (Valleyview)	$550,000	$200,000	$100,000	$1,400,000	$1,900,000	$4,150,000
Beckwith Meadow SDIP Ph 1	$5,000,000	$4,700,000	$–	$–	$–	$9,700,000
Bonnybrook Lane SDIP	$200,000	$250,000	$525,000	$275,000	$2,200,000	$3,450,000
Camp Greene/Freedom Drive SDIP	$200,000	$200,000	$–	$2,150,000	$200,000	$2,750,000
Chatham SDIP	$–	$3,500,000	$4,000,000	$4,500,000	$6,000,000	$18,000,000
Craighead/Tryon SDIP	$1,500,000	$2,900,000	$–	$–	$–	$4,400,000
Cricketeer SDIP	$100,000	$400,000	$1,000,000	2,000,000	3,000,000	$6,500,000
Crestmont Dr 4724 SDIP	$1,800,000	$2,400,000	$–	$–	$–	$4,200,000
Dobson 832 SDIP	$3,100,000	$–	$–	$–	$–	$3,100,000
East Boulevard SDIP	$500,000	$250,000	$1,100,000	$175,000	$200,000	$2,225,000
East 4th St SDIP	$400,000	$375,000	$150,000	$4,000,000	$8,800,000	$13,725,000
East Worthington Avenue SDIP	$250,000	$250,000	$200,000	$1,400,000	$2,300,000	$4,400,000
Eastway SDIP	$–	$2,275,000	$3,790,000	$–	$–	$6,065,000
Edgewater/Rosecrest SDIP	$–	$3,200,000	$8,100,000	$4,700,000	$–	$16,000,000
Elvis Drive SDIP	$1,500,000	$1,800,000	$–	$–	$–	$3,300,000
Farmer Street/Romare Bearden SDIP	$4,000,000	$–	$–	$–	$–	$4,000,000
Foxrun/Burtonwood SDIP	$–	$–	$2,000,000	$–	$–	$2,000,000
Hidden Valley SDIP	$–	$400,000	$200,000	2,000,000	4,075,000	$6,675,000
Interstate/Executive SDIP	$275,000	$150,000	$600,000	$100,000	$100,000	$1,225,000
Lanier Avenue SDIP	$250,000	$150,000	$2,000,000	3,000,000	$–	$5,400,000
Laurel SDIP	$–	$3,600,000	$4,650,000	$–	$–	$8,250,000
Lorna/Laburnum SDIP	$–	$150,000	$150,000	$1,400,000	$5,600,000	$7,300,000
Magnolia/Winthrop SDIP	$3,100,000	$–	$–	$–	$–	$3,100,000
Manchester SDIP	$200,000	$100,000	$450,000	$100,000	$100,000	$950,000
Manor SDIP	$100,000	$150,000	$900,000	$1,400,000	$–	$2,550,000
Marlowe SDIP	$200,000	$200,000	$300,000	$1,050,000	$3,150,000	$4,900,000
Perth/Milton SDIP	$–	$200,000	$1,400,000	$1,800,000	$500,000	$3,900,000

Storm Water Summary (continued)

STORM WATER SERVICES EXPENDITURES	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Area Improvements (continued)						
Princeton/Hastings SDIP	$275,000	$600,000	$3,400,000	$2,800,000	$–	$7,075,000
Queens SDIP	$300,000	$–	$4,800,000	$4,250,000	$1,400,000	$10,750,000
Queens/Westfield SDIP	$200,000	$250,000	$2,900,000	$3,000,000	$2,700,000	$9,050,000
Reece SDIP	$–	$–	$2,400,000	$1,500,000	$–	$3,900,000
Riverbend SDIP	$2,000,000	$2,500,000	$–	$–	$–	$4,500,000
Severn (Sunnyvale) SDIP	$3,400,000	$5,000,000	$1,700,000	$–	$–	$10,100,000
Shamrock Drive SDIP	$–	$–	$4,000,000	$4,100,000	$–	$8,100,000
Shamrock Gardens SDIP	$2,100,000	$3,200,000	$800,000	$–	$–	$6,100,000
Sunview/Telfair SDIP	$250,000	$500,000	$475,000	$2,500,000	$2,075,000	$5,800,000
Tennessee Avenue SDIP	$–	$200,000	$200,000	$2,000,000	$1,700,000	$4,100,000
Toomey Avenue SDIP	$650,000	$550,000	$3,000,000	$4,000,000	$3,600,000	$11,800,000
Valleybrook SDIP	$150,000	$450,000	$650,000	$–	$–	$1,250,000
Wheelock/Colony SDIP	$500,000	$250,000	$10,000	$200,000	$200,000	$1,160,000
Sub-Total Drainage	**$70,550,000**	**$71,250,000**	**$80,800,000**	**$82,650,000**	**$91,600,000**	**$396,850,000**
TOTAL STORM WATER EXPENDITURES	**$77,000,000**	**$77,000,000**	**$86,000,000**	**$87,000,000**	**$96,000,000**	**$423,000,000**

PAY-AS-YOU-GO (PAYGO)

CITY OF CHARLOTTE

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Purchase Vehicles for City Operations

This funding reimburses the Municipal Debt Service Fund for annual capital equipment purchases, such as police cars, fire trucks, and solid waste trucks, over a rolling five-year repayment period.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$28,434,798	$31,618,644	$34,020,521	$35,327,846	$36,311,612	$165,713,421
Total	**$28,434,798**	**$31,618,644**	**$34,020,521**	**$35,327,846**	**$36,311,612**	**$165,713,421**

Maintain City-Owned Facilities

This funding supports the maintenance and improvement of city-owned facilities. Maintenance items are prioritized across city departments based on need, urgency, and efficiency. Upgrades could include security upgrades, building system repairs, or new carpet and paint. Additionally, $5,500,000 in funding is available through installment financing in FY 2027 to support other, capital-eligible efforts such as replacement of roofs and mechanical systems at city-owned facilities.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$5,452,987	$4,105,323	$3,435,842	$3,541,814	$4,003,982	$20,539,948
Total	**$5,452,987**	**$4,105,323**	**$3,435,842**	**$3,541,814**	**$4,003,982**	**$20,539,948**

Enhance Innovation and Technology Assets

This funding will ensure the city's technology network remains secure, hardware is replaced at the end of its useful life, and the city's backup systems are replaced with higher-performing and more secure solutions to ensure business continuity.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$12,250,000
Total	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$12,250,000**

Support Environmental Services Program

This program supports environmental expenses incurred by the city as an owner of property and facilities. The State of North Carolina and the United States Environmental Protection Agency govern much of the required work, including maintenance of former landfills, underground storage tanks, environmental property audits, and environmental remediation.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$1,000,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
Total	**$1,000,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$3,000,000**

Replace Trees in Right-of-Way

This funding replaces trees along public streets and rights-of-way to support policy objectives in the City Council-adopted Charlotte Future 2040 Comprehensive Plan and Urban Forest Master Plan. This program is intended to support street tree planting and maintenance to help ensure the city retains the ecosystem benefits and character that the tree canopy provides. This funding is planned to come from the Mobility PAYGO program beginning in FY 2028.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$1,000,000	$–	$–	$–	$–	$1,000,000
Mobility PAYGO	$–	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$6,000,000
Total	**$1,000,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$7,000,000**

Advance the Strategic Energy Action Plan

This funding supports the Council-adopted Strategic Energy Action Plan (SEAP) and provides funds for non-capital sustainability efforts such as energy-use analysis of city-owned facilities. Existing PAYGO funding from prior years will be utilized to meet planned needs in FY 2027. Additionally, $2,500,000 in is available through installment financing in FY 2027 to support other, capital-eligible efforts such as building retrofits, which could include solar panel installations or electric vehicle charging infrastructure at city-owned facilities.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$–	$250,000	$250,000	$250,000	$250,000	$1,000,000
Total	**$–**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**

Support Americans with Disabilities Act Program

This program remediates identified barriers to the federal Americans with Disabilities Act (ADA) in city-owned facilities. PAYGO funds are provided for improvements that are not eligible for debt funding. Existing PAYGO funding from prior years will be utilized to meet planned needs in FY 2027. Additionally, $3,000,000 of funding is available through installment financing in FY 2027 to support other, capital-eligible efforts such as altering travel paths and bathrooms at city-owned facilities.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$–	$300,000	$300,000	$300,000	$300,000	$1,200,000
Total	**$–**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,200,000**

Community Investment Contingency

This program will provide contingency funding for unforeseen critical needs or other capital investment opportunities that may arise in FY 2027.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$250,000	$–	$–	$–	$–	$250,000
Total	**$250,000**	**$–**	**$–**	**$–**	**$–**	**$250,000**

Support Innovative Housing

The Innovative Housing program provides funds for programs such as urgent repair, home ownership counseling, affordable housing placement through a partnership with Housing Collaborative, supportive housing services through a partnership with United Way of Greater Charlotte, rental and utility assistance, and legal and professional services.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$1,500,000	$–	$–	$–	$–	$1,500,000
Total	**$1,500,000**	**$–**	**$–**	**$–**	**$–**	**$1,500,000**

Enhance Management of Public Spaces

This funding will be used to maintain and improve city-owned civic spaces such as pocket parks, plazas, and courtyards across the city. This will supplement General Services' operating funding for landscape management to ensure these spaces remain safe and welcoming to the city's residents and visitors.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$250,000	$–	$–	$–	$–	$250,000
Total	**$250,000**	**$–**	**$–**	**$–**	**$–**	**$250,000**

Support Naturally Occurring Affordable Housing

This program expands opportunities for low-income households to live in high-quality Naturally Occurring Affordable Housing (NOAH) developments by creating new long-term rental subsidies for households earning up to 30 percent of the area median income (AMI) that do not have existing vouchers or other rent subsidies. Program funding is used to pay the difference annually between what the household can afford (30 percent of income) and the lesser of the property's asking rent or Fair Market Rent.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$750,000	$750,000	$750,000	$750,000	$750,000	$3,750,000
Total	**$750,000**	**$750,000**	**$750,000**	**$750,000**	**$750,000**	**$3,750,000**

Replace Radios

Radios are critical communication infrastructure that enable first responders and other city employees to communicate and coordinate responses during emergencies and regular operations. This FY 2027 funding supports replacement of radios necessary for Charlotte Fire and Charlotte-Mecklenburg Police Department operations.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$5,200,000	$5,200,000	$5,200,000	$5,200,000	$5,200,000	$26,000,000
Total	**$5,200,000**	**$5,200,000**	**$5,200,000**	**$5,200,000**	**$5,200,000**	**$26,000,000**

Purchase and Replace Police Take-Home Vehicles

Take-home vehicles have been shown to be a significant contributor to officers' job satisfaction, and are consistently ranked as a top priority for officer recruitment and retention. Over the past several years, the city has expanded CMPD's fleet of patrol vehicles to increase the number of take-home vehicles available for eligible officers. The Proposed FY 2027 Budget includes funding for an additional 35 vehicles, and this program provides dedicated funding for the purchase and replacement of take-home vehicles for eligible police officers and sergeants. To be eligible for this program, officers or sergeants must be either: 1) assigned to a patrol division, have a primary residence within CMPD's jurisdiction, and be employed by the department for a minimum of three years, or 2) be assigned to a specialized unit that requires a take-home vehicle to perform job duties.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$2,450,000	$12,250,000
Total	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$2,450,000**	**$12,250,000**

Support Public Safety Technology

This program provides funding for replacement and upgrade of technology and communications equipment used by the police and fire departments, such as modems and routers in vehicles, cameras, license plate readers, and 911 systems.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$2,950,000	$2,950,000	$2,950,000	$2,950,000	$2,950,000	$14,750,000
Total	**$2,950,000**	**$2,950,000**	**$2,950,000**	**$2,950,000**	**$2,950,000**	**$14,750,000**

Support Neighbors Building Neighborhoods

This funding supports the expansion of a place-based approach that brings city, county, and community partners together with neighborhood leadership to address shared priorities, including public safety, neighborhood conditions, community development, and youth opportunities, in a coordinated way. With this funding, efforts similar to the Neighbors Building Neighborhoods initiative underway in the vicinity of Catherine Simmons Avenue will be advanced in other areas of the city.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Total	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,500,000**

Support Alternatives to Violence

This funding extends support for the Alternatives to Violence (ATV) program along Beatties Ford Road while a long-term sustainability plan is developed. ATV works to stop violence using a public health model with three primary strategies: detecting and interrupting conflicts; identifying and treating individuals at high risk of involvement in violence; and changing social norms that exacerbate violence in the community.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$750,000	$–	$–	$–	$–	$750,000
Total	**$750,000**	**$–**	**$–**	**$–**	**$–**	**$750,000**

Trim and Remove Trees in Right-of-Way

As the city's tree canopy in rights-of-way ages and experiences loss due to storm damage, this funding supports the proactive pruning of trees before they become a hazard, as well as the rapid response to remove downed trees and limbs in rights-of-way. An additional $2,052,136 in funding is included in the Mobility PAYGO program, and all Trim and Remove Trees funding is planned to come from the Mobility PAYGO program beginning in FY 2028.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$400,000	$–	$–	$–	$–	$400,000
Mobility PAYGO	$2,052,136	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,052,136
Total	**$2,452,136**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,452,136**

PAYGO
Safe Communities

Offer In Rem Remedy

The In Rem Remedy program provides funds for the demolition of residential properties due to safety or blight issues. Existing PAYGO funding from prior years will be utilized to meet planned needs in FY 2027.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$–	$250,000	$250,000	$250,000	$250,000	$1,000,000
Total	**$–**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**

Improve Cultural Facilities

This funding is transferred to the Tourism Operating Fund and used to repair, maintain, and make debt service payments on cultural arts and entertainment facilities that are owned and maintained by the city.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$15,024,827	$15,475,572	$15,939,839	$16,418,034	$16,910,575	$79,768,847
Total	**$15,024,827**	**$15,475,572**	**$15,939,839**	**$16,418,034**	**$16,910,575**	**$79,768,847**

Support Business District Organizations/Main Street

These programs will support small businesses in commercial corridors and activity centers by providing tools and programs that build small business capacity. Together these programs will provide a coordinated framework for strengthening neighborhood business districts and building long-term capacity for small business-led revitalization across the city.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000
Total	**$600,000**	**$600,000**	**$600,000**	**$600,000**	**$600,000**	**$3,000,000**

Support Mobility+ Initiatives

This funding will support programming in the Skilled to Build framework to proactively build workforce and small businesses capacity alongside the city's increased capital transportation investments. Examples of programming supported by these funds include investments in business and workforce readiness programs; small business and workforce training demonstrations to prepare local businesses to capitalize on business opportunities; and comprehensive outreach events for small businesses that include city experts on the vendor registration and certification process.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$5,950,000	$–	$–	$–	$–	$5,950,000
Total	**$5,950,000**	**$–**	**$–**	**$–**	**$–**	**$5,950,000**

PAYGO
Workforce and Business Development

Support Road to Hire

This funding supports the expansion of the Road to Hire Program, a public-private partnership among the city and local partners in and around Charlotte. Beginning in FY 2027, 1,000 students from Title I schools in the Corridors of Opportunity will participate in the program over the next five years. Participants will receive a college education, including room and board, at no cost, as well as career coaching, internships, and fellowships to gain real-world experience before graduating college.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$7,500,000
Total	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$7,500,000**

Revitalize Business Corridors

The Business Matching Grant program provides commercial businesses within specific geographies the opportunity to apply for façade, security, and brownfield improvements grants. These program funds are used to provide 50 percent matching grants. Eligible areas may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$500,000	$–	$–	$–	$–	$500,000
Total	**$500,000**	**$–**	**$–**	**$–**	**$–**	**$500,000**

Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) Payments

This funding represents payments to various developers with whom the city has previously entered into STIG and BIG agreements. This funding represents PAYGO's share of the costs based on the proportion of property tax revenue that the PAYGO Fund receives.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$54,046	$702,685	$374,168	$410,368	$461,209	$2,002,476
Total	**$54,046**	**$702,685**	**$374,168**	**$410,368**	**$461,209**	**$2,002,476**

PAYGO
Workforce and Business Development

Fund Cultural Facility STIGs

This funding represents debt service payments on the Levine Center for the Arts development, which includes the Harvey B. Gantt Center for African American Arts + Culture, the Bechtler Museum of Modern Art, the Mint Museum Uptown, and the Knight Theater. Construction of these facilities, which opened in 2010, was funded through a combination of financing sources, including tourism revenues, private donations, and a STIG.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
PAYGO	$89,084	$89,084	$89,084	$89,084	$89,084	$445,420
Total	**$89,084**	**$89,084**	**$89,084**	**$89,084**	**$89,084**	**$445,420**

MOBILITY PAY-AS-YOU-GO (PAYGO)

Proposed FY 2027 Budget

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Replace Trees in Right-of-Way

This funding replaces trees along public streets to support policy objectives in the City Council-adopted Charlotte Future 2040 Comprehensive Plan and Urban Forest Master Plan. This program is intended to support street tree planting and maintenance to help ensure the city retains the ecosystem benefits and character that the tree canopy provides. $1 million in funding is available in general PAYGO for this program in FY 2027, and all Replace Trees funding is planned to come from the Mobility PAYGO program beginning in FY 2028.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$–	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$6,000,000
General PAYGO	$1,000,000	$–	$–	$–	$–	$1,000,000
Total	**$1,000,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$7,000,000**

Repair City-Owned Parking Lots/Decks

The projects within this program seek to ensure city-owned parking lots and parking decks are structurally safe and in good repair. Projects could include concrete repairs, paint re-striping, or structural repairs.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,500,000
Total	**$500,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$4,500,000**

Maintain Government Center Parking Deck

This program keeps the Charlotte-Mecklenburg Government Center parking deck structurally safe and in good repair. Projects could include concrete repairs, structural repairs, or lighting upgrades.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Total	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,000,000**

Renovate Median Landscapes

This funding supports the ongoing maintenance and renovation of medians in city streets. Renovation or replacement may be required when a vehicle crash or weather event damages median shrubs, trees, or grasses.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$200,000	$250,000	$250,000	$250,000	$250,000	$1,200,000
Total	**$200,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,200,000**

Trim and Remove Trees in Right-of-Way

As the city's tree canopy in rights-of-way ages and experiences loss due to storm damage, this funding supports the proactive pruning of trees before they become a hazard, as well as the rapid response to remove downed trees and limbs in rights-of-way. An additional $400,000 in funding is included in the general PAYGO program in FY 2027, and all Trim and Remove Trees funding is planned to come from the Mobility PAYGO program beginning in FY 2028.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$2,052,136	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,052,136
General PAYGO	$400,000	$–	$–	$–	$–	$400,000
Total	**$2,452,136**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,452,136**

Contribute to Gold Line Operating Costs

This transfer to is based on the anticipated cost of operations for Phase I and Phase II of the CityLYNX Gold Line. Phase I of the rail line is 1.5 miles with six-stops and opened for service in 2015. Phase II is an additional 2.5 miles, creating a total rail line of four miles. 50 percent of this total is planned to be transferred to the CATS Operating Fund, and the remaining 50 percent is planned to be transferred to the Metropolitan Public Transportation Authority to account for the planned transfer of CATS operations on January 1, 2027.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$5,447,864	$–	$–	$–	$–	$5,447,864
Total	**$5,447,864**	**$–**	**$–**	**$–**	**$–**	**$5,447,864**

Conduct Mobility Project Feasibility, Development, Engagement, and Innovation

This funding supports the necessary scaling up and acceleration of the sales tax-supported increase in the transportation capital program. On-going project development activities will include early-stage transportation planning, engineering, design, and feasibility to select transportation projects for future dedicated funding. In addition, this funding will support expanded community and business engagement programs and tools for transportation project selection, prioritization, and technical skill training for project delivery. It will fund enhanced project management and communication tools and technology for project dashboards, reporting, accountability, and public transparency, and pilot innovative mobility initiatives in areas of data analysis, traffic management, and safety.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$7,000,000	$4,150,000	$4,354,000	$4,562,080	$4,774,322	$24,840,402
Total	**$7,000,000**	**$4,150,000**	**$4,354,000**	**$4,562,080**	**$4,774,322**	**$24,840,402**

Purchase Transportation Equipment

This program funding allows for the purchase and modernization of transportation-related equipment, including parking meters, signage, handheld printers, and automated license plate readers.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Total	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

Support State Partnerships

This funding will support city-state partnerships on transportation projects led by the North Carolina Department of Transportation. Examples include betterments to city-maintained sidewalk, bicycle facility, and right-of-way infrastructure connected to state projects.

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Mobility PAYGO	$–	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,000,000
Total	**$–**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$4,000,000**

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ADVANCED PLANNING & DESIGN PROGRAM

Proposed FY 2027 Budget

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Advanced Planning and Design Program

Program Description

Funding for advanced planning and design is used to evaluate high-priority projects for potential future funding. Advanced feasibility and planning work helps define project scopes, which results in more precise cost estimates and more informed project selections.

The feasibility of a project is continually assessed as it moves through the planning phase. If the project remains feasible after completing initial planning evaluation, the project will enter the design phase, where it will continue to be assessed for feasibility. After planning and design phases have produced a cost estimate, which may take 12 to 18 months, total project funding will be considered for inclusion in a future budget. This work creates a "project pipeline" and a pool of potential projects for future funding.

Program Funding

In FY 2020, $20,000,000 of funding was made available for advanced planning and design from the Municipal Debt Service Fund. The initial funding amount was determined based on analysis of actual planning and design costs from recently completed facility and transportation projects. The program was designed to be reimbursed as projects are permanently financed; however, funds may need to be added to the program to reimburse a project explored that is later determined not to be feasible. Funding may also need to be added to the program if reimbursements from GO Bonds, which only occur every other year, do not align with current-year project needs.

The Proposed FY 2027 - 2031 Capital Investment Plan includes the addition of $5,000,000 to the Advanced Planning and Design Program in FY 2027 to support the ongoing increase in capital mobility investments supported by the PAVE Act sales tax. These funds will expand the development and design pipeline for transportation projects to ensure a steady stream of projects are readily available for implementation through the Transportation and Neighborhood Bond programs. Any further need for additional funding will be assessed in the development of future budgets, and any additional funding appropriations will require City Council approval.

Project Selection Process

Projects are proposed for inclusion in the Advanced Planning and Design Program based on a staff prioritization and selection process. No Advanced Planning and Design Program funding is spent on any project until the project is included in the Budget Book as part of the Annual Budget Process.

The staff project prioritization and selection process is unique to the type of project (transportation, economic development, facility, etc.) but in general, each project proposed for inclusion in the Advanced Planning and Design Program is one of the highest priority projects identified by staff. Specific projects, or the need for a solution to an existing problem in an area, have often been identified in master planning documents. Most planning documents go through a long development process, involve community engagement, and are ultimately approved by City Council. Examples of prioritization criteria by type of project are provided below.

Transportation Projects

- Based on foundational mobility policies, such as building complete streets and a more connected mobility network for all users, and City Council-adopted master plans including: The Strategic Mobility Plan and Charlotte Streets Map. Potential projects are evaluated and scored on safe and equitable mobility criteria.

Facility Projects

- Based on master plans, which are often specific to departments, such as the Fire Facilities Master Plan and the Police Strategic Facilities Plan.
- Potential new facility projects are often prioritized in master plans by operational needs such as analysis of call load and response times, population growth, or geographic efficiency to reduce drive time.
- Potential facility replacement, relocation, or renovation projects are evaluated based on condition of the facility and building systems, anticipated maintenance and repairs, space limitations, highest and best use of land, and/or functional efficiency. Each facility receives a Facility Condition Index rating, an industry standard measure that describes the condition of each building General Services maintains, and an estimate of deferred maintenance dollars.

Economic Development Projects

- Based on existing city plans and anticipated future private investment. Potential projects are evaluated based on timing and opportunity to leverage public/private partnerships.

Status of Existing Projects

The status of projects previously added to the Advanced Planning and Design Program are outlined in the table below.

