



Impact Report

For Mobility+
Small Business and Workforce

April 2026

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Sources and Contributors

Sources:

This report draws from a range of sources and studies.

Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (2026)

Technical report analyzing the potential job creation and business capacity for the future transportation and transit infrastructure investment. This analysis documents all analysis methodologies, definitions and assumptions for the data referenced in the summary report. Prepared by BBC Research and Consulting for the City of Charlotte.

Charlotte Area Transit (CATS)

Provided estimated cost and phasing of rail capital program investment and direct job creation for future bus and rail operations (October 2025).

Charlotte Mobility Workforce Data Analysis (2025)

Regional study of mobility workforce demand and occupational trends. Prepared by the City of Charlotte Innovation Team.

Charlotte Vendor Participation Review (2025)

Review of city registered vendors with the skills necessary to perform roadway and horizontal construction projects to identify potential skill and capacity gaps. Prepared by the City of Charlotte Department of General Services.

AGC/NCCER 2025 Workforce Survey

National workforce survey of the infrastructure sector with a focus on highway and transportation construction firms. Conducted by the Associated General Contractors of America (AGC) and the National Center for Construction Education and Research (NCCER).

Technical Data Catalog

Spreadsheet of supporting data and sources utilized for this summary report. Prepared by Infrastructure Strategies, LLC.

Contributor:

Infrastructure Strategies, LLC

Provided supporting research and data analysis as referenced throughout this summary report.

Executive Summary

Purpose

This report assesses whether the Charlotte–Mecklenburg region has sufficient business and workforce capacity to deliver the \$25+ billion transportation and transit investment funded by the proposed 30-year sales tax, the largest infrastructure program in local history. It is intended to guide a coordinated strategy across public, private, and nonprofit partners so the investment expands economic mobility and local participation, not just infrastructure.

Key Findings

1. Local business capacity is not currently sufficient.

- Regional capacity today supports **only about half of projected road construction demand**. (Fig. 4)
- Transit construction demand could reach **up to 4× current local capacity**. (Fig. 4)
- Without intervention, **national firms will naturally fill the gap**.
- While national firms will be necessary, transit construction still offers **major subcontracting opportunities**.
- Road construction includes **prime contractor opportunities for local firms** if capacity expands.
- Implication:** There is a real, but time-sensitive, window to strengthen local participation.

2. Workforce shortages will intensify without action.

- 25%+ of the infrastructure workforce will reach retirement age within 10 years**. (Fig. 5)
- Peak demand for key infrastructure occupations is expected to **increase 20–90% regionally** during the same period. (Fig. 6)

- Nationally, **90% of infrastructure firms report hiring challenges**, especially related to credentials, technical skills and access to training pipelines. (page 19)
- Implication:** A workforce strategy is just as critical as capital funding.

3. Local business participation gaps already exist.

- A previous vendor participation review identified **20+ underrepresented business areas** tied to infrastructure delivery. (Table 7)
- Implication:** There is a starting roadmap, but deeper capacity analysis is still needed as projects continue to become more defined.

4. Targeted workforce pipelines will be essential

- Several specific trades and technical roles are expected to become bottlenecks. (Table 1)
- Implication:** These represent both risk areas and opportunity sectors for mobility and career access.

Takeaways

This infrastructure investment is not just a transportation and transit program, it is a **regional economic opportunity strategy**.

Without preparation:

- National firms will dominate delivery.
- Workforce shortages will slow projects.
- Local economic mobility gains will be limited.

With preparation:

- Local firms can scale into prime and subcontract roles.
- Workforce pipelines can expand access to middle-class careers.
- Infrastructure spending will multiply regional economic impact.

Path Ahead

In anticipation of this need, the City launched the **Skilled to Build** initiative last year to equip small businesses, employers, and local talent for opportunities arising from future mobility investments by helping local small businesses gain the skills, technical support, and resources to compete for upcoming contracts.