Project Name	Council District	Year Added	Status
Upgrade Existing Animal Care and Control Facility or Build New Facility	District 3	FY 2020	Funding was appropriated in FY 2022 to complete Phase Two facility upgrades, which were completed in FY 2025. $7.5 million was reserved in the FY 2026 budget to deliver on Phase Three of the facility plan once it reached 30% design, with an additional $22.5 million planned for investment from FY 2027 - 2029. 30% Design was completed in 2026 on an approximately 30,000 square-foot satellite adoption center that will include dog kennels and dedicated space for cats, small pets, and kittens. The adoption center will be located on city-owned property at 5400 South Tryon Street. Funding for this facility is included in the Other Sources schedule.
Helicopter Hangar	District 3	FY 2024	The Charlotte-Mecklenburg Police Department (CMPD) Helicopter Hangar is currently located on CLT Airport property. The existing hangar is in conflict with future airfield development plans and needs to relocate. In FY 2025, 11.79 acres were acquired off of Woodridge Center Drive in District 3 for the site of the future Helicopter Hangar. 30% Design on the facility was completed in 2026, and funding for the facility is included in the Other Sources schedule.
Relocate the Asset Recovery and Disposal (ARD)/ Commissioning and Decommissioning (CDC) Facility	District 3	FY 2022	An existing Airport facility has been identified as a suitable location for ARD/CDC, and operations are planned to relocate to the new facility in FY 2027. The new facility is expected to require minimal renovations to accommodate ARD/CDC. Maintain City-Owned Facilities funding in PAYGO may be used for minor upfitting, if required.

Status of Existing Projects (continued)

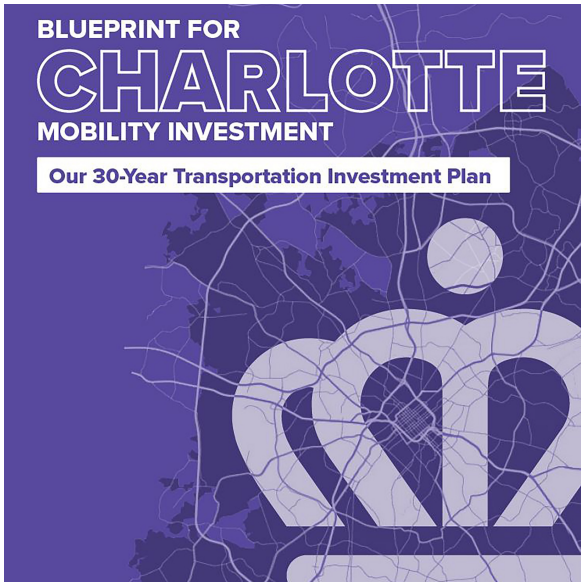
Project Name	Council District	Year Added	Status
Charlotte Gateway Station Development	District 2	FY 2022	The Charlotte Gateway Station project is broken into two phases: Phase One, which is complete, included construction of the bridges, tracks, signals, and platform infrastructure; and Phase Two, which includes the Amtrak Station, CATS' Bus Facility, and a mixed-use development. The mixed-use development, in which the city will partner with a private developer, is being coordinated by Economic Development and is in the early planning phase. By maintaining the project in the Advanced Planning Program, funding is available to continue exploring early-stage development needs that could include planning, conceptual design, contracted work for financial analysis or legal consultation, or similar activities.
The Loop	District 6	FY 2022	The SouthPark Comprehensive Neighborhood Improvement Program funded the completion of a Framework Plan and cost estimate. This project is intended to be a public/private partnership; maintaining this project in the Advanced Planning Program allows for design to immediately begin, if necessary, on any connector sections of The Loop that the city will need to construct between segments constructed by private investment.
Solid Waste Transfer Station	TBD	FY 2025	The city is exploring opportunities to collaborate with Mecklenburg County's Solid Waste and Recycling Division on a Solid Waste Transfer Station. Transfer Stations improve efficiency in garbage collection, reduce vehicle wear and tear, cut fuel consumption, and help manage increased waste from Charlotte's growing population. Previously-appropriated land acquisition funds are available to acquire property, if necessary.
Commercial Burn Building	District 3	FY 2026	This project would construct a Commercial Burn Building to simulate the conditions of commercial buildings, such as multiple floors, different types of rooms, and potential hazards, to allow for more efficient training for emergencies in commercial settings. The project is currently being assessed for feasibility at the Police and Fire Training Academy at 1770 Shopton Road, and 30% Design is anticipated in FY 2027. Planned FY 2028 - FY 2031 funding in the "Construct Fire Facilities" program would be used to complete design and construction of this facility if it is ultimately determined to be feasible.

FY 2027 Additions

In FY 2027, three new projects are included in the Advanced Planning and Design Program. The projects are outlined below and contain a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Big Moves 2030

The Proposed 2026 Bond includes $100 million to advance seven large-scale, multimodal projects identified to deliver transformational transportation impact across Charlotte through the newly-established "Big Moves" program. These seven Big Moves projects are in various stages of planning and design, and their inclusion in Advanced Planning and Design program positions the city to act quickly and continue progress on the projects in advance of the 2026 Bond referendum in November.



Update Fire Facilities Master Plan

The 2020 Fire Facilities Master Plan assessed the condition and function of Fire's existing facilities, as well as call load and response times, to determine the highest priority new construction and renovation projects to ensure continuity of exceptional service by the Charlotte Fire Department

This program will be a collaboration between the Fire Department and city engineers to update the Fire Facilities Master Plan based on current facility conditions and updated response time pressures from Charlotte's growth over the last six years. Construction and renovation projects that emerge from this plan will be prioritized and funded from the "Construct Fire Facilities" program, and funding is reserved in the FY 2028 - FY 2031 planned amounts in this program for these potential needs.

Update Police Facilities Master Plan

In 2010 city began processes of converting nine leased division stations to permanent, city-owned facilities. Since then, eight new city-owned division stations have been constructed, and the final leased station is planned to transition when Northwest Division is complete (anticipated in 2027).

In this time Charlotte's growth has created new challenges and opportunities for CMPD. This program will complete a new Police Facilities Master Plan through collaboration between the Police Department and city engineers, including an assessment of two new division stations, expansion opportunities at existing facilities, and renovation or refurbishment needs of existing facilities.

WELL-MANAGED GOVERNMENT

Proposed FY 2027 Budget

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Construct Capital Building Improvements

Project Description

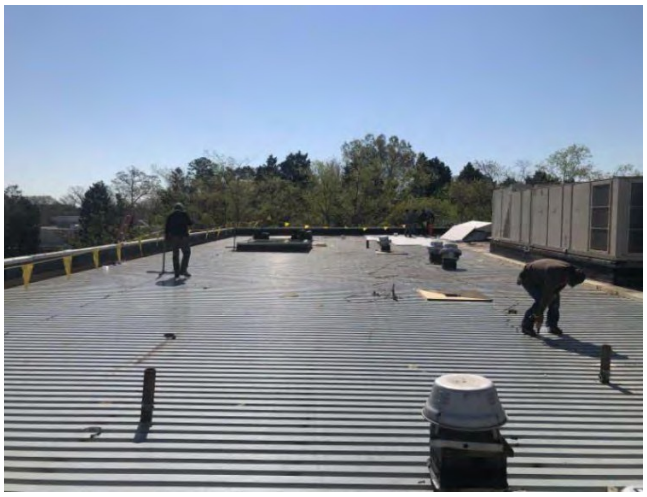
This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. Additionally, $5,452,987 in PAYGO funding is available in FY 2027 to support other, non-capital building maintenance needs such as carpet replacement and painting.

Department General Services

Location TBD

Council District TBD

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$5,500,000	$5,500,000	$5,000,000	$5,000,000	$5,000,000	$26,000,000
Total	**$5,500,000**	**$5,500,000**	**$5,000,000**	**$5,000,000**	**$5,000,000**	**$26,000,000**
Five-Year Prior Program Appropriations						**$23,387,806**
Grand Total						**$49,387,806**

Implement ADA Transition Plan in Facilities

Project Description

This program is intended to remediate barriers in city-owned facilities as a result of a third-party assessment for compliance with the federal Americans with Disabilities Act (ADA) standards. The assessment identified barriers and recommended a timeline of 15 years to meet ADA compliance. This funding will be utilized in city-owned facilities occupied by General Fund departments; additional funding will be provided by Enterprise Funds and hospitality funds to remediate barriers in their respective city-owned facilities. The $3.0 million of Other Sources funding in FY 2027 continues the ongoing program to address capital ADA compliance projects. Previously-appropriated PAYGO funding remains available to support other, non-capital ADA compliance projects.

Department General Services and Community Relations

Location TBD

Council District TBD

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000
Construction	$2,400,000	$2,400,000	$2,400,000	$2,400,000	$2,400,000	$12,000,000
Total	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$15,000,000**
Five-Year Prior Program Appropriations						**$12,000,000**
Grand Total						**$27,000,000**

Increase Building Sustainability

Project Description

This funding supports the advancement of the City Council-adopted Strategic Energy Action Plan (SEAP). One of the three priorities outlined in the SEAP is that the city will strive to source 100 percent of energy use in city-owned buildings and fleet from zero-carbon sources by 2030. This funding provides for building retrofits, which may include solar panel installations on solar-ready facilities. Prioritization of sustainable building retrofits is based on energy cost savings analysis over the life of the facility and impact on environment and public health. SEAP funding will also enhance the city's charging infrastructure for electric vehicles and expand charging opportunities to additional city locations. Previously approved PAYGO funding also remains available in FY 2027 to support other, non-capital sustainability efforts such as energy-use analysis of city-owned facilities.

Department Special Initiatives

Location Various City-Owned Facilities

Council District TBD

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Construction	$2,300,000	$2,300,000	$2,300,000	$2,300,000	$2,300,000	$11,500,000
Total	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$12,500,000**
Five-Year Prior Program Appropriations						**$15,500,000**
Grand Total						**$28,000,000**

Complete Gender Equity Improvement in Fire Facilities

Project Description

The Fire Facilities Master Plan outlined the need to address gender equity in restrooms and exercise rooms within existing firehouses. Thirteen firehouses were identified for further evaluation in the Firehouse Gender Equity Study; five of the thirteen firehouses are planned for future replacement, so no further action is currently recommended. Gender equity retrofits at Firehouses 2 were completed in FY 2025, Firehouse 22 retrofits are expected to be complete in the first quarter of calendar year 2027, and retrofits at Firehouse 12 are currently being planned. FY 2027 funding will advance these projects at Firehouses 22 and 12.

Department Fire

Location Firehouse 22 at 1917 W Sugar Creek Road and Firehouse 12 at 420 Inwood Drive

Council District 1

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Construction	$450,000	$450,000	$450,000	$450,000	$450,000	$2,250,000
Total	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,500,000**
Five-Year Prior Program Appropriations						**$4,700,000**
Grand Total						**$7,200,000**

Complete Animal Care and Control Adoption Facility

Project Description

As part of the FY 2025 Budget, City Council dedicated $30 million of planned future funding for a new Animal Care and Control Adoption Center. While the facility remained in the Advanced Planning and Design Program in FY 2026, the FY 2026 Budget appropriated $7.5 million to advance the project when the adoption center reached 30% design. The facility completed 30% design mid-FY 2026 and will consist of approximately 30,000 square feet of dog kennels; dedicated space for cats, small pets, and kittens; and administrative space. The adoption center will be located on city-owned property at 5400 South Tryon Street.

Department General Services

Location 5400 South Tryon Street

Council District 3

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$500,000	$–	$–	$–	$–	$500,000
Construction	$11,428,000	$10,437,000	$–	$–	$–	$21,865,000
Public Art	$72,000	$63,000	$–	$–	$–	$135,000
Total	**$12,000,000**	**$10,500,000**	**$–**	**$–**	**$–**	**$22,500,000**
Five-Year Prior Program Appropriations						**$7,500,000**
Grand Total						**$30,000,000**

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GREAT NEIGHBORHOODS

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Create and Preserve Affordable Housing

Project Description

This program supports the preservation and creation of safe, quality, and affordable housing for low- and moderate-income households throughout Charlotte. This voter-approved funding leverages other public, private, and non-profit dollars to increase the supply and accessibility of housing in the community. The Proposed FY 2027 - FY 2031 Capital Investment Plan increases the planned steady state for Housing Bonds to $100 million, and includes a one-time increase in the 2026 Bond to $125 million, the highest affordable Housing Bond in Charlotte's history.

Department Housing and Neighborhood Services

Location TBD

Council District TBD

Priority Area Great Neighborhoods



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Affordable Housing Payments	$125,000,000	$–	$100,000,000	$–	$100,000,000	$325,000,000
Total	**$125,000,000**	**$–**	**$100,000,000**	**$–**	**$100,000,000**	**$325,000,000**
Five-Year Prior Project Appropriation						**$150,000,000**
Grand Total						**$475,000,000**

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SAFE COMMUNITIES

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Construct Fire Facilities

Project Description

This program provides funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire. The 2020 Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance requirements, and analyzing call load and response times. This funding is intended to complete Fire's highest-priority needs.

To date this multi-year program has funded construction of a replacement of Firehouse 11, an all-electric replacement of Firehouse 30, a new infill Firehouse 45 in the Hidden Valley neighborhood, a new infill Firehouse 46 on Miranda Road, and temporary and permanent firehouses in the River District area off Dixie River Road. Sleeping quarter expansions to Firehouse 20 are included in this program to accommodate a new ladder company that was added in FY 2025. This program has also funded new fire trucks necessary to expand service areas.

The FY 2027 Proposed Budget adds an update to the Fire Facilities Master Plan to the Advanced Planning and Design Program to prioritize future Fire facility construction needs. Facility construction and renovation projects that emerge from that plan will be prioritized and funded from this program, and funding has been reserved in the FY 2028 - FY 2031 planned amounts to advance potential future projects.

Department Fire

Location Firehouse 20 Expansion, located at 9400 Nations Ford Road
New infill Firehouse 46, located at 4032 Miranda Road
Permanent Infill Firehouse 44 in the River District off Dixie River Road

Council District 3 and Adjacent to District 2

Priority Area Safe Communities



Infill River District Firehouse Mass Timber Rendering

Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$3,450,000	$3,900,000	$5,250,000	$3,750,000	$3,750,000	$20,100,000
Construction	$7,981,000	$9,022,000	$12,145,000	$8,675,000	$8,675,000	$46,498,000
Public Art	$69,000	$78,000	$105,000	$75,000	$75,000	$402,000
Total	**$11,500,000**	**$13,000,000**	**$17,500,000**	**$12,500,000**	**$12,500,000**	**$67,000,000**
Five-Year Prior Program Appropriations						**$88,600,000**
Grand Total						**$155,600,000**

Purchase Fire Turnout Gear

Project Description

This project provides funding for the purchase and replacement of structural firefighting turnout gear for the Fire Department. Turnout gear includes coats, pants, boots, helmets, gloves, and hoods that protect firefighters from extreme heat, hazardous materials, and other life-safety risks encountered during emergency response operations. The Charlotte Fire Department operates under nationally recognized safety standards, including those of the National Fire Protection Association which require regular inspection, cleaning, and replacement of gear to ensure firefighter safety. Turnout gear has a recommended service life of 10 years, and increased call volume, training demands, and exposure to contaminants often require earlier replacement for frontline personnel. This investment supports the city's commitment to maintaining a safe, well-equipped fire service. By sustaining a regular replacement cycle, the project enhances operational readiness, reduces workplace injuries, and supports reliable emergency service delivery to Charlotte residents.

Department Fire

Location N/A

Council District N/A

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$4,022,000	$–	$–	$–	$–	$4,022,000
Total	**$4,022,000**	**$–**	**$–**	**$–**	**$–**	**$4,022,000**
Five-Year Prior Project Appropriation						**$–**
Grand Total						**$4,022,000**

Construct Police Helicopter Hangar

Project Description

This project funds the construction of a dedicated helicopter hangar and support facility for the Police Department's Aviation Unit at city-owned property at 801 Woodridge Center Drive. The hangar will house the department's rotary-wing aircraft and provide the operational, maintenance, and administrative spaces needed to support safe, efficient air operations. CMPD currently leases hangar space at Charlotte Douglas International Airport, and a transition to a new dedicated hangar space has been in the Advanced Planning and Design Program since FY 2024. This project will also include additional facility space for CMPD's special operations units, and dedicated space for simulator training for CMPD's helicopter pilots.

Department Charlotte-Mecklenburg Police

Location 801 Woodridge Center Drive

Council District 3

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$2,000,000	$2,000,000	$–	$–	$–	$4,000,000
Construction	$8,000,000	$8,000,000	$–	$–	$–	$16,000,000
Total	**$10,000,000**	**$10,000,000**	**$–**	**$–**	**$–**	**$20,000,000**
Five-Year Prior Program Appropriations						**$–**
Grand Total						**$20,000,000**

Enhance Transportation Safety (Vision Zero)

Project Description

The Transportation Safety program aims to make the city's transportation system as safe as possible for all users. This funding supports the Strategic Mobility Plan's goal of safe and equitable mobility, which supports the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Vision Zero focuses on how people naturally behave; people make mistakes, but mistakes should not be fatal.

Projects within this program could include neighborhood traffic calming efforts such as the reduction of speed limits or the addition of speed humps, spot safety treatments, small infrastructure projects such as pedestrian crossings, or signal technology solutions such as Accessible Pedestrian Signal push buttons, flashing beacons, and Leading Pedestrian Intervals, especially along transit routes and near schools. This funding also supports the installation of new street lighting, as well as and the enhancement of existing street lighting by converting existing lights to LED, which increases visibility and improves safety, in addition to providing environmental sustainability benefits. An additional $2 million in the Proposed FY 2027 budget will further enhance signal projects with the highest priority for transportation safety.

Department Transportation

Location TBD

Council District TBD

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$2,200,000	$–	$2,000,000	$–	$2,000,000	$6,200,000
Construction	$19,778,000	$–	$17,980,000	$–	$17,980,000	$55,738,000
Public Art	$22,000	$–	$20,000	$–	$20,000	$62,000
Total	**$22,000,000**	**$–**	**$20,000,000**	**$–**	**$20,000,000**	**$62,000,000**
Five-Year Prior Program Appropriations						**$32,600,000**
Grand Total						**$94,600,000**

TRANSPORTATION AND PLANNING

Proposed FY 2027 Budget

CITY OF CHARLOTTE

CITY OF CHARLOTTE

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Implement Strategic Investment Areas

Project Description

Strategic Investment Areas (SIAs) are a data-driven approach to project identification that aligns mobility funding with the greatest mobility needs. The foundation for this approach is guided by the holistic vision of the Charlotte Future 2040 Comprehensive Plan and refined by the Strategic Mobility Plan's goals of expanding travel choices that are safe and equitable.

This funding will implement scalable projects across a range of project types, including projects that focus on pedestrians, cyclists, and cars. The investments will be targeted geographically in SIAs to maximize impact. The 2026 Bond funding is a continuation of the success of the program from 2024, which focused initial SIA investments on a pilot program in two focused geographies (Far East - Harrisburg and Arrowood). Funding in 2026 Bond and planned future bonds will expand these investments across the 22 identified SIAs. An additional $5 million above the 2024 Bond funding levels will support targeted street resurfacing opportunities that arise from Strategic Investment Area projects across the city.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$10,000,000	$–	$10,000,000	$–	$10,000,000	$30,000,000
Construction	$49,940,000	$–	$44,945,000	$–	$44,945,000	$139,830,000
Public Art	$60,000	$–	$55,000	$–	$55,000	$170,000
Total	**$60,000,000**	**$–**	**$55,000,000**	**$–**	**$55,000,000**	**$170,000,000**
Five-Year Prior Program Appropriations						**$55,000,000**
Grand Total						**$225,000,000**

Improve Sidewalks

Project Description

The Sidewalk Program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe and equitable. The work funded through this program is guided by City Council-adopted plans such as the Strategic Mobility Plan. Projects within this program complete critical sidewalk gaps and make strategic sidewalk connections. Projects in this program also include accessibility improvements in public rights-of-way and removal of barriers in compliance with the Americans with Disabilities Act.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$10,000,000	$–	$10,000,000	$–	$10,000,000	$30,000,000
Construction	$39,950,000	$–	$39,950,000	$–	$39,950,000	$119,850,000
Public Art	$50,000	$–	$50,000	$–	$50,000	$150,000
Total	**$50,000,000**	**$–**	**$50,000,000**	**$–**	**$50,000,000**	**$150,000,000**
Five-Year Prior Program Appropriations						**$100,000,000**
Grand Total						**$250,000,000**

Connect Bicycle Facilities

Project Description

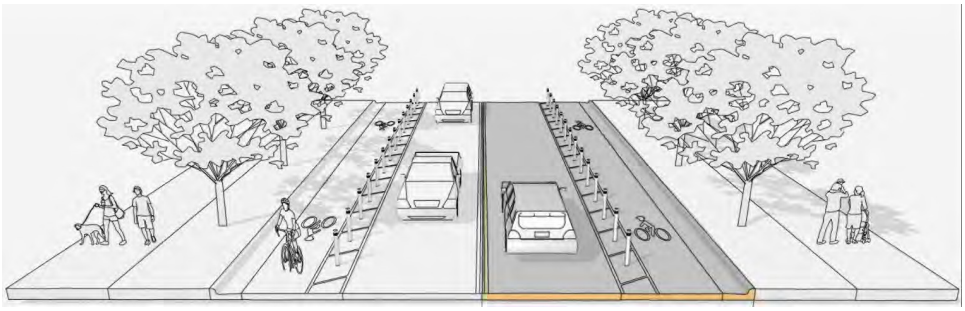
This program provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Bicycle Priority Network identified in the Strategic Mobility Plan, and aims to make bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$2,000,000	$–	$2,000,000	$–	$2,000,000	$6,000,000
Construction	$7,990,000	$–	$7,990,000	$–	$7,990,000	$23,970,000
Public Art	$10,000	$–	$10,000	$–	$10,000	$30,000
Total	**$10,000,000**	**$–**	**$10,000,000**	**$–**	**$10,000,000**	**$30,000,000**
Five-Year Prior Program Appropriations						**$16,000,000**
Grand Total						**$46,000,000**

Resurface Streets

Project Description

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, and the General Fund. Charlotte currently has more than 5,500 lane miles of streets. Streets are prioritized for resurfacing based on condition and schedule of prior paving. An additional $5 million for resurfacing is included in the Implement Strategic Investment Areas (SIAs) program for targeting resurfacing projects that arise through SIA project planning.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$24,000,000	$–	$24,000,000	$–	$24,000,000	$72,000,000
Total	**$24,000,000**	**$–**	**$24,000,000**	**$–**	**$24,000,000**	**$72,000,000**
Five-Year Prior Program Appropriations						**$46,200,000**
Grand Total						**$118,200,000**

Repair and Replace Bridges

Project Description

This program provides for the inspection, repair, and replacement of bridges throughout the city. Work completed through this program helps maintain a safe bridge system by repairing and replacing bridges that do not meet structural capacity and width standards. Locations for bridge repairs and replacements are identified through the city's biennial inspection program required by the North Carolina Department of Transportation.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$4,995,000	$–	$4,995,000	$–	$4,995,000	$14,985,000
Public Art	$5,000	$–	$5,000	$–	$5,000	$15,000
Total	**$5,000,000**	**$–**	**$5,000,000**	**$–**	**$5,000,000**	**$15,000,000**
Five-Year Prior Program Appropriations						**$12,300,000**
Grand Total						**$27,300,000**

Improve Orphan Roads

Project Description

This program will be used to evaluate, prioritize, design, and implement projects to improve privately-constructed streets, commonly referred to as "orphan roads", so they meet the standards for acceptance into the North Carolina Department of Transportation (NCDOT) State Highway System. Many of these roads were built by private developers prior to annexation or without adherence to state construction standards. As a result, they do not qualify for state maintenance and place a long-term maintenance burden on residents and neighborhoods. Typical improvements supported by this program may include pavement rehabilitation, base repair, drainage upgrades, curb and gutter installation, sidewalk repairs, signage and pavement markings, and right-of-way adjustments required for state acceptance.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$1,000,000	$–	$1,000,000	$–	$2,000,000	$4,000,000
Construction	$1,000,000	$–	$4,000,000	$–	$8,000,000	$13,000,000
Total	**$2,000,000**	**$–**	**$5,000,000**	**$–**	**$10,000,000**	**$17,000,000**
Prior Project Appropriations						**$–**
Grand Total						**$17,000,000**

Upgrade Traffic Control Devices

Project Description

This program provides for maintenance and replacement of outdated traffic control equipment, such as traffic signals, pedestrian signals, detection devices, and signs. Work completed through this program helps maintain safe and optimal traffic flow.

Department Transportation

Location Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$3,000,000	$–	$3,000,000	$–	$5,000,000	$11,000,000
Total	**$3,000,000**	**$–**	**$3,000,000**	**$–**	**$5,000,000**	**$11,000,000**
Five-Year Prior Program Appropriations						**$9,500,000**
Grand Total						**$20,500,000**

Maintain Intelligent Transportation Systems

Project Description

This program provides for new installations, maintenance, and replacements of outdated equipment, such as fiber-optic cable and real-time traffic management cameras. New installations are prioritized based on the Traffic Signal Communications Master Plan. Work completed through this program promotes balanced traffic flow, walkability, and sustainable communities.