The **Strategic Investment Areas** are also piloting new ways to build the capacity of local small businesses by scoping projects to be

more accessible to smaller and local firms, and investing in construction workforce training to grow business and workforce skills and capacity.

Together, these efforts help position Charlotte to respond proactively to the documented gaps in contractor capacity and workforce availability while ensuring mobility investments support broader goals related to economic mobility, small business growth, and regional competitiveness.

But there is more to be done across the entire ecosystem. This analysis will continue to inform the City’s work, as well as that of partners across the broader Charlotte economic development ecosystem, that are collectively needed to ensure that planned infrastructure investments translate into meaningful opportunities for local businesses, local workers, and the communities they serve.

Table 1 - Workforce Capacity Strains and Skill Gaps

	Business and Workforce Gap Analysis 2025	AGC/NCCER Workforce Survey 2025 (page 19)	Mobility Workforce Analysis 2025 (page 15)	Charlotte Vendor Participation Review 2025 (page 17)
Construction Workforce				
Construction laborers		●	●	●
Construction equipment operators	●	●	●	●
Construction first-line supervisors		●	●	●
Truck drivers		●	NS*	●
Carpenters		●	●	NS*
Construction managers		●	●	NS*
Cement masons and concrete finishers	●	●	●	●
Project management specialists	●	●	NS*	NS*
Mobile heavy equipment mechanics			●	NS*
Professional Workforce				
Civil engineers		●	●	●
Project management specialists	●	●	NS*	NS*
Architectural and civil drafters	●	●		NS*
General and operations managers	●		NS*	NS*
Surveyors	●	●	●	●

* Not Studied • Identified Strain or Skill Gap

1.0 Infrastructure Investment

Scale and Type

Scale and Type of Capital Investment

The overall capital infrastructure investment will include transportation (road) projects and transit (rail and bus) projects. Transportation projects will be implemented by the City of Charlotte and the six towns in Mecklenburg County. Transit projects and operations will be implemented by the Metropolitan Public Transportation Authority (MPTA).

The funding is allocated proportionally with 40% for roads (streets, sidewalks, bicycle facilities, etc.), 40% for rail (light rail, streetcar and commuter rail), and 20% for bus (operations and bus stop improvements).

Capital Design and Construction

The amount of transportation and transit capital investment (design and construction) assumed for the purpose of this study is summarized in Table 2.

Project design and construction costs are estimated in 2024 dollars and exclude right-of-way/real estate, transit vehicle purchases, and projects in secondary industries.

Transit costs include capital investment in rail corridors and bus stops but do not include the annual capital investment in system maintenance or “state of good repair”.

Transportation capital costs include only the City of Charlotte’s sales tax revenue.

Source:

¹ Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figures 2-1, 3-4).

² The estimated capital and operating cost of the rail transit program over 30 years is approximately \$13.7 billion. This total represents just the capital cost of the rail program in 2024 year of expenditure dollars.

Industries and Work Types

The project costs are estimated by industry and work type outlining the general range and diversity of businesses, skills and industries that will be necessary for implementation. These estimates serve as the foundation for workforce projections.

The National Institute of Government Purchasing (NIGP) commodity codes associated with infrastructure construction are referenced for more detail descriptions.

Highway and Road Construction

Includes work types such as paving and resurfacing, site preparation and earthwork, drainage and stormwater, bridge construction, traffic control device construction, sidewalk and driveway construction.

Other Construction

Includes work types such as specialty trades, heavy equipment, and maintenance and repair services.

Engineering Services

Includes work types such as civil engineering, general construction engineering, structural engineering, and transportation and traffic engineering.

Other Professional Services

Includes work types such as specialty engineering, financial management, and software development.