Department Transportation

Location Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$4,000,000	$–	$4,000,000	$–	$4,000,000	$12,000,000
Total	**$4,000,000**	**$–**	**$4,000,000**	**$–**	**$4,000,000**	**$12,000,000**
Five-Year Prior Program Appropriations						**$8,000,000**
Grand Total						**$20,000,000**

Mitigate Congestion

Project Description

The Congestion Mitigation program leverages funding, often by partnering with private developers, to mitigate congestion and improve traffic flow through small-scale, quick infrastructure projects. Projects could include adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid. Prior appropriations will be used to advance projects in FY 2027 and FY 2028.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$–	$–	$500,000	$–	$1,000,000	$1,500,000
Construction	$–	$–	$2,000,000	$–	$4,000,000	$6,000,000
Total	**$–**	**$–**	**$2,500,000**	**$–**	**$5,000,000**	**$7,500,000**
Five-Year Prior Program Appropriations						**$20,000,000**
Grand Total						**$27,500,000**

Implement Big Moves 2030 Projects

Project Description

The Big Moves program will fund large and complex multimodal projects that intentionally provide transformational mobility improvements across the city. The first seven Big Moves projects have been targeted to address high-priority needs across Charlotte's geography and transportation modes, and include two intersection improvements, one new street, and "complete street" improvements of four existing streets. These projects have already been designed in anticipation of the new PAVE Act sales tax funding and were developed over years of community engagement and partner collaboration, allowing them to advance quickly to construction and present the community with the first large-scale improvements funded through the PAVE Act sales tax. Each of these projects advance the city's Strategic Mobility Plan by addressing identified mobility priorities including safety and the High Injury Network; mode choice with the Complete Street, Bike, and Pedestrian Priority Networks; and vehicular capacity. Moving forward, these priorities will be used to identify future areas of Big Moves investments, while maintaining geographic and modal diversity in projects across the city.

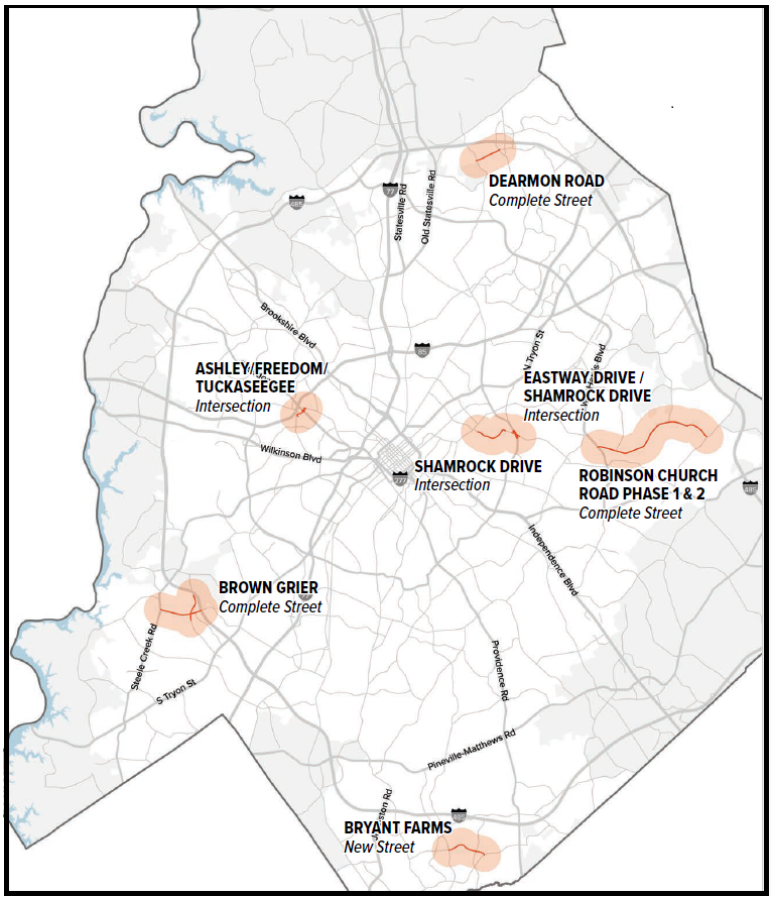
Combining the implementation of these projects into a programmatic approach will help provide a predictable pipeline of work for the city and community partners, supporting long-term planning, coordination, and accountability. A summary of each project can be found below.

Department Transportation

Location Citywide

Council District 1, 2, 3, 4, 5, & 7

Priority Area Transportation and Planning



Eastway/Shamrock Intersection

Both Eastway and Shamrock Drive are major corridors serving a mix of local and regional commuter traffic, as well as transit routes. The intersection of these two roads experiences frequent congestion during traffic peaks and is located on the High Injury Network, Complete Streets Priority Network, Pedestrian Priority Network, and Bicycle Priority Network. This project will improve the safety, capacity, and multimodal connectivity of the intersection through redesigned intersection geometry to improve efficiency, enhanced pedestrian crossings, and new bicycle and sidewalk facilities. This will work in conjunction with the Shamrock Drive Complete Streets project to implement comprehensive connectivity improvements across the Shamrock Drive corridor, including improved access to transit, two nearby schools, and the future Briar Creek Greenway.

Bryant Farms Road Phase Two

The first phase of the Bryant Farms Road project, which opened in 2025, extended Bryant Farms Road from Elm Lane to Rea Road. This second phase will further extend the road to Audrey Kell Road, completing a long-planned east-west connection in south Charlotte. The extension will consist of a multimodal street with expanded pedestrian and bicycle access through shared-use paths that will connect to both existing facilities, such as the Flat Branch Nature Preserve, and the planned future Flat Branch Greenway. The investment area is located on the Complete Streets Priority Network, New Street Priority Network, and Bicycle Priority Network.

Robinson Church Road

Robinson Church Road is an east-west connection of W. T. Harris Boulevard and Harrisburg Road, and is included on the High Injury Network, Complete Streets Priority Network, and Bicycle Priority Network. The existing street lacks continuous pedestrian and bicycle facilities, which creates safety and access challenges for residents travelling outside of a vehicle. This project will implement complete street improvements along the corridor, including the addition of two miles of shared-use paths to create a continuous corridor for pedestrian and bicycle travel. The project will also include center turn lanes and intersection improvements, such as the construction of a roundabout at Plott Road and Highland Avenue, to enhance capacity and safety along the street. Improvements will also enhance access to transit routes, and connection to the planned future Reedy Creek Greenway.

Ashley/Freedom/Tuckaseegee Intersection

Located within the Freedom-Wilkinson Corridor of Opportunity adjacent to the Valerie C. Woodard Center, the intersections of Ashley Road with Freedom and Tuckaseegee Roads are a critical multimodal transportation hub. The investment area is located on the High Injury Network, Complete Streets Priority Network, Pedestrian Priority Network, and Bicycle Priority Network, and serves a planned high-frequency transit route. This project will improve safety and access through intersection upgrades, including new sidewalks and bicycle facilities, pedestrian refuges to shorten crossings, and access management improvements to simplify vehicle turns.

Brown-Grier Road

This project will add travel lanes, shared-use paths, sidewalks, medians, and pedestrian refuges to upgrade Brown Grier Road and a portion of Sandy Porter Road to a complete street with multimodal transportation opportunities. The investment areas are identified on the High Injury Network, Complete Streets Priority Network, Pedestrian Priority Network, and Bicycle Priority Network; are adjacent to an elementary, middle, and high school; and served by CATS Route 56. The project is also planned to incorporate one mile of street lighting, three intersection improvements, and two signal upgrades. The inclusion of pedestrian refuges and signal upgrades will enhance safe access to both transit and schools across the area.

DeArmon Complete Street

This complete street project will add safety and multimodal connectivity improvements along DeArmon Road between Brown and Benfield Roads, adjacent to the Prosperity Village neighborhood. The investment area is located on the Complete Streets Priority Network, Pedestrian Priority Network, and Bicycle Priority Network, and will provide connection to transit along Benfield Road through new sidewalk and shared use pathways. These improvements will also accommodate future connections to the planned Clarks Creek Greenway and planned growth in the Prosperity Village Community Activity Center.

Implement Big Moves 2030 Projects

Shamrock Drive Complete Street

This project will implement complete street upgrades along a one-mile corridor of Shamrock Drive adjacent to its intersection with Eastway Drive. Shamrock Drive serves both neighborhood residents and commuter traffic, but the current street design creates safety challenges for pedestrians, bicyclists, and drivers. The project will improve capacity and access for all transportation modes through the redesign of intersections, addition of continuous sidewalks and buffered bike lanes, accessibility upgrades, and streetlighting. In conjunction with the Eastway/ Shamrock Intersection project, these improvements will enhance safe and convenient access to transit routes, neighboring schools, and the planned Briar Creek Greenway.

Budget Overview

Project	*Estimated Cash Flow Need*					
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Eastway/Shamrock Intersection	$12,000,000	$–	$17,500,000	$–	$–	$29,500,000
Bryant Farms Road Phase Two	$35,000,000	$–	$26,000,000	$–	$–	$61,000,000
Robinson Church Road	$19,300,000	$–	$56,500,000	$–	$–	$75,800,000
Ashley/Freedom/ Tuckaseegee Intersection	$6,700,000	$–	$12,300,000	$–	$–	$19,000,000
Brown-Grier Road	$6,550,000	$–	$27,200,000	$–	$–	$33,750,000
DeArmon Complete Street	$6,000,000	$–	$10,000,000	$–	$–	$16,000,000
Shamrock Drive Complete Street	$14,450,000	$–	$17,000,000	$–	$–	$31,450,000
Total	**$100,000,000**	**$–**	**$166,500,000**	**$–**	**$–**	**$266,500,000**

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$20,000,000	$–	$16,500,000	$–	$–	$36,500,000
Construction	$80,000,000	$–	$150,000,000	$–	$–	$230,000,000
Total	**$100,000,000**	**$–**	**$166,500,000**	**$–**	**$–**	**$266,500,000**
Prior Project Appropriations						**$96,100,000**
Grand Total						**$362,600,000**

WORKFORCE AND BUSINESS DEVELOPMENT

CITY OF CHARLOTTE

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Promote Public/Private Partnerships

Project Description

Economic Development works to attract private companies to Charlotte—or expand existing operations in Charlotte—to foster economic growth within the city. Recruitment of employment-generating businesses often includes promoting Charlotte's skilled workforce, advertising the low cost of doing business in the region, offering targeted incentives, and committing to building and maintaining quality infrastructure.

This funding is available for opportunities that arise in the future to leverage private funding in order to enhance public infrastructure. This funding could be utilized to construct or reimburse road improvements, pedestrian connectivity improvements, or other public infrastructure improvements near future private development sites associated with business relocations or expansions.

Department Economic Development

Location Citywide

Council District Citywide

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Public/Private Partnership Payments	$20,000,000	$–	$5,000,000	$–	$5,000,000	$30,000,000
Total	**$20,000,000**	**$–**	**$5,000,000**	**$–**	**$5,000,000**	**$30,000,000**
Five-Year Prior Program Appropriations						**$18,000,000**
Grand Total						**$48,000,000**

CITY OF CHARLOTTE

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AVIATION
CAPITAL PROJECTS

Proposed FY 2027 Budget

CITY OF CHARLOTTE

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Renovate Airport Terminal

Project Description

Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$19,872,034	$37,505,041	$–	$–	$–	$57,377,075
Construction	$85,051,205	$73,863,148	$370,511,504	$26,044,135	$–	$555,469,992
Other	$10,816,000	$11,623,690	$13,870,195	$12,229,869	$12,653,190	$61,192,944
Total	**$115,739,239**	**$122,991,879**	**$384,381,699**	**$38,274,004**	**$12,653,190**	**$674,040,011**
Five-Year Prior Program Appropriations						**$814,950,789**
Grand Total						**$1,488,990,80**

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly into and out of CLT. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$50,835,000	$–	$–	$–	$–	$50,835,000
Construction	$235,490,904	$502,373,042	$78,290,710	$55,601,280	$45,740,523	$917,496,459
Other	$7,951,897	$5,705,389	$4,984,879	$5,134,425	$5,288,458	$29,065,048
Total	**$294,277,801**	**$508,078,431**	**$83,275,589**	**$60,735,705**	**$51,028,981**	**$997,396,507**
Five-Year Prior Program Appropriations						**$1,669,121,972**
Grand Total						**$2,666,518,479**

Enhance Airport Services Facilities

Project Description

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$38,677,153	$–	$–	$–	$–	$38,677,153
Technology	$3,157,464	$1,688,263	$1,738,911	$1,791,078	$1,844,810	$10,220,526
Other	$11,031,420	$11,152,363	$11,276,933	$9,405,241	$9,537,398	$52,403,355
Total	**$52,866,037**	**$12,840,626**	**$13,015,844**	**$11,196,319**	**$11,382,208**	**$101,301,034**
Five-Year Prior Program Appropriations						**$75,086,109**
Grand Total						**$176,387,143**

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and continued conversion to electric vehicles.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$24,883,855	$23,886,370	$24,947,961	$11,018,900	$11,349,467	$96,086,553
Other	$43,273,178	$12,557,500	$38,498,532	$4,914,323	$1,287,789	$100,531,322
Total	**$68,157,033**	**$36,443,870**	**$63,446,493**	**$15,933,223**	**$12,637,256**	**$196,617,875**
Five-Year Prior Program Appropriations						**$50,445,000**
Grand Total						**$247,062,875**

Improve Private Aircraft Area

Project Description

These projects provide for the expansion and improvement of CLT's main area for charter and private aircraft activity.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Total	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Five-Year Prior Program Appropriations						**$24,907,323**
Grand Total						**$34,907,323**

CITY OF CHARLOTTE

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CATS
CAPITAL PROJECTS

Proposed FY 2027 Budget

CITY OF CHARLOTTE

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Purchase and Maintain Transit Vehicles

Project Description

Maintaining transit vehicles may include bus replacements, paratransit vehicle replacements, or fleet expansions. Well-maintained, reliable transit vehicles help ensure safe, dependable, and accessible services for residents. These maintenance and replacement efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$75,796,755	$50,546,030	$47,556,253	$48,693,791	$52,500,988	$275,093,817
Total	**$75,796,755**	**$50,546,030**	**$47,556,253**	**$48,693,791**	**$52,500,988**	**$275,093,817**
Five-Year Prior Program Appropriations						**$92,756,314**
Grand Total						**$367,850,131**

Purchase and Maintain Rail Vehicles

Project Description

The original equipment manufacturer (OEM) recommends overhauls to keep S70 light rail vehicles well-maintained to help avert in-service breakdowns that can lead to delays. The fleet has a contract for the truck overhaul of the S70 100, 200, and 300 series. The truck overhaul rebuilds and replaces equipment the OEM recommends. The S-70 mid-life overhaul project will be bid and performed on the 100 and 200 series fleet to ensure the Light Rail Vehicles are maintained and serviced correctly to reach their 30-year useful life. Funding for this project is comprised of federal, state, and local sources.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$7,809,784	$12,150,000	$23,600,000	$15,100,000	$9,900,000	$68,559,784
Total	**$7,809,784**	**$12,150,000**	**$23,600,000**	**$15,100,000**	**$9,900,000**	**$68,559,784**
Five-Year Prior Program Appropriations						**$51,884,743**
Grand Total						**$120,444,527**

Maintain Transit Facilities

Project Description

Ensuring well-maintained facilities supports safe and dependable environments for residents, employees, and equipment. Projects could include new bus shelters, HVAC replacement, lighting upgrades at both rail and bus facilities, and contingency for emerging needs. These maintenance efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/ Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$13,429,005	$12,426,517	$8,022,617	$7,649,637	$5,447,140	$46,974,916
Total	**$13,429,005**	**$12,426,517**	**$8,022,617**	**$7,649,637**	**$5,447,140**	**$46,974,916**
Five-Year Prior Program Appropriations						**$34,505,132**
Grand Total						**$81,480,048**

Develop Transit Systems

Project Description

This funding supports the planning, design, and construction of capital improvements to rail and bus infrastructure. Projects rolled into this funding include the design of future transit services, bus shelters, ADA improvements, land acquisition, platform extensions, mobility hubs, and capital repair/renovation of facilities and structures.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$37,485,865	$23,039,982	$16,375,500	$52,705,500	$22,433,500	$152,040,347
Planning and Design	$51,353,000	$61,528,902	$83,162,713	$252,672,863	$163,949,052	$612,666,530
Total	**$88,838,865**	**$84,568,884**	**$99,538,213**	**$305,378,363**	**$186,382,552**	**$764,706,877**
Five-Year Prior Program Appropriations						**$57,476,865**
Grand Total						**$822,183,742**

Purchase New Transit Support Systems and Equipment

Project Description

This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include server and network refresh equipment, software upgrades, radio dispatch equipment refresh, and contingency for emerging technology needs. Potential equipment purchases include rail shop equipment for maintenance and support.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$35,074,500	$19,180,000	$8,768,000	$4,760,000	$2,045,000	$69,827,500
Total	**$35,074,500**	**$19,180,000**	**$8,768,000**	**$4,760,000**	**$2,045,000**	**$69,827,500**
Five-Year Prior Program Appropriations						**$28,344,246**
Grand Total						**$98,171,746**

Enhance Safety and Security on Transit

Project Description

These projects promote safe, reliable, and equitable transit service throughout the system. Investments protect passengers, employees, revenues, and property. Projects include mobile video replacement on existing vehicles, portable radios, and cameras on the LYNX Blue Line Extension.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$2,791,474	$3,475,974	$1,543,824	$985,750	$740,000	$9,537,022
Total	**$2,791,474**	**$3,475,974**	**$1,543,824**	**$985,750**	**$740,000**	**$9,537,022**
Five-Year Prior Program Appropriations						**$7,726,215**
Grand Total						**$17,263,237**

Purchase Support Vehicles for CATS

Project Description

These vehicles are part of CATS non-revenue generating fleet and respond to maintenance needs. Service vehicles are used by many CATS divisions including bus operations, bus maintenance, paratransit services, and rail operations.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Equipment	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$1,150,000	$5,750,000
Total	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$1,150,000**	**$5,750,000**
Five-Year Prior Program Appropriations						**$4,024,814**
Grand Total						**$9,774,814**

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WATER
CAPITAL PROJECTS

Proposed FY 2027 Budget

CITY OF CHARLOTTE

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Recover Resources and Biosolids

Project Description

These projects are intended to recover resources at the wastewater treatment plants, such as energy and nutrients, and to optimize biosolids production. The biosolids program produces reusable and recyclable resources for soil amendment, energy production, and renewable fuel in the community. The projects support a circular economy, the Strategic Energy Action Plan (SEAP), and the City of Charlotte Sustainability and Resiliency Resolution.

Department Charlotte Water

Location Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, Stowe Regional, and Sugar Creek Wastewater Treatment Plants

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$6,217,643	$7,820,108	$14,569,328	$14,846,482	$14,757,916	$58,211,477
Construction	$24,870,572	$31,280,433	$58,277,312	$59,385,926	$59,031,663	$232,845,906
Total	**$31,088,215**	**$39,100,541**	**$72,846,640**	**$74,232,408**	**$73,789,579**	**$291,057,383**
Five-Year Prior Program Appropriations						**$126,965,445**
Grand Total						**$418,022,828**

Replace and Upgrade Field and Administrative Facilities

Project Description

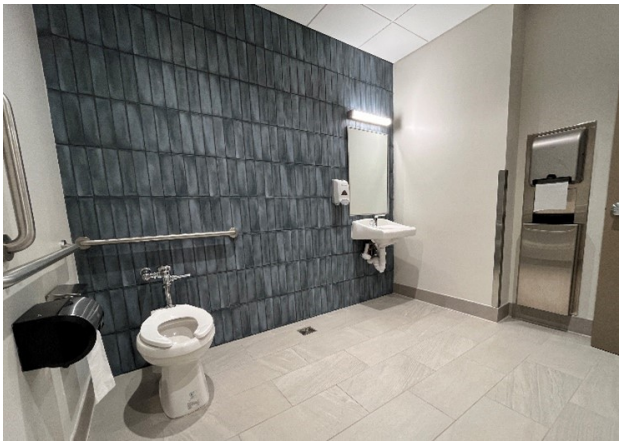
These programs provide ongoing support to maintain administrative facilities, including roof replacements, parking improvements, HVAC upgrades, and minor renovations. Additionally, projects include ADA improvements and upgrades, such as improvements to bathrooms, entrance doors, hallways, sidewalks, and parking.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Well-Managed Government





Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$1,940,714	$1,096,246	$951,246	$1,577,246	$723,246	$6,288,698
Construction	$7,762,854	$4,384,983	$3,804,983	$6,308,983	$2,892,983	$25,154,786
Total	**$9,703,568**	**$5,481,229**	**$4,756,229**	**$7,886,229**	**$3,616,229**	**$31,443,484**
Five-Year Prior Program Appropriations						**$9,581,086**
Grand Total						**$41,024,570**

Enhance Security and Technology

Project Description

These projects provide for various technology improvements, including projects that will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water's fleet and meter reading program.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$4,935,831	$6,245,521	$6,014,792	$5,739,071	$5,727,981	$28,663,196
Construction	$19,743,324	$24,982,084	$24,059,166	$22,956,284	$22,911,925	$114,652,783
Total	**$24,679,155**	**$31,227,605**	**$30,073,958**	**$28,695,355**	**$28,639,906**	**$143,315,979**
Five-Year Prior Program Appropriations						**$44,755,807**
Grand Total						**$188,071,786**

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical wastewater infrastructure, which will enable the city to reliably handle current wastewater flows and accommodate future growth.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$18,484,576	$15,056,161	$11,892,617	$12,017,033	$9,225,122	$66,675,509
Construction	$73,938,303	$60,224,646	$47,570,470	$48,068,131	$36,900,489	$266,702,039
Total	**$92,422,879**	**$75,280,807**	**$59,463,087**	**$60,085,164**	**$46,125,611**	**$333,377,548**
Five-Year Prior Program Appropriations						**$354,302,345**
Grand Total						**$687,679,893**

Rehabilitate and Improve Water Infrastructure

Project Description

These projects prioritize and renew critical water infrastructure, which will enable the city to reliably distribute an adequate supply of high-quality water and accommodate future growth.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$12,928,543	$14,595,649	$18,941,251	$17,351,064	$14,819,482	$78,635,989
Construction	$51,714,174	$58,382,595	$75,765,003	$69,404,255	$59,277,928	$314,543,955
Total	**$64,642,717**	**$72,978,244**	**$94,706,254**	**$86,755,319**	**$74,097,410**	**$393,179,944**
Five-Year Prior Program Appropriations						**$194,009,007**
Grand Total						**$587,188,951**

Construct Stowe Regional Water Resource Recovery Facility

Project Description

Wastewater from this area is currently pumped 27 miles to the McAlpine Wastewater Treatment Plant. Charlotte Water has identified the need for a new water resource recovery facility to support expected growth and provide a cost-effective, regional solution for wastewater treatment for not only western Mecklenburg County, but for the Belmont and Mount Holly (Gaston County) communities. This project was previously referred to as the Long Creek Wastewater Treatment Plant.

Department Charlotte Water

Location Hawfield Road

Council District Adjacent to 2 and 3

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$7,084,491	$5,504,400	$4,400,000	$3,205,478	$–	$20,194,369
Construction	$28,337,962	$22,017,600	$17,600,000	$12,821,910	$–	$80,777,472
Total	**$35,422,453**	**$27,522,000**	**$22,000,000**	**$16,027,388**	**$–**	**$100,971,841**
Prior Project Appropriations						**$525,885,660**
Grand Total						**$626,857,501**

Improve McAlpine Creek Wastewater Treatment Plant

Project Description

These projects will rehabilitate and upgrade critical equipment at the wastewater treatment plant, which serves southern and western Mecklenburg County to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department Charlotte Water

Location Lancaster Highway

Council District 7

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$4,969,600	$3,709,600	$3,229,600	$3,789,600	$3,069,600	$18,768,000
Construction	$19,878,400	$14,838,400	$12,918,400	$15,158,400	$12,278,400	$75,072,000
Total	**$24,848,000**	**$18,548,000**	**$16,148,000**	**$18,948,000**	**$15,348,000**	**$93,840,000**
Five-Year Prior Project Appropriations						**$43,351,844**
Grand Total						**$137,191,844**

Expand Wastewater Treatment Plants

Project Description

These projects include improvements and expansions to several wastewater treatment plants. Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Additionally, future expansions include Sugar Creek Wastewater Treatment Plant and Stowe Regional Water Resource Recovery Facility. Both expansions allow for reliable treatment of volume limits per National Pollutant Discharge Elimination System permitting, alleviating the need to consider expansion at McAlpine Creek Treatment Plant.