Table 2 - Transportation and Transit Capital Project Costs¹

NIGP Code	Construction	Transportation	Transit	Total
91327	Highway and road construction	\$3,170,952,000	\$15,258,000	\$3,186,210,000
91378	Railroad construction	\$9,686,000	\$1,907,931,000	\$1,917,617,000
90924	Building construction	\$0	\$866,569,000	\$866,569,000
91438	Electrical	\$3,225,000	\$722,005,000	\$725,230,000
91313	Concrete	\$509,821,000	\$65,956,000	\$575,777,000
	Other construction	\$55,376,000	\$141,317,000	\$196,693,000
91455	Masonry	\$27,056,000	\$9,650,000	\$36,706,000
91461	Painting	\$28,660,000	\$3,745,000	\$32,405,000
	Subtotal	\$3,804,776,000	\$3,732,431,000	\$7,537,207,000
NIGP Code	Professional Services	Transportation	Transit	Total
92535	Engineering service	\$730,211,000	\$1,067,912,000	\$1,798,123,000
	Other professional services	\$13,635,000	\$85,736,000	\$99,371,000
91836	Transportation consulting	\$28,332,000	\$44,799,000	\$73,131,000
92531	Environmental consulting	\$20,372,000	\$46,345,000	\$66,717,000
92586	Surveying services	\$24,894,000	\$16,066,000	\$40,960,000
90607	Architectural services	\$2,405,000	\$36,354,000	\$38,759,000
	Subtotal	\$819,849,000	\$1,297,212,000	\$2,117,061,000
Capital Project Design and Construction		\$4,624,625,000	\$5,029,643,000²	\$9,654,268,000
Other Capital Investment Costs		Transportation	Transit	Total
Projects in Secondary Industries		\$217,641,000	\$127,631,000	\$345,272,000
Real Estate Purchases		\$857,733,000	\$687,568,000	\$1,545,301,000
Bus and Train Purchases		\$0	\$675,690,000	\$675,690,000
Subtotal		\$1,075,374,000	\$1,490,889,000	\$2,566,263,000
Total Capital Cost		\$5,699,999,000	\$6,520,532,000²	\$12,220,531,000

1.0 Infrastructure Investment

Timing and Duration

Timing of Capital Investment

The scale, timing and duration of capital investment will have a direct influence on the scale of job creation estimates.

Figure 1 illustrates the timing of capital investment for transportation and transit projects over a 30-year horizon assumed for this study.

Transit Capital Investment

The timing of transit capital investment is based on the project implementation schedule of the CATS Transit System Plan.

Some of the phasing assumptions of transit projects used in this study created gaps in construction activity between projects that result in lowered job creation estimates for transit capital projects.

The actual construction of transit projects will likely overlap creating a consistent level of investment and an increase in job creation than estimated in this study.

Transportation Capital Investment

The timing of transportation capital investment is based on a time-bound financial model that assumes expenditure of all sales tax revenue collected within 30 years, ramping up investment to a peak and then down as projects are completed.

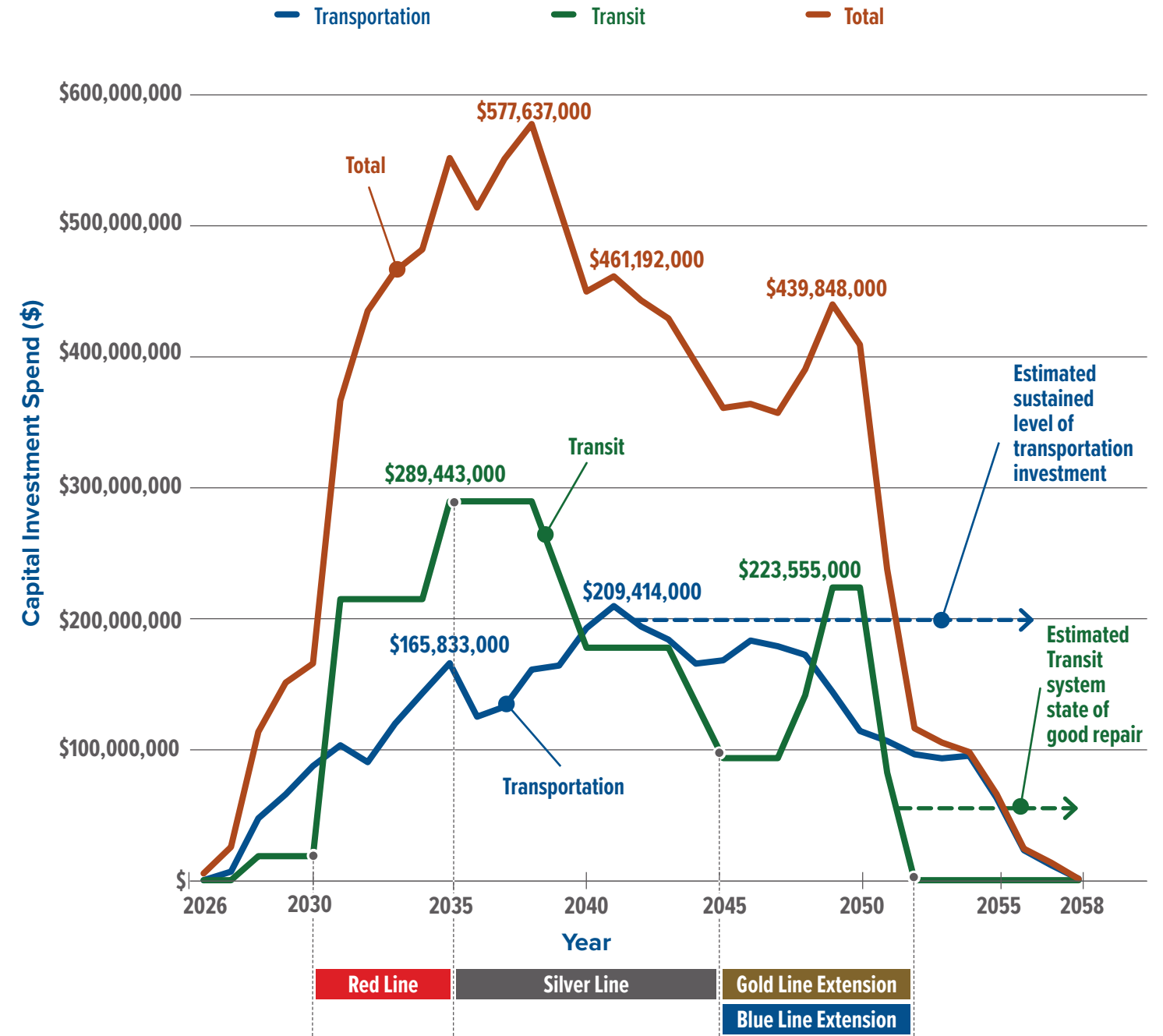
Actual capital investment will be funded through regular capital bonds supported by sale tax revenue. The resulting capital investment is anticipated to increase to a sustained level of spending of between \$100-200 million annually (escalating with inflation).

Therefore, the investment timing assumed for this study results in lower job creation estimates than would be created by a sustained level of capital investment.

Infrastructure Timing and Job Creation

The timing assumptions of this study result in more conservative estimates of job creation. Transportation and transit capital investment will ramp up by 2035 and continue at a sustained level over 30 years requiring a sustained level of workforce over time.

Figure 1 - Estimated Annual Capital Investment¹



Source:

¹ Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figure 3-3).

2.0 Job Creation

Timing

Timing of Direct Jobs

The estimated total and timing of direct job creation for capital construction and transit operations is summarized in Table 4 and Figure 2.

Construction and Professional Services

The timing and scale of construction and professional services jobs reflects a ramp up of jobs as projects are planned and designed, followed by a relatively sustained level of jobs over the next 30 years.

2026-2030:

Capital projects for both transportation and transit projects will be in design and planning for construction.

2031-2050:

All transit projects (phased by project) will be under construction over a period from 2030 to 2055 reflecting a sustained level of jobs coupled with the on-going delivery of transportation projects.