Department Charlotte Water

Location Mallard Creek and Sugar Creek Wastewater Treatment Plants, and Stowe Regional Water Resource Recovery Facility

Council District 6, Adjacent to 2, 3, and 4

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$4,984,499	$2,396,499	$3,409,299	$4,824,499	$3,624,499	$19,239,295
Construction	$19,937,998	$9,585,998	$13,637,198	$19,297,998	$14,497,998	$76,957,190
Total	**$24,922,497**	**$11,982,497**	**$17,046,497**	**$24,122,497**	**$18,122,497**	**$96,196,485**
Five-Year Prior Program Appropriations						**$121,704,077**
Grand Total						**$217,900,562**

Improve Wastewater Treatment Plants

Project Description

These projects will provide improvements and rehabilitate components at various wastewater treatment plants. Projects include new tanks for waste-activated sludge, odor scrubbers, improvements to a clarifier tank, and roof repairs at five wastewater treatment plants which will protect critical electrical and mechanical equipment inside the plants.

Department Charlotte Water

Location Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, and Sugar Creek Wastewater Treatment Plants

Council District 3, 4, 6, Adjacent to 2 and 7

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$10,174,087	$9,198,118	$7,244,875	$9,314,385	$9,591,232	$45,522,697
Construction	$40,696,349	$36,792,472	$28,979,500	$37,257,540	$38,364,928	$182,090,789
Total	**$50,870,436**	**$45,990,590**	**$36,224,375**	**$46,571,925**	**$47,956,160**	**$227,613,486**
Five-Year Prior Program Appropriations						**$98,364,809**
Grand Total						**$325,978,295**

Upgrade Water Treatment Plants

Project Description

These projects will provide rehabilitation and improvements for a raw water pump station and various water treatment plants. Potential work may include upgrades and rehabilitation of filters and new generators to ensure uninterrupted service during power outages, which will reduce energy consumption and maintenance, as well as maintain regulatory compliance.

Department Charlotte Water

Location Catawba River Pump Station, Franklin, Lee S. Dukes, and Vest Water Treatment Plants

Council District 2, Adjacent to 2 and 4

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$7,447,335	$22,593,855	$16,453,642	$15,946,060	$16,147,700	$78,588,592
Construction	$29,789,341	$90,375,420	$65,814,566	$63,784,240	$64,590,800	$314,354,367
Total	**$37,236,676**	**$112,969,275**	**$82,268,208**	**$79,730,300**	**$80,738,500**	**$392,942,959**
Five-Year Prior Program Appropriations						**$17,640,622**
Grand Total						**$410,583,581**

Improve Franklin Water Treatment Plant

Project Description

The Franklin Water Treatment Plant was built in 1959 and has undergone multiple expansions to provide an average of over 100,000,000 gallons of water a day to much of Mecklenburg County. These projects will rehabilitate and upgrade critical equipment and processes at the water treatment plant to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department Charlotte Water

Location Brookshire Boulevard

Council District 2

Priority Area Safe Communities





Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$2,071,561	$6,251,024	$6,635,616	$8,812,504	$2,620,328	$26,391,033
Construction	$8,286,246	$25,004,095	$26,542,462	$35,250,018	$10,481,313	$105,564,134
Total	**$10,357,807**	**$31,255,119**	**$33,178,078**	**$44,062,522**	**$13,101,641**	**$131,955,167**
Prior Project Appropriations						**$74,155,936**
Grand Total						**$206,111,103**

Upgrade and Maintain McDowell Creek Wastewater Treatment Plant

Project Description

Upgrades to the McDowell Creek Wastewater Treatment Plant will allow for the treatment process to continue while the original treatment process equipment is taken out of service and rehabilitated or replaced. Equipment to be rehabilitated or replaced includes motors, pumps, pipelines, aeration systems, and electrical and control systems.

The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Huntersville area.

Department Charlotte Water

Location Neck Road

Council District Adjacent to 2

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$792,638	$1,246,870	$1,394,738	$82,927	$1,741,492	$5,258,665
Construction	$3,170,554	$4,987,478	$5,578,954	$331,709	$6,965,967	$21,034,662
Total	**$3,963,192**	**$6,234,348**	**$6,973,692**	**$414,636**	**$8,707,459**	**$26,293,327**
Prior Project Appropriations						**$4,000,000**
Grand Total						**$30,293,327**

Support Lead and Copper Program

Project Description

In 2021, the Environmental Protection Agency (EPA) updated the Lead and Copper Rule (LCRR), modifying water service provider regulations for lead reduction. Charlotte Water has monitored for lead since 1991 and has continuously met all requirements.

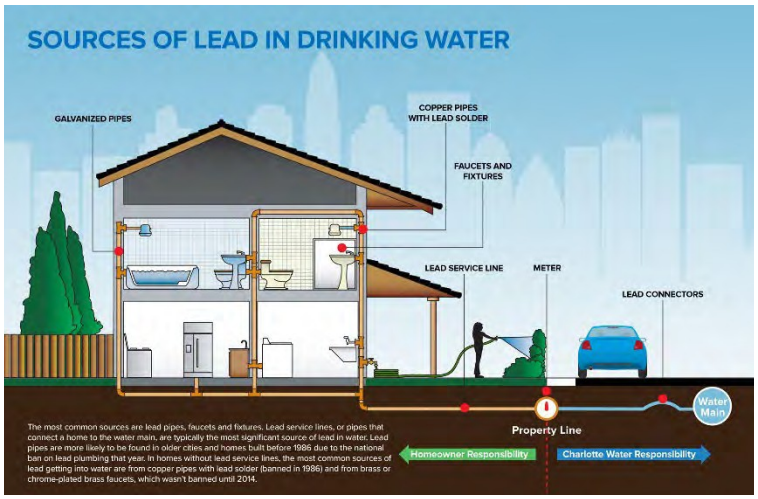
This program will: (1) establish a lead service line inventory for public and private service lines; (2) increase testing in schools and childcare facilities; (3) mitigate public health risks associated with old service lines that may contain lead or galvanized iron; (4) ensure new testing requirements are met; and (5) provide adequate resources for service line replacement needs.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$210,841	$119,041	$50,000	$50,000	$50,000	$479,882
Construction	$843,364	$476,164	$200,000	$200,000	$200,000	$1,919,528
Total	**$1,054,205**	**$595,205**	**$250,000**	**$250,000**	**$250,000**	**$2,399,410**
Prior Project Appropriations						**$3,000,000**
Grand Total						**$5,399,410**

Relocate Water and Wastewater Infrastructure

Project Description

These projects move water and wastewater lines when local, state, or federal agencies make road improvements, while also taking advantage of these opportunities to address identified future improvements to Charlotte Water infrastructure.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$1,374,000	$1,374,000	$1,374,000	$2,054,000	$2,054,000	$8,230,000
Construction	$5,496,000	$5,496,000	$5,496,000	$8,216,000	$8,216,000	$32,920,000
Total	**$6,870,000**	**$6,870,000**	**$6,870,000**	**$10,270,000**	**$10,270,000**	**$41,150,000**
Five-Year Prior Program Appropriations						**$44,840,859**
Grand Total						**$85,990,859**

Install and Expand New Water and Sewer Service

Project Description

These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions, and meter installations. Developer reimbursable projects are identified for the construction of water and sewer mains that may be expedited by a customer and provide service for future growth.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$9,642,009	$10,175,650	$10,545,650	$11,075,650	$12,012,600	$53,451,559
Construction	$38,568,038	$40,702,602	$42,182,602	$44,302,602	$48,050,400	$213,806,244
Total	**$48,210,047**	**$50,878,252**	**$52,728,252**	**$55,378,252**	**$60,063,000**	**$267,257,803**
Five-Year Prior Program Appropriations						**$175,482,772**
Grand Total						**$442,740,575**

CITY OF CHARLOTTE

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STORM WATER
CAPITAL PROJECTS

Proposed FY 2027 Budget

CITY OF CHARLOTTE

CITY OF CHARLOTTE

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Improve Surface Water Quality

Project Description

Storm Water Services ensures that the City of Charlotte meets Federal Clean Water Act requirements. The majority of streams in Charlotte-Mecklenburg are designated by the state as "impaired," meaning that they are not clean enough to support swimming, fishing, or diverse and abundant aquatic life. Through surface water quality management programs that include stream restoration and stormwater control measures, Storm Water Services ensures runoff is as clean as possible before reaching waterways and works to improve the quality and usability of surface waters such as streams and lakes.

Department Storm Water Services

Location Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$517,500	$562,500	$480,000	$352,500	$360,000	$2,272,500
Construction	$2,932,500	$3,187,500	$2,720,000	$1,997,500	$2,040,000	$12,877,500
Total	**$3,450,000**	**$3,750,000**	**$3,200,000**	**$2,350,000**	**$2,400,000**	**$15,150,000**
Five-Year Prior Program Appropriations						**$42,053,500**
Grand Total						**$57,203,500**

Mitigate Impacts to Streams and Wetlands

Project Description

Stream and Wetland Mitigation Program

This program provides surface water quality benefits when city infrastructure projects like roads, light rail, buildings, and utilities encounter unavoidable stream and wetland impacts. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Post Construction Stormwater Ordinance

This program provides surface water quality and flood control benefits while supporting cost-effective land development and redevelopment projects. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Department Storm Water Services

Location Citywide

Council District Citywide

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Construction	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Total	**$3,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$11,000,000**
Five-Year Prior Program Appropriations						**$49,500,000**
Grand Total						**$60,500,000**

Improve Drainage for Storm Water

Project Description

Storm Water Services ensures that runoff from rain drains safely into streams. Storm Drainage Improvement Projects replace and rehabilitate failing infrastructure within city streets and rights-of-way. Improvements reduce the risk of street flooding and protect the traveling public. Major and minor projects range in scope and include varying pipe sizes, construction areas, and levels of property owner involvement.

Department Storm Water Services

Location Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Proposed*	*Planned*				
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Planning and Design	$19,754,000	$19,950,000	$22,624,000	$23,142,000	$25,648,000	$111,118,000
Real Estate	$3,527,500	$3,562,500	$4,040,000	$4,132,500	$4,580,000	$19,842,500
Construction	$47,268,500	$47,737,500	$54,136,000	$55,375,500	$61,372,000	$265,889,500
Total	**$70,550,000**	**$71,250,000**	**$80,800,000**	**$82,650,000**	**$91,600,000**	**$396,850,000**
Five-Year Prior Program Appropriations						**$785,249,000**
Grand Total						**$1,182,099,000**

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USER FEES

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Proposed FY 2027 User Fees

User fees are costs charged to those who receive certain governmental services or use governmental facilities. These fees are categorized as regulatory or non-regulatory:

Regulatory user fees recoup costs associated with providing specific services that are required by law. These fees are associated with regulatory programs such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the FY 2027 Budget is the continuation of City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:

    1. Avoid significant jumps in price from year to year;
    2. Ensure regulatory compliance; and
    3. Account for service costs that may include or be dedicated to public involvement.

- Regulatory user fees are calculated based on the annual operating budget and are primarily driven by the complexity of the service and amount of staff time spent on each service and number of occurrences. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget and occurrence data from the fiscal year most recently completed (FY 2025).
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Proposed FY 2027 Regulatory User Fee Highlights

The city's User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. In accordance with City Council's cost recovery policy, the Proposed FY 2027 User Fee schedule seeks to recover 100 percent of costs for the majority of regulatory fees. The cost recovery for the combined General Fund regulatory user fees increased from 90.4 percent to 91.9 percent. The Proposed FY 2027 User Fees include a General Fund subsidy of 8.1 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

	Department/Regulatory Service	FY 2025 Recovery Rate	FY 2026 Recovery Rate	FY 2027 Recovery Rate	FY 2027 Subsidy Rate
1	Transportation: Land Development & Right-of-Way	78.6%	77.8%	86.4%	13.6%
2	Planning, Design, and Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	96.3%	89.0%	90.0%	10.0%
3	Fire: Fire Code and Plans Review	95.8%	98.0%	97.4%	2.6%
4	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	75.4%	76.8%	80.6%	19.4%
5	City Clerk: Legal Advertisements-Rezoning	68.4%	65.6%	63.5%	36.5%
Total Percentage (based on revenue projections)		**92.3%**	**90.4%**	**91.9%**	**8.1%**

The Proposed FY 2027 User Fees, along with the subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Transportation's fee schedule includes the combination of two festival permits.

Proposed FY 2027 User Fees

The following pages detail the rates for regulatory and non-regulatory user fees. This section also includes Storm Water fees and select water and sewer fees.

Regulatory Fees

1. **Transportation - Land Development and Right-of-Way**
   - Increased fees cover additional allocated costs and, for some fees, an increase cost recovery.
   - Moderate increase in user fee activity helped reduce increases to fees
   - The combination of the single-day festival fee with greater than 300 attendees and the multi-day festival fee provided one fee for the same type of service.

2. **Planning, Design, and Development - Land Development, Rezoning, Subdivision, and Zoning Administration**
   - Consolidation of commercial zoning plan review fees into one fee and the consolidation of major multi-family, non-residential, and mixed use Historic District Review fees into another fee
   - Consolidations are recommended for similar fees to reduce fee volatility from year-to-year for users

3. **Fire - Fire Code and Plans Review**
   - Construction inspection and water supply fees were separated from the Plan Review fee section into their own sections
   - One new Plan Review fee added to the FY 2027 fee schedule

4. **Police - Adult Businesses, Carnival, Dance Hall, and Passenger Vehicle for Hire permits**
   - No new or restructured fees

5. **City Clerk - Legal Advertisements for Rezoning Petitions**
   - No new fees

6. **Storm Water - Land Development**
   - No new fees or restructured fees, and fees recover 99.5 percent of fully allocated costs

7. **Charlotte Water - Back Flow and Infrastructure Plans Review/Inspection**
   - No new fees, and fees recover 100 percent of fully allocated costs

8. **Charlotte Area Transit System - Plans Review & Right-of-Way Management Fees**
   - No new fees, and fees recover 32 percent of fully allocated costs

Non-regulatory Fees

9. Aviation

Airline fees are based on Aviation's cost recovery model. FY 2027 non-regulatory fees include the following:

- Airline Fees:
  - Landing fees increase 22 percent
  - Terminal rental rates increase 6.9 percent
  - Baggage fees increase 2.1 percent
  - Loading Bridge fee increases 3.4 percent
  - Aircraft ramp parking fees and cargo ground handling rate remain the same as in FY 2026
- Ground Transportation Operators:
  - Various fees increase
- Parking Fees
  - Various fees increase
- Rental Rates
  - Small updates to various rental rates depending on the facility and type of space
- Tenant Fees
  - Employee parking card fees remain unchanged from FY 2026
  - All other tenant fees remain unchanged from FY 2026

10. City Clerk

- Fees remain the same as in FY 2026

11. General Services

- Cemetery fees remain the same as in FY 2026
- Parking rates at the Charlotte Mecklenburg Parking Deck for city employees remain the same as in FY 2026
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2026
- Telecommunication tower fees remain the same as in FY 2026
- Adoption fees remain unchanged from FY 2026
- Animal spay or neuter fees remain unchanged from FY 2026
- Animal surrender fees change based on the type of animal being surrendered

12. Storm Water - Land Development

- Administrative Review fee increased 7.1%
- All other fees remain the same as in FY 2026

13. Planning, Design, and Development - Land Development

- Fees remain the same as in FY 2026

14. Charlotte Development Center - Land Development

- Updated fee schedule for Expedited Review process

15. Police – Special Events

- No new or restructured fees

16. Solid Waste Services

- Fees for annual solid waste collection and disposal for dumpster collection points increases from $109.90 to $114.47 and for curbside collection points from $120.30 to $136.55
- Small Business Solid Waste fee remains unchanged from FY 2026

17. Transportation

- Off-duty police officer permit fee increases 200%; all other fees remain the same as in FY 2026

Other Fees

18. Storm Water Fees

- Storm Water fees increase by 4.4 percent from FY 2026 across all tiers

19. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month increases from $6.62 to $6.75 for both water and sewer service.
- The availability fee charge per month increases from $1.44 to $1.53 for water service and increases from $10.32 to $11.00 for sewer service.
- Water volumetric rates increase by 6.4 percent to 6.6 percent depending on tier.
- The sewer volumetric rate increases from $6.46 to $6.88 for all sewer customers. The Industrial Waste surcharge rate increases by 9.3 percent.
- The common connection fee decreases from $4,421 to $4,407 for residential water and increases from $6,132 to $6,444 for residential sewer.
- The common system development fee increases from $1,398 to $1,453 for residential water and decreases from $5,389 to $5,066 for residential sewer.
- The typical monthly total water and sewer bill for residential customers is estimated to be $81.21 in FY 2027, an average increase of $4.41 per month.
- The typical bill assumes 4,488 gallons or six Ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource.

Proposed FY 2027 User Fees

Transportation						
	1. Regulatory Fees: Land Development and Right-of-Way	**FY 2026**	**FY 2027**	**% Change**	**FY 2026 % Subsidy**	**FY 2027 % Subsidy**
A.	**Land Development Permits and Fees:**					
	Commercial Building/Driveway Permit/Site Plan[1]	$1,100	$2,000	81.8%	22.8%	10.7%
	Commercial Plan Revision	$1,175	$760	-35.3%	–%	0.5%
	Rezoning - Conventional	$2,690	$1,760	-34.6%	–%	–%
	Rezoning - Conditional (Tier 1)	$2,690	$2,850	5.9%	85.8%	65.7%
	Rezoning - Conditional (Tiers 2 & 3)	$7,020	$6,000	-14.5%	–%	0.1%
	Subdivision Processing[1]	$1,300	$2,825	117.3%	–%	17.6%
	Subdivision Plan Revision	$1,065	$755	-29.1%	–%	–%
	Subdivision Sketch Review	$430	$715	66.3%	–%	0.5%
	CTR - Multi-Modal Assessment	$1,560	$2,500	60.3%	32.3%	19.3%
	CTR - Transportation Demand Management Assessment	$1,500	$2,500	66.7%	76.6%	28.4%
	CTR - Traffic Impact Study	$7,000	$7,765	10.9%	32.8%	–%
	Minor Site Review/Administrative Fee	$1,425	$1,025	-28.1%	–%	–%
B.	**Right-of-Way Permits:**					
	Festival Permits:					
	Festival Permit Application	$230	$150	-34.8%	54.6%	55.3%
	Single Day (<300 attendees)	$230	$330	43.5%	76.3%	86.9%
	Single Day (≥300 attendees) & Multi-Day (permit fee assessed for each day)	N/A	$1,105	N/A	N/A	–%
	Single Day (≥300 attendees)	$2,000	N/A	N/A	12.7%	N/A
	Multi-Day (a permit is required for each day for the duration of the event)	$1,690	N/A	N/A	–%	N/A
	Parade Permits:					
	Parade Permit Application	$230	$105	-54.3%	31.1%	0.4%
	Small (< 1,000 attendees)	$850	$935	10.0%	36.2%	0.1%
	Large (≥1,000 attendees)	$3,995	$5,000	25.2%	–%	10.3%
	Right-of-Way (ROW):					
	Right-of-Way Abandonment Pre-Submittal Administrative Fee	$850	$495	-41.8%	64.2%	0.9%
	Right-of-Way Abandonment (one street/ alleyway)	$8,000	$10,000	25.0%	29.3%	21.3%
	Right-of-Way Abandonment (additional street/ alleyway)	$2,000	$2,000	–%	–%	–%
	Commercial Right-of-Way Encroachment	$4,925	$4,250	-13.7%	–%	–%
	Commercial Right-of-Way Encroachment Amendment	$3,000	$3,500	16.7%	–%	73.7%
	Single Family Lot Encroachment	$1,200	$1,500	25.0%	88.8%	72.1%
	Temporary Infrastructure Permit:					
	Parklets, Art, etc.	$310	$340	9.7%	68.1%	95.2%
	Tryon Street Vendors	$350	$350	–%	79.3%	9.0%
	Food Trucks	$350	$375	7.1%	78.5%	80.1%
	Sidewalk Dining Permit	$1,800	$2,000	11.1%	55.1%	72.1%

Transportation (continued)						
1.	Regulatory Fees: Land Development and Right-of-Way	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
	Valet Parking Permits:					
	New Annual Permit	$800	$890	11.3%	81.9%	–%
	Permit Renewals	$500	$650	30.0%	77.7%	77.1%
	Temporary Permit	$500	$725	45.0%	43.4%	0.3%
	Right-of-Way Use Permits (< 30 days)[2]:					
	Right-of-Way Use Application	$50	$55	10.0%	–%	2.5%
	Street Closure	$115	$115	–%	–%	–%
	Travel/Bike Lane Closure	$15	$24	60.0%	6.6%	3.1%
	Sidewalk Closure	$40	$55	37.5%	1.4%	6.5%
	Miscellaneous Closure	$15	$30	100.0%	20.7%	5.6%

[1] Transportation's portion; additional fees collected by Planning, Design, and Development.

[2] Fees are per day. Metered parking fees by ParkIt may apply and shall be in addition to the fees listed above.