2051-Beyond:

With transit projects complete the transit system will require on-going capital investment for “state of good repair” not reflected in these estimates. Capital investment in transportation will continue resulting in a more sustained level of job creation over time than illustrated here.

Bus and Rail Operations

The timing and scale of bus and rail operational jobs reflects the implementation of the Transit System Plan requiring additional operational jobs as the Better Bus plan is implemented and rail corridors begin operation.

2026-2030:

The first 5 years include the full implementation of Better Bus (high-frequency bus service) and micro transit (on-demand transit), requiring a significant increase in bus operators and micro transit drivers (contract service).

2031-2035:

The Red Line is planned to be complete and operational by 2035 requiring additional operations and administrative positions.

2041-2045:

The Silver Line is planned to be complete and operational by 2045 requiring additional operations and administrative positions.

2046-2055:

The Gold Line extension and Blue Line extension are planned to be complete and operational by 2055 requiring additional operations and administrative positions.

Figure 2 - Job Creation Over Time³ (30 Years)

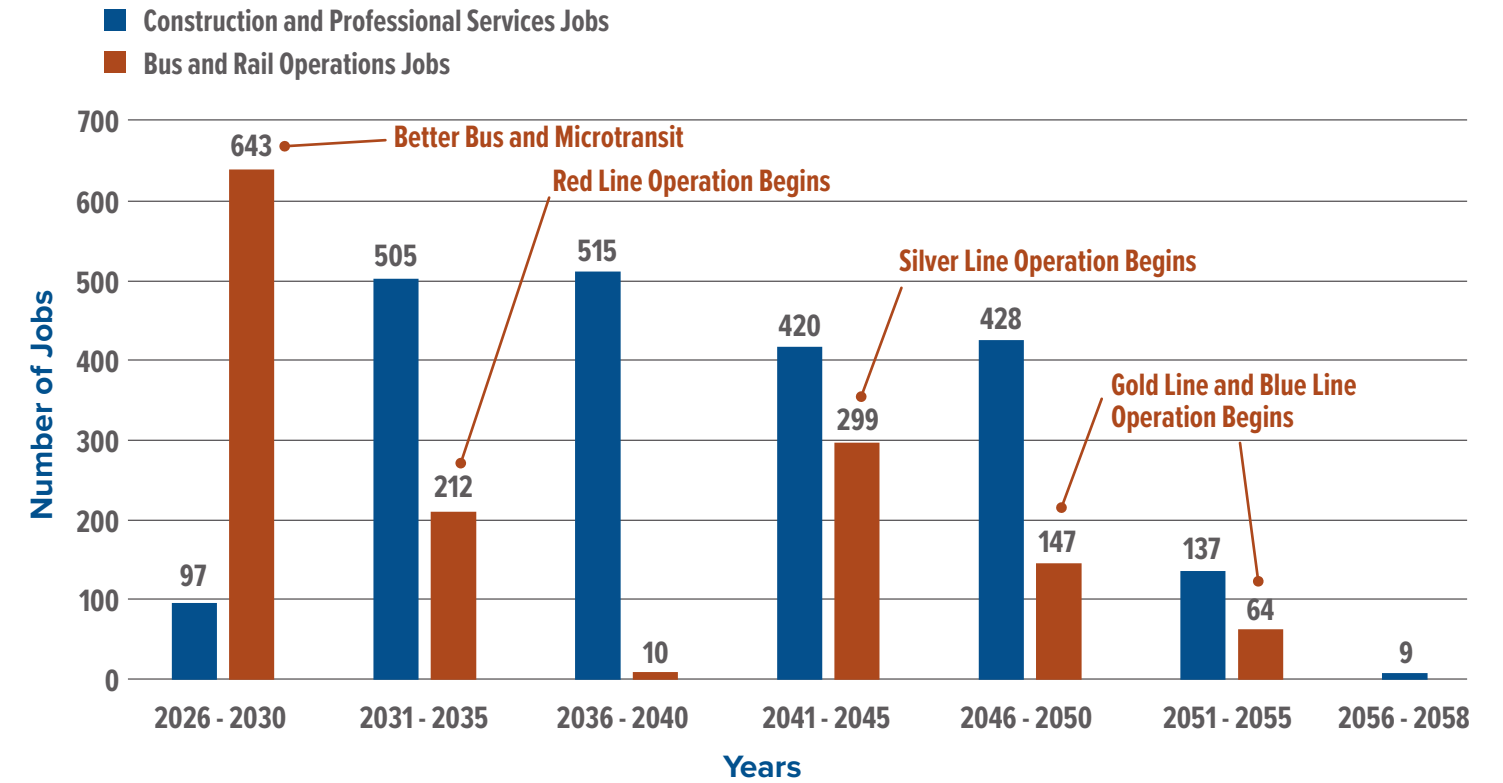


Table 4 - Direct Job Creation

	Direct	
	Jobs	Job Years
Road Capital¹		
Construction	1,451	20,807
Professional Services	176	3,818
Subtotal	1,627	24,625
Transit Capital¹		
Construction	393	20,758
Professional Services	91	5,968
Subtotal	484	26,726
Bus/Rail Operations²		
Operations/Maintenance	1,375	26,056
Total	3,486	77,407

Sources:

- 1 Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figure 3-29)
- 2 CATS estimates (October 2025) of direct jobs created, job years calculated by Infrastructure Strategies, LLC.
- 3 Job timing data derived from the Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment. The type, total and timing of bus and rail operations jobs provided by CATS (October 2025 estimates).

2.0 Job Creation

Type

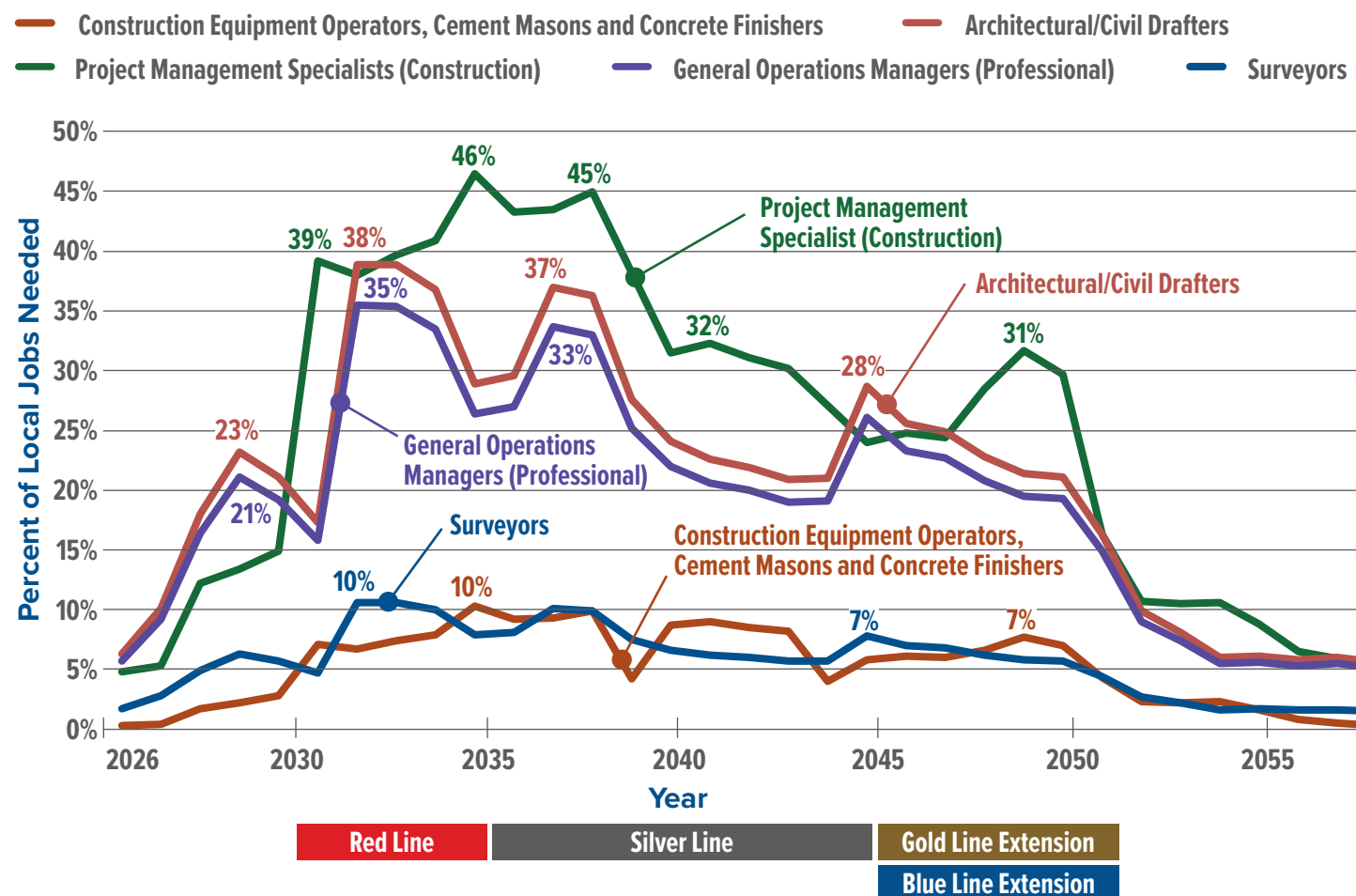
Job Creation Type

Table 5 quantifies the estimated number and type of direct jobs created. The top 10 construction and professional services jobs are identified in detail. An additional 130 job types are combined into “All Other Job Types”. A complete list and quantification of all jobs is provided in the Technical Data Catalog for this study.

Job Type and Timing

Figure 3 identifies select job types that are estimated to put strain on local job capacity. Represented as the percent of local workers needed (job years as a % of local workers), these jobs highlight key skills and trades that will create demand for increased workforce availability. Identified here are the job types that would require greater than 10% of local job supply at key periods of time, representing a significant share of the job market capacity.

Figure 3 - Jobs Needed as Percent of Total Workers²



Sources:

¹ Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figures 3-27, 3-28).
² Job timing data derived from the Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment

Table 5 - Direct Job Creation by Type¹ (30 Years)

Road and Transit Construction (Top 10)	Jobs	Job Years
Construction laborers	377	9,178
Construction equipment operators	227	5,521