Planning, Design, and Development						
2.	Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
A.	**Rezoning:**					
	Conventional	$1,605	$3,515	119.0%	–%	16.0%
	Conditional - Tier 1	$6,800	$7,125	4.8%	16.1%	–%
	Conditional - Tier 2	$7,965	$10,000	25.5%	–%	17.9%
	Conditional - Tier 3	$12,500	$15,450	23.6%	22.0%	–%
	Text Amendment	$2,610	$2,610	–%	–%	–%
	Administrative Options	$290	$290	–%	–%	–%
	Land Development & Community Tree Canopy Staff Review of Rezonings	$340	$550	61.8%	36.5%	24.8%
B.	**Subdivision and Commercial Reviews and Inspections:**					
	Minor Administrative	$290	$290	–%	–%	–%
	Commercial Inspection	$1,300	$1,180	-9.2%	–%	–%
	Single Family Hold Release Inspection	$160	$365	128.1%	10.2%	11.0%
	Subdivision Single-Family Review	$9,150	$7,485	-18.2%	–%	–%
	Preliminary Plan Revisions and Inspections	$2,030	$1,955	-3.7%	–%	–%
	Final Plats	$1,370	$1,475	7.7%	–%	–%
	Final Plats Revision	$605	$675	11.6%	–%	–%
	Not Subject Plats	$380	$410	7.9%	1.3%	–%
	Subdivision Non-Single Family	$6,345	$6,435	1.4%	–%	–%
	Commercial Subdivision Zoning Review	$4,095	$4,995	22.0%	–%	–%
	Sketch Plan Review	$300	$550	83.3%	–%	20.0%
	Minor Zoning Only Review (RTAP)	N/A	$610	N/A	N/A	0.6%
	Commercial Zoning Plan Review	N/A	$1,435	N/A	N/A	–%
	Commercial Zoning Plan Review: RTAP/RTAC	$275	N/A	N/A	21.0%	N/A
	Commercial Zoning Plan Review: CTAC	$300	N/A	N/A	87.5%	N/A
	Commercial Zoning Plan Review: <0.5 acre	$800	N/A	N/A	29.8%	N/A
	Commercial Zoning Plan Review: ≥0.5 acre-1 acre	$815	N/A	N/A	10.9%	N/A
	Commercial Zoning Plan Review: >1 acre-5 acres	$830	N/A	N/A	4.8%	N/A
	Commercial Zoning Plan Review: >5 acres-10 acres	$850	N/A	N/A	3.2%	N/A
	Commercial Zoning Plan Review: >10 acres-15 acres	$870	N/A	N/A	–%	N/A
	Commercial Zoning Plan Review: >15 acres	$955	N/A	N/A	–%	N/A
	Street Exceptions	$580	$310	-46.6%	–%	1.5%
	Variances & Appeals	$5,000	$5,000	–%	–%	–%
C.	**Zoning Administration:**					
	Appeals (Residential)	$625	$625	–%	–%	–%
	Appeals (Non-Residential)	$3,715	$3,715	–%	–%	–%
	Variances (Residential)	$1,400	$3,000	114.3%	63.1%	26.3%
	Variances (Non-Residential)	$1,905	$3,500	83.7%	–%	34.7%
	Administrative Deviation (Residential)	$390	$780	100.0%	–%	66.3%

Planning, Design, and Development (continued)						
	Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
	Administrative Deviation (Non-Residential)	$195	$900	361.5%	2.3%	49.2%
	Zoning Administration (continued):					
	Alternative Compliance Review	$2,600	$2,600	–%	–%	–%
	Individual Residential Lot Reviews	$65	$155	138.5%	3.0%	30.3%
	Sign Permits	$175	N/A	N/A	N/A	N/A
	Verification Letter - Tier 1	$185	$280	N/A	1.0%	–%
	Verification Letter - Tier 2	$325	$420	N/A	–%	0.5%
	UDO Administrative Interpretation	$2,475	$2,475	N/A	–%	–%
	Zoning Use Permits	$510	N/A	N/A	–%	N/A
	Zoning Use Permits Tier 1	N/A	$205	N/A	N/A	1.4%
	Zoning Use Permits Tier 2	N/A	$225	N/A	N/A	–%
	Zoning Use Permits Tier 3	N/A	$240	N/A	N/A	1.8%
	Amended Site Plan Approval	$1,090	$1,155	6.0%	16.0%	–%
	Parking Reductions	$250	N/A	N/A	–%	N/A
	Sign Flex	$280	N/A	N/A	–%	N/A
D.	**Historic District Review:**					
	Minor Review	$525	$685	30.5%	48.4%	–%
	Major Review - Residential (≤ 4 units)	$540	$1,500	177.8%	1.0%	51.7%
	Major Review Review - Multi-Family, Non-Residential, & Mixed Use	N/A	$10,000	N/A	N/A	25.1%
	Major Review - Demolition (≤ 4 units)	N/A	$2,250	N/A	N/A	–%
	Major Review - Demolition (> 4 units)	N/A	$2,625	N/A	N/A	–%
	After-the-Fact Administrative Approval	$750	$1,195	59.3%	56.3%	–%
	Major Review (with survey)	$2,250	N/A	N/A	50.6%	N/A
	Major Review - Multi-Family (>4 units)	$3,000	N/A	N/A	44.3%	N/A
	Major Review - Non-Residential	$4,645	N/A	N/A	–%	N/A
	Major Review - Mixed Use	$5,080	N/A	N/A	–%	N/A
E.	**Community Tree Canopy Preservation:**					
	Urban Forestry Review & Inspection	$1,770	$1,565	-11.6%	–%	–%
	Urban Forestry Tree Preservation	$1,005	$1,125	11.9%	–%	–%
	Single-Family Subdivision Tree Preservation	$1,145	$1,965	71.6%	–%	–%
	Residential Single-Lot Tree Preservation (Tier 1)	$180	$180	–%	80.2%	40.8%
	Residential Single-Lot Tree Preservation (Tier 2)	$260	$350	34.6%	62.8%	1.0%
	Residential Single-Lot Tree Preservation (Tier 3)	$300	$405	35.0%	–%	–%
	Non-Development Heritage Tree Permit	$265	$215	-18.9%	–%	–%
	Tree Preservation Compliance Review & Inspection	$500	$500	–%	50.6%	49.9%
	Tree Ordinance Appeal & Variance Hearing Process	$1,600	$1,600	–%	92.2%	92.2%

Fire					
3. Regulatory Fees: Fire Code and Plans Review	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
A. Fire Code Permits and Inspections:					
Aerosol Products Permit	$65	$55	-15.4%	2.0%	2.0%
Amusement Buildings Permit	$330	$300	-9.1%	–%	–%
Aviation Facilities Permit	$55	$50	-9.1%	4.3%	4.1%
Carnivals & Fairs Permit	$660	$600	-9.1%	–%	–%
Combustible Dust Permit	$55	$50	-9.1%	4.3%	4.1%
Combustible Fibers Permit	$55	$50	-9.1%	4.3%	4.1%
Compressed Gas Permit	$65	$55	-15.4%	2.0%	2.0%
Covered Mall Buildings – Retail Fixtures and Displays, Concessions – Permit	$55	$50	-9.1%	–%	–%
Covered Mall Buildings – Display or Liquid or Gas-fired Equipment – Permit	$220	$200	-9.1%	–%	–%
Covered Mall Buildings – Use of open flame producing equipment – Permit	$220	$200	-9.1%	–%	–%
Cryogenic Fluids Permit	$65	$55	-15.4%	2.0%	2.0%
Dry Cleaning Plants Permit	$65	$55	-15.4%	2.0%	2.0%
Exhibits & Trade Shows Permit	$330	$300	-9.1%	–%	–%
Explosives – Manufacturing, Storage, Handling, & Sale – Permit	$65	$55	-15.4%	2.0%	2.0%
Explosives – Blasting Operations – Permit	$440	$400	-9.1%	–%	–%
Explosives – Fireworks (Outdoors) – Permit	$550	$500	-9.1%	–%	–%
Explosives – Fireworks (Indoors) – Permit	$440	$400	-9.1%	–%	–%
Explosives – Fireworks (Sales) – Permit	$220	$200	-9.1%	–%	–%
Flammable Liquids Class 1 (5-50 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable Liquids Class 1 (51-500 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable Liquids Class 1 (501-5,000 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable Liquids Class 1 (Greater than 5,000 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Combustible Liquids Class 2 and 3A (25-60 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Combustible Liquids Class 2 and 3A (61-500 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Combustible Liquids Class 2 and 3A (501-5,000 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Combustible Liquids Class 2 and 3A (> 5,000 gallons) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable and Combustible Liquids (Operate tank vehicles, equipment, tanks, plants, terminals, wells, refineries) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal) Permit	$385	$350	-9.1%	–%	–%

Fire (continued)					
3. Regulatory Fees: Fire Code and Plans Review	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Fire Code Permits and Inspections (continued):					
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design) Permit	$385	$350	-9.1%	–%	–%
Flammable and Combustible Liquids (Manufacture, process, blend/refine) Permit	$65	$55	-15.4%	2.0%	2.0%
Dispensing of Flammables/Combustibles (including service stations) Permit	$65	$55	-15.4%	2.0%	2.0%
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles) Permit	$65	$55	-15.4%	2.0%	2.0%
Fumigation and Thermal Insecticide Fogging Permit	$55	$50	-9.1%	4.4%	4.1%
Hazardous Materials <=110 gallons; <=1,000 pounds Permit	$65	$55	-15.4%	2.0%	2.0%
Hazardous Materials 111-1,100 gallons; 1,001-10,000 pounds Permit	$65	$55	-15.4%	2.0%	2.0%
Hazardous Materials 1,101-5,500 gallons; 10,001-50,000 pounds Permit	$65	$55	-15.4%	–%	–%
Hazardous Materials >5,500 gallons; >50,000 pounds Permit	$65	$55	-15.4%	2.0%	2.0%
Lumber Storage – Yards and Woodworking Plants Permit	$55	$50	-9.1%	4.3%	4.1%
Places of Assembly Permit	$75	$65	-13.3%	–%	4.6%
Repair Garages Permit	$55	$50	-9.1%	4.3%	4.1%
Heliport/Helistop Permit	$55	$50	-9.1%	4.3%	4.1%
Spraying or Dipping Operations Permit	$75	$65	-13.3%	–%	4.6%
Temporary Membrane Structures, Tents, Canopies Permit	$220	$200	-9.1%	–%	–%
Multiple Temporary Membrane Structures, Tents, Canopies Permit	$440	$400	-9.1%	–%	–%
Tire Rebuilding Plant Permit	$55	$50	-9.1%	4.3%	–%
Waste Handling – Junk Yards, Wrecking Yards, Waste Material – Permit	$55	$50	-9.1%	4.3%	4.1%
Day Care/Group Homes Renewable Permit	$70	$60	-14.3%	1.1%	–%
ABC Inspection/Permit	$350	$220	-37.1%	14.0%	1.1%
Combustible Storage Permit – over 2,500 cubic feet – Permit	$55	$50	-9.1%	4.3%	4.1%
High Pile Storage Permit	$55	$50	-9.1%	4.3%	4.1%
Fueled Vehicles in Assembly Buildings Permit	$55	$50	-9.1%	–%	–%
Bulk Terminal Operations Permit	$920	$900	-2.2%	–%	–%
Hazardous Location Close Out Permit	$350	$700	100.0%	–%	12.7%
Non-Mandated Inspection	$210	$185	-11.9%	1.1%	1.8%
Re-Inspection (3rd Inspection)	$220	$185	-15.9%	–%	0.8%
Carbon Dioxide Beverages > 100 Pounds Permit	$55	$50	-9.1%	4.3%	4.1%

Fire (continued)					
3. Regulatory Fees: Fire Code and Plans Review	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Fire Code Permits and Inspections					
Outdoor Assembly Event Permit	$660	$600	-9.1%	–%	–%
Energy Storage Systems Permit	$55	$50	-9.1%	–%	–%
Additive Manufacturing Permit	$55	$50	-9.1%	–%	–%
Plant Extraction Systems Permit	$55	$50	-9.1%	–%	–%
0 - 2,499 square feet Inspection	$110	$90	-18.2%	–%	–%
2,500 - 4,499 square feet Inspection	$155	$160	3.2%	–%	–%
4,500 - 7,999 square feet Inspection	$190	$200	5.3%	–%	–%
8,000 - 15,999 square feet Inspection	$230	$230	–%	–%	–%
16,000 - 49,999 square feet Inspection	$285	$265	-7.0%	–%	–%
50,000 - 99,999 square feet Inspection	$400	$370	-7.5%	–%	–%
100,000 - 499,999 square feet Inspection	$580	$565	-2.6%	–%	–%
500,000 + square feet Inspection	$980	$1,395	42.3%	–%	–%
High Rise (up to 20 floors) Inspection	$1,240	$950	-23.4%	0.0%	–%
High Rise (greater than 20 floors) Inspection	$2,255	$1,660	-26.4%	–%	–%
Apartment Building with Direct Egress Inspection	$45	$40	-11.1%	–%	–%
Parking Decks Inspection	$190	$220	15.8%	–%	–%
First Re-Inspection Fee	$105	$120	14.3%	–%	–%
Vacant Buildings Inspection	$65	$70	7.7%	–%	–%
B. Plans Review:					
Fire Alarm Plans (Shop drawings)	$165	$240	45.5%	2.6%	7.3%
Fire Sprinkler Plans (Shop drawings)	$315	$345	9.5%	1.2%	1.1%
Interactive Review	$95	$135	42.1%	3.6%	1.4%
Plans Review - Construction - <$50,000	$200	$110	-45.0%	–%	1.1%
Plans Review - Construction - $50,001 to $100,000	$200	$120	-40.0%	2.4%	1.6%
Plans Review - Construction - $100,001 to $500,000	$245	$125	-49.0%	–%	1.0%
Plans Review - Construction - $500,001 to $1,000,000	$260	$160	-38.5%	1.9%	1.6%
Plans Review - Construction - $1,000,001 to $5,000,000	$285	$205	-28.1%	–%	1.2%
Plans Review - Construction - $5,000,001 to $10,000,000	$425	$275	-35.3%	1.1%	1.1%
Plans Review - Construction - > than $10,000,000	$1,585	$470	-70.3%	–%	0.6%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	$2,830	$415	-85.3%	–%	1.0%
ERRCS Plans (Shop Drawings)	N/A	$210	N/A	N/A	–%
Performance Tests - Fire Pumps	$230	N/A	N/A	–%	N/A
Performance Tests - Sprinkler System (13R, drain test, etc.)	$305	N/A	N/A	1.0%	N/A

Fire (continued)					
3. Regulatory Fees: Fire Code and Plans Review	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Plans Review (continued):					
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	$305	N/A	N/A	1.0%	N/A
Performance Tests - Fire Alarm (Upfit)	$305	N/A	N/A	1.0%	N/A
Performance Tests - Private Fire Hydrants	$190	N/A	N/A	1.3%	N/A
Performance Tests - Standpipe System Tests	$305	N/A	N/A	1.0%	N/A
Performance Tests - Automatic fire-extinguishing systems (hood systems, halon systems, pre-action systems in computer rooms or alternatives)	$115	N/A	N/A	1.0%	N/A
C. Other Reviews:					
Rezoning Petitions	$290	$210	-27.6%	1.2%	–%
Sketch Plan Review	$150	$140	-6.7%	3.2%	1.7%
Single-Family Subdivision Review	$890	$1,825	105.1%	65.9%	20.2%
Non Single-Family Subdivision Review	$830	$745	-10.2%	–%	–%
Commercial Site Plan Review	$1,320	$880	-33.3%	–%	–%
D. Construction Inspections:					
New Construction Inspection	N/A	$215	N/A	N/A	–%
After Hours Construction Inspection	$190	$300	57.9%	–%	7.7%
E. Water Supply Tests:					
Hydrant Test - Public	$190	$380	100.0%	1.3%	12.6%
Hydrant Test - Private	$190	$380	100.0%	1.3%	12.6%

Proposed FY 2027 User Fees

Police					
4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
A. Adult Business Fees:					
Application Fee	$5,345	$6,680	25.0%	–%	–%
Background Check Fee	$35	$35	–%	3.3%	–%
Building Design Change Fee	$1,830	$1,830	–%	–%	–%
License Fee	$2,100	$2,620	24.8%	27.6%	27.8%
B. Carnival Permit Fee:					
Carnival Permit Fee	$455	$625	37.4%	–%	10.5%
C. Dance Hall License Fees:					
Application/Renewal Fee	$5,345	$6,680	25.0%	45.3%	20.5%
Background Check Fee	$45	$50	11.1%	75.5%	71.4%
Building Design Change Fee	$1,830	$1,830	–%	–%	–%
License Fee	$2,100	$2,620	24.8%	31.3%	–%
D. Passenger Vehicle for Hire Fees:					
Company Certifications Fees:					
Company Permit Fee	$465	$400	-14.0%	–%	1.0%
Late Renewal Charge (per day)[1]	$100	$100	–%	–%	–%
Driver/Chauffeur Fees:					
Driver Application (New/Renewal)	$75	$65	-13.3%	2.4%	1.7%
Driver/Chauffeur Permit Fee [2]	$15	$15	–%	79.6%	84.2%
Transfer/Add/Replace/Duplication Fee	$165	$210	27.3%	45.7%	14.6%
Reinstatement of Permit Fee	$165	$230	39.4%	1.9%	26.8%
Vehicle Fees:					
Vehicle Permit Fee	$15	$15	–%	9.4%	6.3%
Replace Vehicle Permit/Decals	$115	$170	47.8%	91.8%	88.8%
Transfer Vehicle Permit	$305	$170	-44.3%	1.4%	2.4%

[1] Penalty; not a regulatory fee

[2] Fee regulated by North Carolina General Statutes

City Clerk					
5. Regulatory Fees: Legal Advertisements	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Legal Advertisements for Rezoning Petitions[1]	$370	$600	62.2%	34.4%	36.5%

[1] Clerk's legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by Planning, Design, and Development.

Proposed FY 2027 User Fees

Storm Water						
6. Regulatory Fees: Land Development	Basis	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
As-Builts	Per As-Built	$750	$775	3.3%	–%	–%
Commercial Plan Review	Per project	$1,515	$1,570	3.6%	–%	–%
Detention/Drainage Plan Review	Per project + disturbed acre	$1,205 + $100	$1,330 + $100	10.4%	–%	–%
Grading/Erosion Control Permit	Per disturbed acre	$615	$700	13.8%	–%	–%
Major Commercial Subdivision Review[1]	Per project + disturbed acre	$2,825 + $100	$3,110 + $100	10.1%	–%	–%
Single Family, Planned Multifamily, and Mixed-Use Development	Per project + disturbed acre	$3,895 + $100	$3,690 + $100	-5.3%	–%	–%
Minor Residential Subdivision (without streets) and Final Plat	Per project	$410	$495	20.7%	–%	–%
Residential Storm Water Reviews (UDO) (Additions, Sheds, Pools, etc)	Per project	$50	$55	10.0%	–%	4.4%
Residential Storm Water Reviews (UDO) (New Homes, Duplexes, ADUs)	Per project	$410	$455	11.0%	–%	–%
Revision to Approved Plan	Per project	$655	$675	3.1%	–%	0.5%
Rezoning Staff Review	Per project	$130	$105	-19.2%	–%	1.9%
Sketch Plan Review	Per project	$245	$275	12.2%	–%	–%

[1] Major subdivision costs are based on total acreage; commercial subdivision based on disturbed acreage.

Proposed FY 2027 User Fees

Charlotte Water					
7. Regulatory Fees: Plans Review/Inspection Fees	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Backflow Review - Plan Review	$240	$278	15.8%	–%	–%
Backflow Inspection - Per Inspection	$316	$626	98.1%	–%	–%
Infrastructure Permit - Project Initiation	$491	$505	2.9%	–%	–%
Infrastructure Permit - Plan Review: Per Linear Foot	$2.09	$2.86	36.8%	–%	–%
Infrastructure Permit - Inspection: Per Linear Foot	$5.80	$6.04	4.1%	–%	–%
Infrastructure Permit - Revision to Approved Plans (RTAP): Per Occurrence	$327	$337	3.1%	–%	–%
CCTV Inspection - Per Occurrence	At Cost	At Cost	N/A	–%	–%

Charlotte Area Transit System					
8. Regulatory Fees: Plans Review & Right- of-Way Management Fees	FY 2026	FY 2027	% Change	FY 2026 % Subsidy	FY 2027 % Subsidy
Land Development Plans Review	$2,230	$3,350	50.2%	35.6%	35.4%
License Agreements	$4,410	$9,300	110.9%	48.5%	87.7%
Rezoning Petitions	$670	$1,400	109.0%	46.8%	56.0%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, and joint use agreements)	$8,250	$14,100	70.9%	38.4%	78.0%

Proposed FY 2027 User Fees

Aviation				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2026	FY 2027	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	$2.23	$2.72	22.0%
Terminal Rental Rates	Per square foot	$99.61	$106.49	6.9%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	$1.84	$1.98	7.6%
Non-Signatory Carrier	Per available seat delivered	$2.72	$3.00	10.3%
Common Use Ticket Counter	Per hour used	$21.41	$23.41	9.3%
Baggage Fee	Per bag	$1.42	$1.45	2.1%
Federal Inspection Service (International)	Per deplaned passenger	$8.79	$9.79	11.4%
Loading Bridge Fee	Annual fee	$67,483	$69,811	3.4%
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	$50	$50	–%
3-24 hours	> 3 hours and up to 24 hours	$100	$100	–%
Cargo Ground Handling	% of gross revenue	10%	10%	–%
Ground Transportation Operators:				
Off Airport Rent-A-Cars	% of gross revenue	10%	10%	–%
Off-Site Airport Parking	% of gross revenue	10%	10%	–%
Rental Car Concessions	% of gross revenue	10%	10%	–%
Hotel/Motel Courtesy Vans (per vehicle)	Annual Fee	$500	$2,500	400.0%
Commercial Courier Vehicles	Per trip through lane	$1.50	$2.50	66.7%
Transportation Network Companies (TNCs)	Per trip through lane	$3.50	$5.00	42.9%
Contract Vans or Limos	Per trip through lane	$1.50	$2.50	66.7%
Parking Fees:				
Hourly Deck ($32.00 daily maximum)[1] (15 minute grace period)	Per hour	$8	$8	–%
Daily Deck[1]	Flat fee per day	$20	$28	40.0%
Daily North	Flat fee per day	$14	$18	28.6%
Long Term Lots[1]	Flat fee per day	$12	$14	16.7%
Curbside Valet	Flat fee per day	$45	$50	11.1%
Express Deck Self-Park	Flat fee per day	$20	$24	20.0%
Express Deck Preferred	Flat fee per day	$24	$24	–%

[1] Up to 60 percent discount when booking online

Aviation (continued)				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2026	FY 2027	% Change
Rental Rates:				
Ground Rent	Per acre	$14,500-$19,500	$14,935-$20,085	3.0%
Warehouse Rent	Per square foot	$5.75-$13.80	$5.75-$13.80	–%
Warehouse Office Rent	Per square foot	$6.90-$16.70	$6.90-$16.70	–%
Cargo Facility Rentals-Warehouse	Per square foot	$5.75-$12.00	$6.00-$12.50	Various
Cargo Facility Rentals-Office	Per square foot	$8.75-$15.00	$9.00-$16.50	Various
FBO Hangar Rentals	Per square foot	$9.00-$22.50	$17.85-$24.29	Various
Tenant Fees:				
Airport Identification Cards	Per card	$35	$35	–%
Background Check	Per badge issued	$13	$13	–%
Fingerprinting	Per application	$32	$32	–%
Employee Parking Cards (Standard)	Per month	$50	$50	–%
Employee Parking Cards (Premium)	Per month	$400	$400	–%
Employee Parking Cards (Premier)	Per month	$600	$600	–%

City Clerk			
10. Non-Regulatory Fees: Voluntary Annexation and Passports	FY 2026	FY 2027	% Change
Voluntary Annexation Petition:			
Voluntary Annexation Petition Fee	$400	$400	–%
Passport Fees:			
Passport Processing Fee	$35	$35	–%
Passport Photo Fee	$15	$15	–%

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2026	FY 2027	% Change
Opening and Closing Fees - Adult:			
Weekdays	$1,350	$1,350	–%
Weekdays after 3:00 p.m.	$2,750	$2,750	–%
Saturdays	$2,550	$2,550	–%
Sundays and Holidays	$3,050	$3,050	–%
Entombment Fee	$1,550	$1,550	–%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	$600	$600	–%
Weekdays after 3:00 p.m. and Saturdays	$800	$800	–%
Sundays and Holidays	$1,200	$1,200	–%
Cremations (burial) (In-ground):			
Weekdays	$700	$700	–%
Weekdays after 3:00 p.m.	$850	$850	–%
Saturdays	$1,250	$1,250	–%
Sunday and Holidays	$1,800	$1,800	–%
Second Right of Interment	$850	$850	–%
Disinterment:			
Adult	$3,500	$3,500	–%
Infant/Child	$1,300	$1,300	–%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn and Pinewood)	$1,400	$1,400	–%
Sale of Grave-Adult (Elmwood and Ninth Street)	$3,000	$3,000	–%
Sale of Grave-Adult (Evergreen)	$1,900	$1,900	–%
Sale of Grave-Infant	$600	$600	–%
Sale of Cremain Space in Ground (Elmwood and Ninth Street)	$1,400	$1,400	–%
Sale of Cremain Space in Ground (Evergreen)	$1,200	$1,200	–%
Sale of Cremain Space in Ground (Oaklawn and Pinewood)	$1,000	$1,000	–%
Sale of Cremain Space in Niche	$1,500	$1,500	–%
Sale of Mausoleum (20x20 feet area)	$36,000	$36,000	–%
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn and Pinewood)	$210	$210	–%
Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)	$270	$270	–%
Perpetual Care Charge (one-time fee per grave space)-Adults (Elmwood and Ninth Street)	$300	$300	–%
Perpetual Care Charge (one-time fee per grave space)-Infants	$90	$90	–%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn and Pinewood)	$225	$225	–%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)	$160	$160	–%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood and Ninth Street)	$210	$210	–%
Perpetual Care Charge (one-time fee per grave space)-Single Niche	$180	$180	–%

Proposed FY 2027 User Fees

General Services (continued)

11a. Non-Regulatory Fees: Cemetery Fees	FY 2026	FY 2027	% Change
Perpetual Care Mausoleum Charge (per space)	25%	25%	–%
Perpetual Care Charge- Second Right of Internment	$85	$85	–%
Perpetual Care Charge (one time fee per ossuary space)- Ossuary Burial for Cremation	$30	$30	–%
Ossuary Burial for Cremation	$300	$300	–%
Amenities:			
Flower Vase Installation	$120	$120	–%
Non-Permanent Burial Container/Adult	$400	$400	–%
Lettering of Niche Cover - Evergreen (two lines/name-date)	$600	$600	–%
Tent, Chair, or Cremation Setup	$750	$750	–%
Sale and Installation of City Vase	$300	$300	–%
Monument Foundation Construction (per square inch)	$1	$1	–%
Marker Installation (per square inch)	$1	$1	–%
Special Request Maintenance (per hour)	$150	$150	–%
Transfer Burial Rights	$150	$150	–%

11b. Non-Regulatory: Public and Employee Parking Fees	FY 2026	FY 2027	% Change
Employee Parking	$25/Month	$25/Month	–%
Public Parking (weekdays and weekends):			
First 1/2 hour	$1	$1	–%
Additional time (1/2 hour increments)	$2	$2	–%
Maximum per day	$15	$15	–%

11c. Non-Regulatory Fees: Telecommunication Tower Lease	FY 2026	FY 2027	% Change
New Lease/License:			
Application Fee	$500	$500	–%
Installation/Inspection	$5,000	$5,000	–%
Closeout Documentation	$2,500	$2,500	–%
Lease/License Extension:			
Application Fee	$500	$500	–%
Lease/License Extension	$5,000	$5,000	–%
Lease/License Amendment/Modification:			
Application Fee	$500	$500	–%
Amendment/Modification	$5,000	$5,000	–%
Installation/Inspection	$5,000	$5,000	–%
Closeout Documentation	$2,500	$2,500	–%
Lease/License Termination:			
Lease/License Termination	$5,000	$5,000	–%

General Services (continued)			
11d. Non-Regulatory Fees: Animal Care and Control Fees	FY 2026	FY 2027	% Change
Animal Control Adoption Fees:			
Adult Dog/Cat	$30/$20	$30/20	–%
Adult Dog/Cat for Senior Citizen 62 and older	No Charge	No Charge	–%
Puppy/Kitten	$50/$40	$50/$40	–%
Puppy/Kitten for Senior Citizen 62 and older	No Charge	No Charge	–%
Rescue Group Dog/Cat Approved Adoption	No Charge	No Charge	–%
0 - 3 feet Snake	$25	$25	–%
>3 - 6 feet Snake	$50	$50	–%
>6 feet Snake	$75	$75	–%
Small Pot Belly Pig	$25	$25	–%
Medium Pot Belly Pig	$15	$15	–%
Large Pot Belly Pig	$5	$5	–%
Rats	$2	$2	–%
Mice	$1	$1	–%
Hamster/Gerbil	$3	$3	–%
Chinchilla	$35	$35	–%
Guinea Pigs	$5	$5	–%
Rabbits	$5	$5	–%
Chickens	$2	$2	–%
Turkeys	$5	$5	–%
Ferrets	$25	$25	–%
Reptile - Small Iguana	$25	$25	–%
Reptile - Medium Iguana	$50	$50	–%
Reptile - Large Iguana	$75	$75	–%
Finch	Market Rate	Market Rate	N/A
Parakeet/Canary	Market Rate	Market Rate	N/A
Parrot	Market Rate	Market Rate	N/A
Gray Cockatiel	Market Rate	Market Rate	N/A
Lutino Cockatiel	Market Rate	Market Rate	N/A
Peach Faced Lovebird	Market Rate	Market Rate	N/A
Other Lovebird	Market Rate	Market Rate	N/A
Horse/Cow	Auction Starting Price	Auction Starting Price	N/A
Goats	$15	$15	–%
Animal Spay/Neuter Fees:			
Canine Spay	$75	$75	–%
Canine Neuter	$70	$70	–%
Feline Spay	$55	$55	–%
Feline Neuter	$50	$50	–%
Rabbit Spay	$165	$165	–%
Rabbit Neuter	$140	$140	–%
Internal Clinic Service Fees:			
Medical Veterinary Services and Pharmaceuticals	Market Rate	Market Rate	–%

Proposed FY 2027 User Fees

General Services (continued)

11d. Non-Regulatory Fees: Animal Care and Control Fees	FY 2026	FY 2027	% Change
Animal Reclaim/Boarding/Rabies Shot/Microchip Fees:			
Canine	$40/$25/$15/$10	$40/$25/$15/$10	–%
Feline	$25/$9/$15/$10	$25/$9/$15/$10	–%
Livestock	$55/$18/$15/$10	$55/$18/$15/$10	–%
Wildlife Processing Fee	$40	$40	–%
Animal Surrender (Dog, Cat, Other)	$10	$50/$25/$20	Various

Storm Water

12. Non-Regulatory Fees: Land Development	FY 2026	FY 2027	% Change
Administrative Review Fee	$560 per project	$600 per project	7.1%
Expedited As-built Plan Review	$2,500 per project	$2,500 per project	–%
Grading Only for Plan Under Review	$2,500 per project	$2,500 per project	–%

Planning, Design, and Development

13. Non-Regulatory Fees: Land Development	FY 2026	FY 2027	% Change
Bond Administration Service	$815/per surety posted, renewal, replacement, adjustment or release	$855/per surety posted, renewal, replacement, adjustment or release	4.9%
City Tree Mitigation Fee	$200 per inch	$200 per inch	–%
Heritage Tree Mitigation Fee – Development	$1,500 per tree	$1,500 per tree	–%
Heritage Tree Mitigation Fee – Non- Development	$500 per tree	$500 per tree	–%
Tree Save Payment in Lieu Fee (average tax value cap)	$335,937 per acre[1]	$335,937 per acre[1]	–%
Perimeter Tree Payment in Lieu Fee (planting strip)	$750 per tree in planting strip	$750 per tree in planting strip	–%
Perimeter Tree Payment in Lieu Fee (tree pit)	$6,500 per tree in tree pit	$6,500 per tree in tree pit	–%
Payment in Lieu Fee (Affordable Housing Bonus Program) - Transit-Oriented Development Zoning Districts	$6.00 per square foot	$6.00 per square foot	–%
Payment in Lieu Fee (Affordable Housing Bonus Program) - all other eligible zoning districts	$4.75 per square foot	$4.75 per square foot	–%

[1] The maximum average tax value for an acre of land which is used in the tree save payment-in-lieu fee calculation. For example, for a one acre site with a tax value of $350,000 and a 15 percent tree save requirement, the tree save payment-in-lieu fee would be $50,391 (15% of $335,937).

Charlotte Development Center			
14. Non-Regulatory Fees: Land Development	**FY 2026**	**FY 2027**	**% Change**
Expedited Construction Plan Review:			
1 Hour Comment Meeting Between Cycles (per meeting)	$2,000	N/A	N/A
10-Business Day Review Cycle (<1 acre site)[1]	$20,000	N/A	N/A
5-Business Day Review Cycle (<1 acre site)[1]	$30,000	N/A	N/A
10-Business Day Review Cycle (1-10 acre site)[1]	$30,000	N/A	N/A
10-Business Day Review Cycle (>10 acre site)[1]	$40,000	N/A	N/A
Sketch Review for Expedited Assessment	N/A	$500	N/A
Additional Comment Meeting (post-initial meeting)	N/A	$2,000	N/A
Optional Expedited Review Cycles:[2]			
Sites < 2 acres - Minor	N/A	$7,000	N/A
Sites < 2 acres - Major	N/A	$20,000	N/A
Sites 2 to 10 acres	N/A	$30,000	N/A
Sites ≥ 10 acres	N/A	$40,000	N/A
Expedited Revision to Approved Plans (RTAP) Plan Review:			
1 Hour Comment Meeting Between Cycles (per meeting)	$2,000	N/A	N/A
10-Business Day Review Cycle (any acre site)	$20,000	N/A	N/A
5-Business Day Review Cycle (any acre site)	$30,000	N/A	N/A
7-Business Day Review (any acre site)	N/A	$8,000	N/A
Expedited Plat Review:			
Expedited Minor Plat	$2,000	$2,000	–%
Expedited Revised Plat	$2,000	$2,000	–%
Expedited Final Plat	$2,000	$2,000	–%
Expedited As-Built (Stormwater)	$2,500	$2,500	–%

[1] Cycles 2 and 3 covered; beyond 3 cycles is not eligible for expedited review.

[2] First review cycle is 10 business days, subsequent cycles are seven business days.

Police			
15. Non-Regulatory Fees: Special Events	**FY 2026**	**FY 2027**	**% Change**
Special Event Administrative Fee (per officer per hour)	$1.50	$1.50	–%

Solid Waste Service			
16. Non-Regulatory Fees: Annual Solid Waste Fee	**FY 2026**	**FY 2027**	**% Change**
Annual Solid Waste Fee:			
Residential: Dumpster	$109.90	$114.77	4.4%
Residential: Curbside	$120.30	$136.55	13.5%
Small Business (<512 gallons/week)	$300	$300	–%

Any complex can request a fee refund if the city could not service the complex or the complex chooses to contract for its own solid waste services.

Transportation			
17. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit	**FY 2026**	**FY 2027**	**% Change**
Shared Mobility ROW Permits:			
eBikes/Bike Share	Dynamic	Dynamic	N/A
E-scooter Permit	Dynamic	Dynamic	N/A
Parking Meters (Per hour)	$1.50	$1.50	–%
Parking Permits:			
Parking Permits[1]	Dynamic	Dynamic	N/A
Temporary Parking Permit	$3	$3	–%
Off-Duty Police Officer Permit:			
Permit	$50	$150	200.0%
Permit Renewal	$50	$150	200.0%

[1] A $3.50 transaction fee is charged in addition to the permit fee

Proposed FY 2027 User Fees

Storm Water			
18. Other Fees: Storm Water Rates	**FY 2026**	**FY 2027**	**% Change**
Single-family:			
Tier I - <2,000 square feet of impervious area	$7.34/month	$7.66/ month	4.4%
Tier II - 2,000 to <3,000 square feet of impervious area	$10.82/month	$11.30/ month	4.4%
Tier III - 3,000 to <5,000 square feet of impervious area	$16.00/month	$16.70/ month	4.4%
Tier IV - ≥5,000 square feet of impervious area	$26.46/month	$27.62/ month	4.4%
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	$190.98/month	$199.38/month	4.4%

Charlotte Water			
19. Other Fees: Water & Sewer Rates	**FY 2026**	**FY 2027**	**% Change**
Water Rates:			
Fixed:			
Billing Fee	$6.62	$6.75	2.0%
Availability Fee	$1.44	$1.53	6.3%
Volume Rate:			
Tier I - (0-4 Ccf)[1]	$1.98	$2.11	6.6%
Tier II - (5-8 Ccf)	$2.56	$2.73	6.6%
Tier III - (9-16 Ccf)	$5.91	$6.30	6.6%
Tier IV - (16+ Ccf)	$11.20	$11.93	6.5%
Non-Residential (Ccf)	$3.43	$3.65	6.4%
Sewer Rates:			
Fixed:			
Billing Fee	$6.62	$6.75	2.0%
Availability Fee	$10.32	$11.00	6.6%
Volumetric - residential, commercial, others (Ccf)[2]	$6.46	$6.88	6.5%
Industrial Waste	$0.43	$0.47	9.3%
Common Residential Connection Fee:			
Water	$4,421	$4,407	-0.3%
Sewer	$6,132	$6,444	5.1%
Common Residential System Development Fee:			
Water	$1,398	$1,453	3.9%
Sewer	$5,389	$5,066	-6.0%
The typical monthly water and sewer bill for residential customers is estimated to be $81.21, an increase of $4.41 per month (5.742 percent). The typical bill assumes 4,488 gallons or 6 Ccf used each month.			

[1] 1 Ccf = 748 gallons

[2] Up to 16 Ccf for residential customers

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

Chapter 2, Section 2-1 (a - e)
(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

- **Nonregulatory user fees** means fees charged to those who receive governmental services or use governmental facilities. The term "nonregulatory user fees" does not include fees charged incident to a regulatory program except to the extent that fees are to defray the cost of providing a higher degree of service than is otherwise provided in conjunction with the regulatory program whether or not regulatory user fees are charged. For purposes of this section, nonregulatory user fees shall not include stormwater service charges established pursuant to chapter 18, article II, of this Code or water and sewer service user charges and other fees and charges established pursuant to chapter 23 of this Code.
- **Regulatory user fees** means fees associated with or incident to a regulatory program. The purpose of regulatory user fees is to meet some or all of the costs occasioned by the regulated action.

(b) Regulatory user fees. The City Manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the City Council, which policies shall be in accordance with generally accepted accounting principles.
(c) Nonregulatory user fees. The City Manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the City Council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.
(d) Notification of council of new or increased fees. The City Manager shall notify the Mayor and City Council of any new regulatory or nonregulatory fee or any increase in a regulatory or nonregulatory fee through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.
(e) Schedule of fees. A complete schedule of regulatory user fees and nonregulatory user fees shall be available for inspection in the office of the City Clerk.
(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

Step 1: Department's total direct and indirect budgeted costs = Fully Allocated Cost

Direct & Indirect Costs	Eligible Budget	Fee Activity 1		Fee Activity 2		Fee Activity 3		Non User Fee Activity	
Staff Member 1	$30,000	40%	$12,000	25%	$7,500	30%	$9,000	5%	$1,500
Staff Member 2	$35,000	15%	$5,250	10%	$3,500	35%	$12,250	40%	$14,000
Building Rent	$12,000	25%	$3,000	20%	$2,400	15%	$1,800	40%	$4,800
Fully Allocated Cost	$77,000	$20,250		$13,400		$23,050		$20,300	

Step 2: Fully Allocated Cost divided by average number of units = Cost Per Unit

Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	$20,250	$13,400	$23,050
Average # of permits/applications	500	40	24
100% Cost per Unit	$40.50	$335.00	$960.42

Step 3: Cost per Unit multiplied by cost recovery rate = Fee

Direct & Indirect Costs	Fee Activity 1	Fee Activity 2	Fee Activity 3
100% Cost to Applicant/Customer	$40	$335	$960

COMPENSATION AND BENEFITS

CITY OF CHARLOTTE

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EXECUTIVE SUMMARY

Background

The City of Charlotte is dedicated to cultivating an inclusive work environment where employees feel a sense of connectedness and well-being while carrying out their job duties. Human Resource programs are developed and implemented in alignment with the Human Resources philosophy adopted by City Council. The City of Charlotte is dedicated to attracting and retaining qualified, productive, and engaged employees who will deliver efficient and effective services to the Charlotte community.

Recommendations for compensation and benefits are guided by our mission—committed to delivering exceptional service every day—to help employees thrive by creating a work environment that acknowledges and values the distinct and evolving needs of the city's workforce throughout various career stages.

FY 2027 Guiding Principles:

- The primary form of pay utilized to ensure market competitiveness is base pay. City Council's approved policy states that market competitiveness for a specific job is determined by the median of actual salaries paid in the relevant recruitment area for jobs of a similar nature.
- Pay will typically be determined by performance and position within a range while considering market conditions.
- Employees may also be rewarded for attaining specific skills which help them and the city provide effective services to the Charlotte community within their job position.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life, and disability risks.
- Health care costs will be managed through various strategies, including strategic vendor selection, for the benefit of employees and the city.
- The cost of benefits will be shared with employees to reflect external market conditions and best practices, while maintaining market competitiveness, to provide an attractive total compensation package.
- Wellness initiatives, inclusive of behavioral health initiatives, will be integrated across Human Resource programs.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through an on-going survey process of the compensation and benefits practices of other employers. Human Resources recently conducted a review of local, regional, and national salary trends, as well as an evaluation of employer benefits practices. Competitive survey data was collected and analyzed from multiple consulting firms representing a significant number of employers. A summary of the average market movement can be found in **Attachment A**.

Survey Findings

- According to PayScale's 2026 Salary Budget Survey, most organizations (68 percent) predict salary budgets to be similar to last year. For 2026, the anticipated salary increase budget for US Organizations is 3.5 percent, while the Government sector trends higher at 4.0 percent.

- Mercer Consulting's October 2025 U.S. Compensation Planning Survey reports that while 61 percent of employers anticipate the economy will have a moderate to significant impact on compensation decisions in 2026, they are committed to prioritizing skill, talent development, market competitiveness, and compensation adjustments. Total increase budgets are predicted to hold steady at 3.5 percent.

- World at Work's 2025-2026 Salary Budget Survey reports a decline in budgeted salary increases. They predict the budgeted median salary increase for 2026 to be 3.5 percent.

Willis Towers Watson 2025 Salary Budget Planning reports that organizations are carefully considering how they approach budgeting and workforce strategies as they head into 2026. Employers are no longer reacting to economic signals but rather focusing on how to best support broader business goals. The projected compensation budgets are expected to be relatively flat compared to last year. Most organizations plan to increase salaries by 3.5 percent in 2026.

- According to the *International Foundation of Employee Benefits Healthcare Costs Pulse Survey: 2026 Cost Trends*, most medical plan costs will increase for the 2026 plan year. The expected median increase is 10 percent. The primary reasons include catastrophic claims, specialty/costly prescription drugs, utilization due to chronic health conditions, and medical provider costs. Benefit initiatives with the most anticipated impact to costs include cost sharing initiatives, plan design initiatives, purchasing/provider initiatives, utilization control initiatives, administration/data analysis initiatives, and work and wellness initiatives.

- Mercer's *Survey on Health and Benefit Strategies for 2026* report indicates that following a decade of annual cost increases averaging around three percent (except for a pandemic-related blip in the trend in 2021), total health benefit costs per employee jumped by more than five percent in 2023. The trend remained elevated in 2024, with cost rising 4.5 percent on average, and employers expecting cost to rise 5.8 percent on average in 2025. That's after accounting for any cost-reduction measures they planned to implement–employers had estimated that their cost would rise by about eight percent, on average, if they took no action to lower cost.

- According to the *2026 Society for Human Resource Management (SHRM) Benefits Survey*, rising health care costs necessitate strategic redesign: Escalating medical and pharmacy expenses continue to challenge employer budgets and employee affordability. To address these pressures, employers should reassess plan funding strategies, examine vendor performance metrics, and explore innovative cost-containment approaches while preserving competitive coverage options for employees.

Awards and Recognitions

- Wellness Alliance Platinum Well Workplace Award

- City of Charlotte Employee Rental Assistance Program, crisis-oriented housing initiative for employees, assisted 27 employees with stable housing.

FY 2027 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The City of Charlotte's Public Safety Pay Plan, as shown in **Attachment B**, covers all Fire classifications below the rank of Battalion Fire Chief and all Police classifications below the rank of Police Lieutenant. There are two components to the Public Safety Pay Plan; the first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are proposed:

- Effective July 4, 2026, a market adjustment to the Police Pay Plan yields a 10 percent increase across the board at the pay plan members' current Step. The across-the-board action defers all step progressions to Fiscal Year 2028.
- Effective July 4, 2026, a market adjustment to Fire Fighter Pay Plan yields seven percent increase across the board at the pay plan members' current Step. The across-the-board action defers all step progressions to Fiscal Year 2028.
- Effective July 4, 2026, qualifying military service may be combined with a two-year degree to be eligible for a total 10 percent incentive equal to the incentive provided for a four-year degree.

General Employee Pay Plan

The Salaried and Hourly Pay Plans cover salaried exempt employees and hourly employees in labor, trades, and administrative positions. Jobs are placed in traditional ranges, with each range having a minimum and maximum. The following recommendations are proposed:

- Effective July 4, 2026, provide an across-the-board pay increase of 1.5 percent for hourly employees on the General Employee pay plan. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid in a lump sum.
- A new minimum pay rate of $52,000 ($25.00 per hour) for all non-temporary, full-time general employees, effective July 4, 2026. Any non-temporary, full-time general employee with a pay rate below $25.00 per hour after the 1.5 percent increase will receive the additional increase necessary to reach the new minimum pay rate.
- Increase the personnel services budget to fund a 2.5 percent merit pool for hourly employees. Merit pay decisions will be determined by employees' performance and their pay rate relative to the competitive rate for the specific job. Merit pay increases, which may be granted as a base pay adjustment and/or lump sum, are awarded effective November 1, 2026. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid in a lump sum.
- Increase the personnel services budget to fund a four percent merit pool for salaried employees. Merit pay decisions will be determined by the employee's performance and their pay rate relative to the competitive rate for the specific job. Merit pay increases, which may be granted as a base pay adjustment and/or lump sum, are awarded on the employee's merit date, which may vary at different times throughout the year. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid in a lump sum.
- Effective July 4, 2026, adopt and begin transitioning a unified salary structure for salaried and hourly employees, as shown in **Attachment C**. The impact of this recommendation establishes consistent pay grades across the organization, supports transparent career progression and internal mobility, is easier to communicate, and provides administrative efficiency. The new pay plan will change the minimum and maximum rates of pay grades to ensure the plan remains competitive in the marketplace.

FY 2027 BENEFITS RECOMMENDATIONS

Mayor and City Council Compensation and Expenses

After a review of Mayor and City Council pay rates, the following adjustment is recommended in FY 2027.

- Align the pay of City Council with the FY 2026 pay of Mecklenburg County Board of Commissioners effective July 4, 2026, before providing a four percent increase similar to general employees in FY 2027. The resulting amounts are reflected in **Attachment D**.

Charlotte Firefighters' Retirement System Disability Regulation

Approval of Amendments to the Charlotte Firefighters' Retirement System Disability Regulations

- The Charlotte Firefighters' Retirement System (CFRS) Board of Trustees requests approval of the attached amendments to the CFRS Disability Regulations to be effective July 1, 2026. These changes provide administrative clarity, modernize outdated provisions, and reduce the operating costs to the System—all without reducing disability benefits for active or retired firefighters or affecting the actuarial liability.

- The CFRS Act requires that changes to the Disability Regulations must be adopted by the CFRS Board and approved by City Council before they may become effective. The Disability Regulations were last amended in 2015. The CFRS Board adopted the attached amendments on January 22, 2026. All changes can be found in **Attachment E** and **Attachment F**.

FY 2027 BENEFITS RECOMMENDATIONS (CONTINUED)

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical (including prescription drug), medical stop-loss insurance, life, dental, employee assistance program, and disability coverage.

Health Coverage

The City of Charlotte's medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the city to cover catastrophic claims that exceed $500,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components of the medical insurance plan are the claims projected to be incurred and the administrative fees to be paid to the claim's administrators. BlueCross BlueShield of North Carolina is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The City of Charlotte has a fully insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

The following recommendations are proposed:

Medical Plans

		2026		2027	
		In-Network	Out-of-Network	In-Network	Out-of-Network
Plan A	Deductible-Individual	$4,000	$8,000	$4,350	$8,700
	Deductible-Family	$8,000	$16,000	$8,700	$17,400
	Out-of-Pocket Max.-Individual	$4,000	$8,000	$4,350	$8,700
	Out-of-Pocket Max.-Family	$8,000	$16,000	$8,700	$17,400
Plan D	Deductible-Individual	$3,000	$6,000	$3,250	$6,500
	Deductible-Family	$6,000	$12,000	$6,500	$13,000
	Out-of-Pocket Max.-Individual	$6,000	$12,000	$6,500	$13,000
	Out-of-Pocket Max.-Family	$12,000	$24,000	$13,000	$26,000
Plan E	Deductible-Individual	$1,000	$2,000	$1,500	$3,000
	Deductible-Family	$2,000	$4,000	$3,000	$6,000
	Out-of-Pocket Max.-Individual	$4,500	$9,000	$5,000	$10,000
	Out-of-Pocket Max.-Family	$9,000	$18,000	$10,000	$20,000
HPN	Deductible-Individual	$6,000	n/a	$6,500	n/a
	Deductible-Family	$12,000	n/a	$13,000	n/a
	Out-of-Pocket Max.-Individual	$8,000	n/a	$8,650	n/a
	Out-of-Pocket Max.-Family	$16,000	n/a	$17,300	n/a

- The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.
- Recommend to authorize the City Manager or designee to establish the wellness incentive design within the overall health insurance budget.

Prescription Drug Plan

- Authorize the City Manager or designee to make plan design changes within the overall health insurance budget.

Active Employee Health Plan Premiums

- For coverage effective January 1, 2027, increase weekly health plan premiums by $1.00 to $20.00, based on plan and tier.

	Plan Year 2026	Plan Year 2027	Weekly Increase
Plan A – Employee Only	$12	$13	$1
Plan A – Employee + Spouse	$80	$87	$7
Plan A – Employee + Child(ren)	$50	$55	$5
Plan A – Employee + Family	$95	$103	$8
Plan D – Employee Only	$18	$20	$2
Plan D – Employee + Spouse	$90	$98	$8
Plan D – Employee + Child(ren)	$57	$62	$5
Plan D – Employee + Family	$122	$132	$10
Plan E – Employee Only	$43	$47	$4
Plan E – Employee + Spouse	$179	$194	$15
Plan E – Employee + Child(ren)	$129	$140	$11
Plan E – Employee + Family	$247	$267	$20
HPN Plan – Employee Only	$10	$11	$1
HPN Plan – Employee + Spouse	$64	$70	$6
HPN Plan – Employee + Child(ren)	$40	$44	$4
HPN Plan – Employee + Family	$76	$83	$7

Note: Rates listed are wellness rates for Plan D, E. and HPN.

Non-Medicare Retiree Health Plan Premiums

- Effective, January 1, 2027, maintain the same monthly health plan premiums currently in Plan Year 2026 for all plans and tiers for retirees with 20 years of service. For all others, establish premiums based on the existing cost-sharing strategy previously approved by City Council.

Medicare-Eligible Retiree Health Plan

- This plan is fully insured and currently administered by AmWINS. Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve plan options, vendors, rates, and plan design changes to the medical and prescription drug plans upon receipt of renewal rates from the administrator of the Medicare-eligible retiree coverage.

Stop Loss Insurance

- The City of Charlotte currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The city will be conducting a rebidding process for stop-loss insurance. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor, execute the contract and contract amendments with the selected vendor, and set the plan design upon completion of the rebidding process.

Life Insurance

- Update the Basic Term Life and Accidental Death and Dismemberment insurance benefit available to the Mayor and City Council from $50,000 to two times the base annual earnings to align with the employee policy.

Dental Insurance

- The city will be conducting a renewal and/or rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s), execute the contract and contract amendments, and make plan design changes upon completion of the rebidding process.

Flexible Spending Accounts and Health Savings Accounts

- The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Short-Term Disability, Long-Term Disability and Family Medical Leave Administrator

- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, either renew the current contract or select a new vendor(s) and execute the contract(s) and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Voluntary Benefits

- The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s), execute the contract and contract amendments, and make plan design changes upon completion of the rebidding process.

Wellness

- The city is reviewing wellness solutions for financial wellness, behavioral health, food insecurity, and group exercise. It is recommended that the City Manager or his designee be authorized to select a vendor(s) and execute the contract and contract amendments upon completion of the bidding process.

Deferred Compensation

- The city will be conducting a bid process for consulting services. It is recommended that the City Manager or designee be authorized to select a vendor(s) and execute the contract(s) and contract amendments with the selected vendor(s) upon completion of the bidding process.

- The city will be conducting a process to review 457 plan administration options. It is recommended that the City Manager or his designee be authorized to either renew the current contracts or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the process.

Attachments

Attachment A **Market Movement Summary**

Summary of actual market movement for fiscal years 2023 through 2026, 2027 projected market movement, and the five-year market movement average.

Attachment B **Recommended FY 2027 Public Safety Pay Plan Structure Effective July 4, 2026**

New minimum, maximum, and step rates in the Public Safety Pay Plan recommended for FY 2027.

Attachment C **Recommended FY 2027 General Employee Market Based Pay Plan Structure**

One unified pay plan for salaried and hourly employees recommended for FY 2027 with new minimum and maximum rates.

Attachment D **Recommended FY 2027 Mayor and City Council Compensation**

Recommended FY 2027 Mayor and City Council Compensation.

Attachment E **Disability Administration - Charlotte Firefighters' Retirement System**

Attachment F **Amendments to the Charlotte Firefighters' Retirement System Disability Regulations**

Attachment A

Market Movement Summary

(Average Percent Change)

Source	2023 Actual Market Movement	2024 Actual Market Movement	2025 Actual Market Movement	2026 Estimated Market Movement	2027 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by Payscale, Willis Towers Watson, Mercer	3.9	4.2	4.2	3.8	3.5	3.9
National Municipalities	4.4	4.3	4.4	3.5	3.6	4.0
Charlotte Area Municipalities	6.4	4.7	5.3	4.5	5.8	5.5
Large North Carolina Municipalities	3.8	3.9	4.0	5.2	4.0	4.2
Large Charlotte Employers (private sector)	3.3	4.0	4.0	Unknown	Unknown	3.7

Source	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Proposed	5 Year Average
City of Charlotte Hourly	8.0	6.0	5.0	4.0	4.0	5.4
City of Charlotte Salaried	3.0	4.0	4.0	3.0	4.0	3.5

Attachment B

FY 2027 Public Safety Pay Plan Effective July 4, 2026

FY 2027 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	SPO I	SPO II	SPO III	SPO IV
POLICE OFFICER	–	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
3102	**$1,259.20**	**$1,322.00**	**$1,388.00**	**$1,526.80**	**$1,603.20**	**$1,683.20**	**$1,767.20**	**$1,855.60**	**$1,948.40**	**$2,046.00**
	$65,478	$68,744	$72,176	$79,394	$83,366	$87,526	$91,894	$96,491	$101,317	$106,392

	Step 1	Step 2	Step 3	Step 4
POLICE SERGEANT	–	5.0%	5.0%	2.5%
3110	**$2,251.60**	**$2,364.40**	**$2,482.80**	**$2,544.80**
	$117,083	$122,949	$129,106	$132,330

Police Incentives

2nd Language, Training Officer 5%

2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)

4 Yr degree or 2 Yr degree and Qualifying Military Service 10% (Sergeant not eligible)

FIRE DEPARTMENT

	Step 1	Step 2	Step 3	Step 4	Step 5
FIREFIGHTER I	–	5.0%	5.0%	5.0%	5.0%
3006	**$1,166.91**	**$1,225.26**	**$1,286.53**	**$1,350.86**	**$1,418.41**
	$60,679	$63,714	$66,900	$70,245	$73,757

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
FIREFIGHTER II		–	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
3008		**$1,225.26**	**$1,286.53**	**$1,350.86**	**$1,418.41**	**$1,489.34**	**$1,563.81**	**$1,642.01**	**$1,724.12**
		$63,714	$66,900	$70,245	$73,757	$77,446	$81,318	$85,385	$89,654

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
FF ENGINEER	–	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
3011	**$1,418.41**	**$1,489.34**	**$1,563.81**	**$1,642.01**	**$1,724.12**	**$1,810.33**	**$1,900.85**
	$73,757	$77,446	$81,318	$85,385	$89,654	$94,137	$98,844

	Step 1	Step 2	Step 3	Step 4
FIRE CAPTAIN	–	5.0%	2.5%	2.5%
3016	**$2,190.82**	**$2,300.37**	**$2,357.88**	**$2,416.83**
	$113,923	$119,619	$122,610	$125,675

Fire Incentives

2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%

2 Yr degree or Qualifying Military Service 5% (Captain not eligible)

4 Yr degree or 2 Yr degree and Qualifying Military Service 10% (Captain not eligible)

Attachment C

FY 2027 General Employee Market Based Pay Plan

Effective July 4, 2026

Grade	Minimum	Midpoint	Maximum
Grade 1		$52,500	$63,000
Grade 2		$55,100	$66,100
Grade 3		$57,900	$69,500
Grade 4		$60,800	$73,000
Grade 5		$63,800	$76,600
Grade 6	$53,600	$67,000	$80,400
Grade 7	$56,300	$70,400	$84,500
Grade 8	$59,100	$73,900	$88,700
Grade 9	$59,300	$79,100	$98,900
Grade 10	$63,500	$84,600	$105,800
Grade 11	$67,900	$90,500	$113,100
Grade 12	$72,600	$96,800	$121,000
Grade 13	$77,700	$103,600	$129,500
Grade 14	$83,200	$110,900	$138,600
Grade 15	$85,400	$122,000	$158,600
Grade 16	$93,900	$134,200	$174,500
Grade 17	$103,300	$147,600	$191,900
Grade 18	$113,700	$162,400	$211,100
Grade 19	$125,000	$178,600	$232,200
Grade 20	$137,600	$196,500	$255,500
Grade 21	$151,300	$216,200	$281,100
Grade 22	$166,500	$237,800	$309,100
Grade 23	$183,100	$261,600	$340,100
Grade 24	$201,500	$287,800	$374,100
Grade 25	$221,600	$316,600	$411,600
Grade 26	$243,800	$348,300	$452,800

The City of Charlotte's minimum pay for non-temporary, full-time general employees is $25.00 per hour or $52,000 per year; the range minimum represents current market data.

Attachment D

Recommended FY 2027 Mayor and City Council Annual Compensation

Effective July 4, 2026

	Salary	Expense Allowance	Auto Allowance	Technology Allowance	Total Compensation
Mayor	$57,054	$11,229	$5,952	$6,002	$80,237
Council Member	$45,644	$11,229	$5,473	$6,002	$68,348

Attachment E

Disability Administration - Charlotte Firefighters' Retirement System

Disability Administration				
CFRS				
	In Line of Duty (current)	In Line of Duty (proposed)	Not in Line of Duty (current)	Not in Line of Duty (proposed)
Eligibility (Act)	• Immediate upon date of hire • Applied for and received Workers' Comp	No change (removed Grandfathering for those hired prior to 1990)	• 10 yrs service • Applied for and granted Accident and Sickness benefits	No change (removed Grandfathering for those hired prior to 1990)
Definitions (Regs)	• Partial - Unable to perform the substantial and material duties of his/her classification, but able to engage in other gainful employment as reasonably expected. • Temporary - Unable to perform the substantial and material duties; intended to be the original finding with a subsequent re-examination. • Total and Permanent - Unable to perform the substantial and material duties of any classification.	<u>Change:</u> • Partial – Unable to perform the substantial and material duties of his/her classification, and has a whole body impairment rating between 10% and 50%. • Temporary – (removed) • Permanent – Unable to perform the substantial and material duties of his/her classification and has a whole body impairment greater than 50%. (total & permanent removed)	• Partial - Unable to perform the substantial and material duties of his/her classification, but able to engage in other gainful employment as reasonably expected. • Temporary - Unable to perform the substantial and material duties; intended to be the original finding with a subsequent re-examination. • Total and Permanent - Unable to perform the substantial and material duties of any classification.	<u>Change</u>: • Partial - Unable to perform the substantial and material duties of his/her classification, and has a whole body impairment rating between 10% and 65%. • Temporary – (removed) • Permanent – Unable to perform the substantial and material duties of his/her classification, and has a whole body impairment rating > 65%. (total & permanent removed)

Attachment E

Disability Administration				
CFRS				
Formula (Act)	Greater of: • Accrued benefit (2.6% x FAS x service); OR • Disability formula (78% x FAS); OR • Act Minimum ($902.75)	No Change	Greater of: • Accrued benefit (2.6% x FAS x service); OR • Disability formula (39% x FAS x up to 10 yrs, plus 1.95% x FAS x service >10 yrs); OR • Act Minimum ($902.75)	No Change
Disability Retirement and Benefit Modification (Act/Regs)	At Temporary Hearing • Receives 100% benefit for 6 months – 3years. At Subsequent Hearing • Partial 10%-80% with doubled rating (% rated applied to benefit) • Total Disability (100%) At Service Retirement receives greater of: • Accrued Benefit, • Disability Benefit, OR • Act Minimum ($902.75)	<u>Change:</u> Temporary Hearing removed One hearing: • Partial 10%-50% with doubled rating (% rated applied to benefit) • Permanent-rating over 50% At Service Retirement (No Change)	At Temporary Hearing • Receives 100% benefit for 6 months – 3years. At Subsequent Hearing • Partial 10%-80% • Total Disability (>80%) At Service Retirement receives greater of: • Accrued Benefit, • Disability Benefit, OR • Act Minimum ($902.75)	Change: Temporary Hearing removed One hearing: • Partial 10%-65% (% rated applied to benefit) • Permanent-rating over 65% At Service Retirement (No Change)
Optional Forms of Payment available (Act)	Basic, 50% J&S	No Change	Basic, 50% J&S	No Change
Tax Coding (IRS)	Disability- Fully taxable (since contributed pretax)	No Change	Disability- Fully Taxable (since contributed pretax)	No Change
Subject to Offset (Act)	Yes, Coordination of Benefits. Section 22.	No Change	Yes, Coordination of Benefits. Section 22.	No Change

Attachment E

Disability Administration				
CFRS				
Process				
Forms	To Administrator: • Retirement Application • W/C or STD verification (provided by city) • Medical Records • Job description (on file-provided by city)	Change: • Medical records submitted within 30 days of application; failure to submit requires new application.	To Administrator: • Retirement Application • W/C or STD verification (provided by city) • Medical Records • Job description (on file-provided by city)	Change: • Medical records submitted within 30 days of application; failure to submit requires new application.
Assessment	Personnel and medical record assessment of applicant by Medical Board and Administrator	No Change	Personnel and medical record assessment of applicant by Medical Board and Administrator	No Change
Approval	In a quasi-judicial hearing by Board of Trustees based on Medical Board's assessment & recommendation, and testimony of applicant, Administrator, and any witnesses.	No Change	In a quasi-judicial hearing by Board of Trustees based on Medical Board's assessment & recommendation, and testimony of applicant, Administrator, and any witnesses.	No Change
Re-Exam	Not to exceed one re-examination per year (post 1980 hires - Not in Line/post 1990 hires In Line) • Re-examination Hearing	<u>Change:</u> • No change to re-exam not to exceed one per year. • Re-exam hearing only if change impacts benefit. • If no change, report to the Board at next avail regular Board meeting.	Not to exceed one re-examination per year (post 1980 hires - Not in Line/post 1990 hires In Line)	<u>Change:</u> • No change to re-exam not to exceed one per year. • Re-exam hearing only if change impacts benefit. • If no change, report to the Board at next avail regular Board meeting.

Attachment E

Disability Administration				
CFRS				
Eligibility Ends	• Refusal to return to work as a result of a finding by the Board of Trustees • Failure to present him/herself to the State of NC Division of Vocational Rehabilitation Services • Refusal of re-examination • No longer disabled • Meets requirement for service retirement • Death	Change: • Removed requirement for NC Div of VR	• Refusal to return to work as a result of a finding by the Board of Trustees • Failure to present him/herself to the State of NC Division of Vocational Rehabilitation Services • Refusal of re-examination • No longer disabled • Meets requirement for service retirement • Death	Change: • Removed requirement for NC Div of VR

Attachment F

Charlotte Firefighters' Retirement System Disability Regulation

SECTION 1 - GENERAL

The Board of Trustees for the Charlotte Firefighters' Retirement System (the "Board") functions as an administrative agency and is charged with administering the provisions of the Charlotte Firefighters' Retirement System (CFRS) Act which, among other things, provides retirement, disability and survivor benefits for the uniformed employees of the Charlotte Fire Department in compliance with the provisions of the CFRS Act. This regulation sets forth the rules applicable for Members who retire on or after <adoption date> for the administration of any "Application for Disability Retirement In the Line of Duty" or any "Application for Disability Retirement Not In the Line of Duty" filed pursuant to the provisions of Section 19 or Section 20, respectively, of the CFRS Act.

SECTION 2 - DEFINITIONS

Disability shall mean either Partial Disability or Permanent Disability as defined below.

A. Partial Disability means that a Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department but is able to engage in other gainful occupation in which he or she might reasonably be expected to engage, with due regard to his or her education, training and/or experience:
    i. By reason of an injury, accident or occupational disease arising out of and in the course of his or her actual performance of duty with the Charlotte Fire Department, and has a whole-body impairment rating between 10% and 50%.
    ii. By reason of an injury, accident or disease that did not arise out of and in the course of his or her actual performance of duty with the Charlotte Fire Department and has a whole-body impairment rating between 10% and 65%.

B. Permanent Disability means that a Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department:
    i. By reason of an injury, accident or occupational disease arising out of and in the course of his or her actual performance of duty in employment with the Charlotte Fire Department, and has a whole-body impairment greater than 50%; or
    ii. By reason of an injury, accident or disease that did not arise out of and in the course of his or her actual performance of duty in employment with the Charlotte Fire Department and has a whole-body impairment rating greater than 65%.

SECTION 3 – EXCLUSIONS

A. Disability shall not include the following:
    i. Injuries, accidents and/or diseases resulting from or attributed to gross negligence of a Member;
    ii. Occupational injuries, accidents and/or diseases resulting from or attributed to a Member's habitual failure to follow Charlotte Fire Department (CFD) Operational and/or Safety procedures; habitual failure is defined as 4 offenses in the 5 years prior to the debilitating incident;
    iii. Injuries, accidents, and/or diseases resulting from and/or attributed to a Member's participation in war, declared or undeclared, or any act of war. Notwithstanding the foregoing, disability includes (i) injuries, accidents, and/or diseases resulting from and/or attributed to Members serving active duty with the United States military or its reserves, or (ii) Members who in the course of normal work duties and responsibilities respond to emergency calls resulting from any act of war.
    iv. Injuries, accidents and/or diseases resulting from and/or attributed to a Member's active participation in a riot;
    v. Injuries, accidents and/or diseases resulting from and/or attributed to a Member's intentionally self-inflicted injuries; or

B. Injuries, accidents and/or diseases resulting from and/or attributed to a Member's participation in committing or attempting to commit a crime under state or federal law.

Attachment F

SECTION 4 – DISABILITY RETIREMENT

A. A Member who has applied for disability retirement in the line of duty, pursuant to Section 19 of the CFRS Act:
   i. May be retired by the Board of Trustees with a Partial Disability, as defined in Section 2 of this regulation, provided that, after a medical examination of the Member, by or under the direction of the Medical Board, the Medical Board certifies to the Board in writing that the Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department due to an injury, accident or occupational disease arising out of and in the course of his or her actual performance of duty with the Charlotte Fire Department and has a total body impairment rating between 10% and 50%.
   ii. A Member who has applied for disability retirement in the line of duty, pursuant to Section 19 of the CFRS Act, may be retired by the Board of Trustees with a Permanent Disability, as defined in Section 2 of this regulation, provided that, after a medical examination of the Member, by or under the direction of the Medical Board, the Medical Board certifies to the Board in writing that the Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department due to an injury, accident or occupational disease arising out of and in the course of his or her actual performance of duty with the Charlotte Fire Department and has a total body impairment rating greater than 50%.

B. A Member who has applied for disability retirement not in the line of duty pursuant to Section 20 of the CFRS Act:
   i. May be retired with a Partial Disability, as defined in Section 2 of this regulation, provided that, after a medical examination of the Member, by or under the direction of the Medical Board, the Medical Board certifies to the Board in writing that the Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department by reason of an injury, accident or disease that did not arise out of and in the course of his or her actual performance of duty with the Charlotte Fire Department and has a total body impairment rating between 10% and 65%.
   ii. May be retired with a Permanent Disability, as defined in Section 2 of this regulation, provided that, after a medical examination of the Member, by or under the direction of the Medical Board, the Medical Board certifies to the Board in writing that the Member is unable to perform the substantial and material duties of his or her job classification in the Charlotte Fire Department by reason of an injury, accident or disease that did not arise out of and in the course of his or her actual performance of duty with the Charlotte Fire Department and has a total body impairment rating greater than 65%.

SECTION 5 - PREHEARING REQUIREMENTS

A. A Member who has applied for a disability retirement pursuant to Section 19 or Section 20 of the CFRS Act shall be responsible for submitting to the Administrator all medical evidence and documentation related to the injury, accident, or disease that he or she wishes to have evaluated by the Medical Board prior to the medical examination or reexamination by the Medical Board but no later than thirty (30) calendar days after the application date. The Administrator shall have authority to extend this time period for good cause shown by the Member. For any medical services incurred after the application date but before the hearing date, the Member may submit documentation to the Board at least five (5) business days prior to the hearing.
B. Upon receipt of medical records related to the injury, accident, or disease submitted by the Member, the Administrator shall arrange for a medical examination of the Member by or under the direction of the Medical Board. The Administrator shall provide all submitted medical records to the Medical Board prior to the examination/re-examination.
C. After such medical examination of the Member, the Medical Board shall provide a written medical report to the Administrator certifying that:
   i. The Member does or does not have a Permanent Disability, as defined in Section 2, that prevents the Member from performing the substantial and material duties of his or her job classification with the Charlotte Fire Department by reason of an injury, accident or disease. For a Permanent Disability, the Medical Board must certify a whole-body impairment rating greater than 50% for an In-Line-of-Duty Disability, or greater than 65% for a Not-In-Line-of-Duty Disability; or

ii. The Member does or does not have a Partial Disability that prevents the Member from performing the substantial and material duties of his or her job classification with the Charlotte Fire Department by reason of an injury, accident, or disease. For a Partial Disability, the Medical Board must certify a whole-body impairment rating between 10% and 50% for an In-Line-of-Duty Disability, or between 10% and 65% for a Not-In-Line-of-Duty Disability.

D. Within fifteen (15) business days of receipt of the Medical Board's medical report as specified in subdivision C of this section, the Administrator shall provide a copy of such medical report to the Member. Within ten (10) business days of providing the medical report to the Member, the Administrator shall make a written request to the Chairperson of the Board of Trustees (Chairperson) for a Board Hearing pursuant to the provisions of Section 6 of this regulation.

E. A member of the Medical Board, preferably the examining physician on the application, shall appear at the Board Hearing to respond to any questions of a medical nature or to render any medical opinion necessary to clarify the medical report.

F. The determination by the Board of Trustees that a Member is not entitled to disability retirement benefits under this section shall not prohibit such Member from filing another "Application for Disability Retirement In the Line of Duty" or "Application for Disability Retirement Not In the Line of Duty" at a later date, provided the application is based on additional or different facts bearing on the question of his or her disability.

SECTION 6 - HEARINGS BEFORE THE BOARD OF TRUSTEES

A. Board hearings pursuant to these regulations shall be conducted in closed session pursuant to N.C.G.S. § 143-318.11. The Chairperson shall preside over all hearings and shall explain the Board's rules regarding hearings to all parties.

B. The Chairperson shall schedule the hearing not less than thirty (30) days nor more than sixty (60) days from the date of receipt of the Administrator's request and shall notify the Member, the Administrator, and any party in interest by any delivery means that provides proof of receipt of the scheduled hearing date. Should the Administrator or Member desire a hearing date other than that set by the Board within the time period set forth above, the Member or Administrator shall file a written request for a change of hearing date setting forth the reasons for such request.

C. The Chairperson is empowered to approve or disapprove such requests; provided such requests are received by the Chairperson at least seven (7) days prior to the date set for the hearing. For good cause, the Chairperson may set a hearing date other than that prescribed above and may continue the hearing from time to time. The determination of good cause shall be the decision of the Chairperson.

D. The Chairperson shall have the power to administer oaths. The Member or the Administrator, as well as the Board, shall have the power to compel the production of documents and other evidence. The Member, Administrator, and Board shall be responsible for attaining witnesses and ensuring their presence at the hearing. The Member shall be responsible for any costs incurred by the Member or any of the Member's witness's attendance at the hearing.

E. The Board is not a court but has adopted certain due process considerations, which shall be adhered to. During the hearing, the Chairperson functions as a presiding authority over all matters of conduct, procedure, and the admissibility of evidence. The Administrator and the Member shall have the right to present relevant evidence to the Board regarding whether or not the Member has a Permanent Disability or Partial Disability as defined in Section 2 of these regulations. The Board is entitled to resolve disputed questions of fact and apply rules and regulations to its findings of fact much in the manner of a court.

F. The Member may be present at all evidentiary portions of the hearing, may retain counsel to represent him or her at the hearing, may call witnesses, may present documentary or real evidence, and may cross-examine those witnesses produced by any other party. The North Carolina Rules of Evidence, generally, shall be applied by the Board but its provisions shall be liberally construed. Technical objections are discouraged.

G. All witnesses before the Board shall be sworn or shall affirm. In all cases concerning an application for disability retirement benefits, the Member shall have the burden of proof, except as provided by law. In cases concerning the termination or reduction of disability benefits, the Administrator shall have the burden of proof. The Administrator shall present evidence showing the jurisdiction of the Board, unless otherwise stipulated. Typically, the order of questioning of a witness shall be direct examination and cross-examination by the parties, followed by questions that may be asked by the Board.

H. At the conclusion of all evidence, the parties will be allowed to make closing arguments before the Board retires to deliberate. The Chairperson may set time limits on closing arguments. After the evidentiary portion of the hearing is concluded, the Board will consider the evidence and will make findings of fact together with a statement of the action taken by the Board based on its findings of fact.

I. The decision of the Board, at the discretion of the Board, shall be rendered at the close of the hearing or within seven (7) business days following the close of the hearing. Regardless, the Member and Administrator shall be served with a copy of the decision in person or by any delivery method that provides proof of receipt.

Attachment F

SECTION 7 - GENERAL POWERS OF THE BOARD

A. After considering all the evidence, the Board is authorized to issue an order:
   i. Upholding the determination of the Medical Board; or
   ii. Modifying the determination of the Medical Board; or
   iii. Referral of medical evidence for review and redetermination of the Medical Board; or
   iv. Rejecting the determination of the Medical Board and imposing such other disposition of the matter as is deemed just and proper under the provisions of this Section; or
   v. Suspending or terminating benefits when it determines that the Retiree has not adhered to the requirements set forth in these regulations.
B. The Board may, among other things, determine that the medical condition of the Member does not exist or no longer exists.
C. The Board shall have the authority, pursuant to Section 9 of these regulations, to arrange for the reexamination of a Member who has retired pursuant to Section 19 or 20 of the CFRS Act.

SECTION 8 -APPEAL

The Member, the Administrator, or any person filing on his or her behalf, may appeal from any order of the Board to the Superior Court of Mecklenburg County by giving notice of appeal, in writing, to the Superior Court within ten (10) business days from the entry of the order. Assignments of error must be filed with the court and served upon the Board within thirty (30) business days after the entry of the order. The appeal to the Superior Court would be upon the record of the proceedings before the Board at its hearing and shall be in the nature of a petition for certiorari.

SECTION 9- REEXAMINATION

A. After the Board has approved a Member's retirement pursuant to Section 19 or 20 of the Act, the Administrator shall have the authority and may require such Retiree, who does not meet the requirements for a service retirement pursuant to Section 15 of the CFRS Act, to undergo a medical reexamination at any time not to exceed one reexamination per year, by or under the direction of the Medical Board. If the Administrator requires a Retiree's reexamination, the Retiree shall be responsible for submitting to the Administrator all new medical evidence and documentation related to his or her Partial Disability or Permanent Disability as provided in Section 5A of these regulations. After the Medical Board's reexamination, the Medical Board shall provide a written medical report to the Administrator certifying that:
   i. The Partial Disability or Permanent Disability for which the Retiree was retired no longer exists; or
   ii. The Partial Disability or Permanent Disability for which the Retiree was retired still exists and the Retiree is still unable to perform the substantial and material duties of his or her job classification of the Charlotte Fire Department. If the Medical Board determines that the Partial Disability or Permanent Disability has improved sufficiently to warrant a change to the percentage of whole-body impairment, as defined in Section 2 of this regulation, the Board may consider that change.
B. Within fifteen (15) business days of receipt of the Medical Board's report, as specified in subdivision A of this section, the Administrator shall provide a copy of such medical report to the Retiree. If the report documents a change in the Partial Disability or Permanent Disability of the Retiree that would potentially change the amount of the Retiree's disability retirement benefit, within ten (10) business days of providing the medical report to the Retiree, the Administrator shall request a Board Hearing pursuant to the provisions of Section 6 of this regulation. If the report shows no change to the Partial Disability or Permanent Disability of the Retiree that would change the amount of the Retiree's disability retirement benefit, the Administrator shall report the Medical Board's findings at the next regular Board meeting for ratification.
C. If a Retiree does not comply with the requirements of Section 5A for submittal of medical records or the reexamination by the Medical Board pursuant to Section 5B, the Retiree's benefits may be suspended until such time that the Retiree complies. The Retiree will receive any suspended benefits once the medical records are provided and/or the reexamination by the Medical Board is completed.
D. Refusal by a Retiree to submit to a medical reexamination pursuant to this section shall cause all retirement benefits to cease forthwith and such person shall be entitled to:
   i. Apply for reimbursement of the balance, if any, of his or her contributions to the CFRS in the same manner and in all respects as in Section 10 of the CFRS Act; or
   ii. If the Retiree had five or more years of Membership Service Credit as a Member of the CFRS, defer his or her Accrued Benefit in the same manner and in all respects as in Section 11 of the CFRS Act.

Attachment F

SECTION 10- REINSTATEMENT

A. If a Retiree returns to work with the Charlotte Fire Department as an eligible Member of the CFRS, as defined in the CFRS Act, the pension benefit shall cease upon reinstatement of employment.
   i. Where a reinstated Member serves at least five years after his reinstatement before retirement, his or her total Accrued Benefit upon retirement shall be computed in accordance with the CFRS Act in effect on the date he or she reaches five years of service.
   ii. Where a reinstated Member serves less than five years after his or her reinstatement before retirement, his or her total accrued benefit will be the Accrued Benefit earned at Disability Retirement date. For the service earned after the reinstatement date, the Member shall be eligible for a Return of Contributions as per Sections 10 and 11 of the Act, as applicable.

SECTION 11 - OTHER

A. Disability Retirement Benefits: A Retiree who is retired pursuant to Section 19 or Section 20 of the CFRS Act shall receive the disability retirement benefits specified in either Section 19(c) or Section 20(c) of the Act, as appropriate, except:
   i. A Retiree who has a Partial Disability as defined in Section 2A of these regulations and retires pursuant to Section 19 of the CFRS Act shall receive a percentage of the disability retirement benefits provided by Section 19(c) of the Act in an amount equal to twice the percentage of disability rating provided in the Board's Order. If twice the percentage of disability rating is greater than 50%, the Retiree will be considered to have a Permanent Disability and shall receive the full benefit determined pursuant to Section 19(c) of the CFRS Act.
   ii. A Retiree who has a Partial Disability as defined in Section 2A of these regulations and retires pursuant to Section 20 of the CFRS Act shall receive a percentage of the disability retirement benefits provided by Section 20(c) of the CFRS Act equal to the whole-body impairment rating between 10% and 65% approved by the Board. For a whole-body impairment rating greater than 65%, the Retiree will be considered to have a Permanent Disability and shall receive the full benefit determined pursuant to Section 20(c) of the CFRS Act.
   iii. When a Retiree receiving disability retirement benefits meets the age and Membership Service Credit requirements for a service retirement pursuant to Section 15 of the CFRS Act, the Retiree shall receive the greater of his or her disability retirement benefit or his or her Accrued Benefit as defined by the CFRS Act determined as of the last date of active employment with the Charlotte Fire Department

CITY OF CHARLOTTE

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SUMMARY STATISTICS AND POLICIES

CITY OF CHARLOTTE

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Summary Statistics

(all figures represent FY 2027 unless otherwise noted)

Land Area (sq. mi.) (as of April 2026)	314.8
Population	
2020 Census	940,144
2025 city limit estimate	1,003,558
Median Household Income - 2025	$86,416
Total Budget (net of transfers)	$4.49 billion
General Fund	$969,598,248
Property Tax Rate (per $100 valuation)	
General Fund	24.66¢
Municipal Debt Service	3.06¢
Pay-As-You-Go	1.58¢
Total Property Tax Rate	**29.30¢**
Assessed value	$237.1 billion
1-cent on the property tax rate	$23,474,682
MSD Property Tax Rates (per $100 valuation)	
01 - Center City	1.28¢
02 - Center City	3.00¢
03 - Center City	4.14¢
04 - South End	2.80¢
05 - University City	3.80¢
06 - SouthPark	3.81¢
Top Principal Taxpayers (2025)	
Duke Energy Corporation	0.94%
Bank of America	0.76%
Wells Fargo	0.69%
American Airlines	0.40%
Truist	0.35%
Spectrum	0.20%
SouthPark Mall	0.15%
Piedmont Natural Gas	0.19%
Panthers Stadium	0.20%
AT&T	0.18%
General Obligation Bond Ratings (S&P/ Fitch/Moody's)	AAA/AAA/Aaa
General Bonded Debt per capita (FY 2025	$767

Total Full-Time-Equivalent Employees	9,183.25
Fire Protection	
Fire Prevention Inspectors	58.00
Firefighters	1,224.00
Civilian	160.00
Police Protection	
Sworn Police Officers	1,936.00
Civilian	483.50
Utilities	
Water Accounts (projected)	335,451
Sewer Accounts (projected)	300,321
Water Rates for Ccf use (typical)	$13.90
Fixed Charge	$8.28
Typical Total Water Rates	$22.18
Sewer Rates	$41.28
Fixed Charge	$17.75
Typical Total Sewer Rates	$59.03
Typical Residential User's Monthly Fee	$81.21
Storm Water Rates (monthly)	
Single-family <2,000 sq. ft.	$7.66
Single-family 2,000 to <3,000 sq. ft.	$11.30
Single-family 3,000 to <5,000 sq. ft.	$16.70
Single Family >5,000 sq. ft.	$27.62
Commercial (per impervious acre)	$199.38
Charlotte Area's Largest Employers (2025)	
Atrium Health	39,000
Wells Fargo	27,000
Charlotte-Mecklenburg Schools	17,598
Novant Health	16,594
American Airlines Group Inc.	15,500
General Bonded Debt % of Property Value (FY 2025)	0.37%
Debt Service % of Non-Capital Expenditures	74.80%

Summary Statistics

Regional City and County Property Tax Rates	
Charlotte FY 2027 Proposed	29.30¢
Mecklenburg County FY 2026 Adopted	49.27¢

FY 2026 Tax Rates for Towns/District	
Cornelius	$17.31
Davidson	$26.60
Huntersville	$22.75
Matthews	$27.95
Mint Hill	$22.50
Pineville	$28.50
Police Service District	$11.70
Stallings	$19.60

Gross Taxable Sales - Mecklenburg County 2025	$36.7 billion

Sales Tax	
State	4.75%
Local (General)	2.00%
Local (Public transportation - MPTA)	0.50%
Local (Roadway systems and public transportation)	1.00%
Total (as of July 1, 2026)	**8.25%**

Occupancy Tax	
First 3-Percent	3.00%
Second 3-Percent	3.00%
NASCAR Hall of Fame Tax	2.00%
Total	**8.00%**

Unemployment Rate (Mecklenburg County)	
2023 (as of March)	3.4%
2024 (as of March)	3.7%
2025 (as of March)	3.8%
2026 (as of February)	4.3%

Solid Waste Fees	
Charlotte FY 2027 Proposed	
Residential: Curbside	$136.55
Residential: Dumpster	$114.77
Mecklenburg County (FY 2026)	
Single-Family & Mobile Homes	$49.50
Multiple Family	$49.50

Motor Vehicle Registration Fee	
Charlotte	$30.00

Prepared Food & Beverage Tax	
City/County	1.00%

Car Rental Taxes	
Road Use Tax	8.00%
Charlotte Vehicle Rental Tax	1.50%
Mecklenburg Vehicle Rental Tax	1.50%
Airport Tax (if applicable)	10.00%
U-Drive-it Vehicle Rental tax	5.00%

Budget Principles

Using the framework set forth by Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act, and the City Code of Ordinances that includes the city charter, the city will follow the principles outlined below. The development of the city's annual operating budget will be a transparent process that includes community input and involvement.

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.

2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process.

3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One- time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible.

4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.

5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.

6. The city will engage in a continual evaluation of the most cost-effective means for providing city services.

7. The city will evaluate the total tax and fee burden—not just the property tax rate—residents pay in exchange for government services as part of the budget development process.

8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.

9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.

10. The city will continue to promote a user fee goal of 100 percent cost recovery.

11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.

12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.

13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles. The General Fund will also reimburse the enterprise funds for services performed.

14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city's annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.

The city's budgetary policies are based on and conform to Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act, the City Code of Ordinances that includes the city charter, and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the city and ensure that the city is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
    a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
    b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
    c. The tax rate shall be set each year based on the cost of providing general government services;
    d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The city will set fees for services to maximize user charges for identifiable services as follows:
    a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
    b. To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;
    c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.
3. The city will accumulate and maintain a fund balance for the General Fund equal to or greater than eight percent (city policy is higher at 16 percent) of the next year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As- You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The city will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration.

Accounting Policies and Practices

1. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Chief Financial Officer and audited annually.
4. The Finance Department's Procedures Manual will be utilized and referenced as a critical source for all procedures, which have a fiscal impact within the city. It will serve as the city's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The city's Annual Comprehensive Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.

7. All governmental funds are reported on using the modified accrual basis of accounting. Although the Annual Comprehensive Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.
8. Subject to appropriation by City Council, funds for encumbrances related to outstanding purchases at the end of one fiscal year may be carried forward to the following fiscal year.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
3. Variable rate bonded debt will not exceed 20 percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
    a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
    b. New money variable rate bond issues will be placed on a negotiated basis, and
    c. Refunding bond issues may be placed on a competitive or negotiated basis.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.

City Investment Policy

1. City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

    Standards of Care

    i. Except for cash in certain restricted and special funds, and bond proceeds, the city will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies around investment pricing and administration.
    ii. Investment income from pooled cash investments will be allocated monthly to participating funds based upon the average cash balance of each fund as a percentage of the total pooled portfolio.
    iii. Unspent debt proceeds will not be commingled with other monies and will be invested separately. Earnings on unspent debt proceeds will be treated as additional proceeds.
    iv. Quarterly reviews will be conducted that will assess the current total holdings across all funds, including cash positions, portfolios, mark to market valuations, credit quality for each security, and any additional compliance issues.

v. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible custody account prior to the release of funds. This type of settlement process is used to minimize custodial credit risk.
vi. All securities in the city's name will be held by an independent third-party trust custodian selected by the city. In September of each year, the safekeeping institution will be required to provide a copy of its most recent Statement of Auditing Standards (SAS) No. 70 as well as its disaster recovery and cyber security plans to the city's Finance Department for review by the Investment Committee.
vii. Where allowed by North Carolina General Statutes 159-30 and 159-31 and in accordance with the GFOA Recommended Practices on Collateralizing Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.
viii. The primary objectives of investment activities are safety, liquidity, and return, in that order.
    (1) Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
        (a) Credit Risk – The city will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:
            (i) Limiting investments to the types of securities listed in the Investment Policy;
            (ii) Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/ dealers, and intermediaries with which the city will do business; and
            (iii) Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
        (b) Interest Rate Risk – The city will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
            (i) Structuring the investment portfolio so that security maturities match cash flow requirements for ongoing operations, thereby, avoiding the need to sell securities on the open market prior to maturity; and
            (ii) Investing operating funds primarily in shorter-term securities (0-5 years), money market mutual funds, or similar investment pools in accordance with the Investment Policy.
    (2) Liquidity – The investment portfolio will remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs to meet anticipated demands. Since all possible cash flow demands cannot be anticipated, the portfolio should have an amount determined by the internal investment guidelines placed in money market mutual funds or other such accounts which offer same-day liquidity for short-term funds.
    (3) Return – The investment portfolio shall be designed with the objective of regularly meeting or exceeding the average of the 6-month T-bill, 12-month T-bill and the 2-year Treasury rates. These indicators are considered benchmarks for lower risk investment transactions and approximate the city's weighted average maturity (WAM) under normal market conditions. Return on investment is of tertiary importance compared to the safety and liquidity objectives described in this section. Core investments will be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. It is the city's intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the city's best interest to sell or trade a security before maturity, that action may be taken. Selling or trading a security may be done under the following circumstances:
        (a) A security with declining credit may be sold early to minimize loss of principal;
        (b) A security may be sold if reinvesting the proceeds in an alternative security would improve the quality, yield, or target duration in the portfolio;
        (c) Unanticipated liquidity needs of the portfolio require that the security be sold.

Suitable and Authorized Investments

i. U.S. Treasuries and Agencies – Investments of this type will be limited to a five-year maturity.
ii. Government Sponsored Enterprises (GSEs) –The following GSEs may be purchased: FNMA, FHLB, FHLMC, and FFCB. There is no maximum in these securities because of the implied backing of the U.S. Government. Investments of this type will be limited to a five-year maturity.

iii. Commercial Paper –A maximum of 25 percent of the portfolio may be invested in commercial paper with the appropriate A1(S&P)/P1(Moodys)/F1(Fitch) ratings. At least two of these ratings must be in place, and the issue cannot be rated below the highest category by any nationally recognized ratings service that rates the particular obligation. The maximum amount that may be invested in any one issuer is $20,000,000.
iv. North Carolina Capital Management Trust (NCCMT) –The city may invest in the government and term portfolios at NCCMT. These money market funds are to be used primarily to meet liquidity requirements as well as in interest rate environments that will yield increased returns. There is no maximum investment in these funds because of the liquidity provided by these accounts and the diversification of investments made by the NCCMT.
v. Certificates of Deposit – No maximum as all certificates of deposit are 100 percent collateralized.

Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters' Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio's securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically, the Manager is authorized to:
    a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than $50,000.
    b. Approve and execute contracts involving informal bids of up to $500,000 for construction projects previously budgeted in the annual ordinance.
    c. Approve and execute maintenance contracts in amounts under $500,000.
    d. Approve and execute leases of city real property in amounts under $500,000.
    e. Approve and execute engineering contracts under $500,000.
    f. Approve and execute professional service contracts in amounts under $500,000.
    g. Approve and execute change orders to all approved contracts not to exceed $500,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
    h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed $500,000.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed $500,000.

CIP Program Policies

Improving the quality of life of residents is the City of Charlotte's mission and the foundation of the CIP. The plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the CIP benefits all segments of the community and supports all roles of municipal government.

City Council-adopted Policies for Developing and Implementing the Capital Investment Plan

1. Evaluate capital projects requests according to the following priorities:
   1st priority: Maintenance and/or retrofitting of existing infrastructure
   2nd priority: Replacement of existing infrastructure
   3rd priority: Expansion of existing infrastructure
   4th priority: New infrastructure

2. Develop and implement a capital program based on smart growth principles:
   - Maintain land use planning
   - Sustain effective land use decisions
   - Strengthen neighborhoods
   - Build a competitive economic edge
   - Design for livability
   - Safeguard the environment
   - Expand transportation choices
   - Use public investment as a catalyst

3. Preserve the existing tax base, a fundamental principle for city capital investment decision-making

4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods

5. Form partnerships with residents and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities

6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas

7. Provide a balanced capital plan, which funds the highest priority community needs in a variety of program areas

8. Anticipate infrastructure and facility needs resulting from future changes in the city's boundaries and density that are consistent with Council's development and growth policies

9. Comply with applicable federal and state mandates

Capital Investment Policies and Practices

1. The city will update annually a five-year CIP, which details the estimated cost, project description, and anticipated funding source for each capital project.

2. The city's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Capital Investment Plan.

3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Investment Plan Projects once they are completed and in service.

4. The city will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the city's debt liability.

5. A uniform, citywide methodology based on generally accepted cost accounting principles and best practices will be used for allocating and charging direct and indirect costs to capital projects. This ensures accurate, consistent, and substantiated cost recovery so the city's operating funds are neither subsidized nor inadequately reimbursed for supporting capital programs or placing capital assets into service. This methodology will be periodically reviewed and will apply to funding sources that are not otherwise subject to federal, state, or other requirements (e.g., law, regulation, terms of a grant award, or other legally binding agreements) for direct and indirect cost recovery.

General Government Debt Policies

1. Diversify revenue sources dedicated to capital formation and debt service

2. Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:

   - Pay-As-You-Go
   - Grants
   - Debt

3. Provide for the issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes

4. Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)

5. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:

   - Allocation of the property tax rate
   - Investment (interest) income
   - Sales Tax (one-half cent)
   - Other miscellaneous revenues

6. Maintain fund balance in the Municipal Debt Service Fund at an adequate level to cover debt costs:

   - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent

7. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects

8. Dedicate asset sales to the Capital Investment Plan:

   - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds

9. Maintain the General Fund fund balance at 16 percent of the operating budget:

   - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by City Council

10. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:

    - Charlotte Water, Storm Water, and Aviation capital projects are financed from revenues generated from user fees, rates, and charges
    - Charlotte Water assumes maintenance of debt service coverage as required in Revenue Bond financing documents
    - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit

11. Pursuant to the North Carolina General Statutes, the city's outstanding general obligation debt is subject to a legal limitation based on eight percent of the total assessed value of real and personal property

KEY TERMS AND ACRONYMS

CITY OF CHARLOTTE

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Key Terms

Budget Adjustments Meeting: This session provides City Council with the opportunity to make preliminary decisions regarding the City Manager's Proposed Budget. By historical practice, each Council member has the opportunity to add or subtract any item or amount from the Proposed Budget. City Council has traditionally required that the adjustments result in a balanced budget. For those items receiving five or more votes from Council members, staff analyze the proposed adjustments and provide a cost estimate as well as any other considerations to inform further discussion by City Council at the Straw Votes Meeting.

Allocation: The dollar amount planned to be spent for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the city's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Budget Adoption: North Carolina State law requires local governments to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget, Governance, and Intergovernmental Relations Committee: The City Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides City Council with a detailed overview of the Manager's Proposed Budget. This provides a forum for the Manager to share highlights of the budget and for City Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of workshops, conducted by City Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as the City Council works to identify and confirm areas of focus, operating and capital investment policies, to review projected revenues and expenses information, and to review program and service delivery priorities.

Capital Outlay: Assets with an initial, individual cost of $5,000 or more, except intangible assets which have a minimum cost of $100,000 and has a useful life of more than one year.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources that are shown in the city's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

City Council Annual Strategy Meeting: This meeting serves to reaffirm City Council priorities and to develop a framework for addressing the community's concerns and needs for service delivery during the next fiscal year. This discussion also includes any other additional parameters for consideration in the budget plan under development.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, affordable housing, and services to low-income neighborhoods.

Debt Service: Annual principal and interest payments that a local government owes on money that it has borrowed.

Department: A division of the larger organization grouped by the city's services and operations.

Enhancement: Funding requests for new projects, programs, or services or requests for additional funding for existing projects, programs, or services.

Key Terms

Enterprise Funds: One of four city service areas which are fully funded by business-type revenues rather than property taxes. These are Charlotte Douglas International Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water Services.

Fee: A charge for services provided by city departments.

Financial Partner: Private, non-profit organizations which provide services to the public by use of partial funding from the city.

Fiscal Year: A one-year fiscal period. The city's fiscal year extends from July 1st through June 30th.

Full-Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: It is a difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

General Employee Pay Plan: The General Employee Pay Plans cover salaried exempt employees and hourly employees in labor, trades, and administrative positions. Jobs are placed in traditional ranges, with each range having a minimum and maximum.

General Fund: A central fund into which most of the city's general tax revenues and discretionary resources are pooled, which is allocated to support many of the operations of city government.

General Obligation Bonds: Bonds in which the payment is guaranteed by the full faith and credit of the local government, which includes its taxing power.

Internal Service Providers (ISPs): Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget, which is charged by the department providing the service.

Metropolitan Public Transportation Authority (MPTA): Formed in 2025 through enacting language in the Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act, this governing body is charged with expanding and modernizing the region's transit infrastructure, improving connectivity, and increasing mobility options for residents and visitors across Mecklenburg County. The MPTA will be responsible for implementing the approved 2055 Transit System Plan, including bus, rail, and Microtransit expansion and enhancements.

Metropolitan Transit Commission (MTC): The long-standing policy board for the Charlotte Area Transit System (CATS) that has responsibility, through June 30, 2026, for reviewing and recommending the annual budget and all long-range public transportation plans. Consistent with the PAVE Act, the MTC will dissolve effective July 1, 2026.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, one in the SouthPark area, and one in the University City area.

Net of Transfers: Takes into account transfers between funds (General Fund, Enterprise Funds, and Capital Funds) to remove the presentation of duplicated appropriations that for accounting purposes must exist in both funds.

Non-Departmental Account: The services or functions that are not specifically associated with a city department.

Nongeneral Funds: The services or functions not included in the General Fund.

Objective: An objective is the driver which describes the desired outcome that if achieved will further advance the City Council's strategic priorities.

Key Terms

Operating Budget: The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

Pay-As-You-Go Projects (PAYGO): Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative and/or qualitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives and strategic priorities. These indicators may include measures of inputs, outputs, efficiencies, outcomes, or activities.

Position Number: A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a department aligned by a common purpose.

Projects for Advancing Vehicle-Infrastructure Enhancements (PAVE) Act: The North Carolina General Assembly passed the PAVE Act on June 26, 2025 and it was signed into law by the Governor on July 1, 2025. The PAVE Act authorized Mecklenburg County to obtain an additional source of revenue to expand and improve roadway systems and public transportation for the Mecklenburg County region by assessing a one-percent local sales and use tax subject to voter approval.

Public Hearing on Proposed Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for residents to comment and give feedback on the published budget plan. Notice of the public hearing and the City Council discussion process are included in the Charlotte Observer, on the city's website, and on the Government Channel. The budget documents are made available to the public online and through the City Clerk's Office.

Public Safety Pay Plan (PSPP): The city's Public Safety Pay Plan covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

Strategic Priorities: Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are: Great Neighborhoods; Safe Communities; Transportation and Planning; Workforce and Business Development; and Well-Managed Government.

Straw Votes Meeting: This session provides the opportunity for City Council to vote on each of the items that moved forward from the Budget Adjustments Meeting. Each of the items voted on that receive six or more straw votes will be incorporated into the budget ordinance.

Target: Quantifiable and specific level of achievement that communicates the expected level of performance.

Technical Adjustment: Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.

Acronyms

Acronym	Definition
AF	Asset Forfeiture
AMI	Area Median Income
ARD	Asset Recovery and Disposal
BIG	Business Investment Grant
BLE	Blue Line Extension
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Capital Investment Plan
CLT	Charlotte Douglas International Airport
CMPD	Charlotte-Mecklenburg Police Department
CMS	Charlotte-Mecklenburg Schools
CNIP	Comprehensive Neighborhood Improvement Program
COPs	Certificates of Participation
CRC	Charlotte-Mecklenburg Community Relations Committee
CRTPO	Charlotte Regional Transportation Planning Organization
CRVA	Charlotte Regional Visitors Authority
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FTE	Full-Time Equivalent
FY	Fiscal Year
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	HOME Investment Partnerships Program
HOPWA	Housing Opportunities for People with AIDS
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MPTA	Metropolitan Public Transportation Authority
MSD	Municipal Service District
MTC	Metropolitan Transit Commission

Acronyms

Acronym	Definition
MWSBE	Minority / Women Owned or Small Business Enterprise
NCDOT	North Carolina Department of Transportation
NECI	Northeast Corridor Infrastructure
OSHA	Occupational Safety and Health Act
PAVE (Act)	Projects for Advancing Vehicle-Infrastructure Enhancements (Act)
PAYGO	Pay-As-You-Go
RFP	Request for Proposal
SBE	Small Business Enterprise
SIA	Strategic Investment Area
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plan

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