Construction first-line supervisors	173	4,206
Truck drivers	112	2,713
Carpenters	87	2,114
Construction managers	77	1,861
Cement masons and concrete finishers	68	1,659
Project management specialists	74	1,802
Mobile heavy equipment mechanics	38	931
General and operations managers	38	915
Subtotal	1,270	30,900
Road and Transit Professional Services (Top 10)	Jobs	Job Years
Civil engineers	67	1,626
Architects	24	582
Project management specialists	21	514
Architectural and civil drafters	21	511
Mechanical engineers	15	362
General and operations managers	13	326
Architectural and engineering managers	14	345
Construction and building inspectors	10	244
Electrical engineers	12	299
Surveyors	13	327
Subtotal	211	5,136
All Other Job Types	Jobs	Job Years
Construction and Professional	629	15,312
Bus and Rail Operations Job Types	Jobs	Job Years
Operations	402	7,039
Administrative	102	1,784
TMOG Positions (Bus Ops)	366	9,514
Microtransit Positions	203	3,883
Safety and Security	302	3,835
Subtotal	1,375	26,056
Total	3,486	77,404

3.0 Local Business Capacity

Scale, Type and Timing

Business Capacity

Figure 4 illustrates the scale of business capacity needed (number of businesses needed as a % of the local businesses available) highlighting significant strains on local business capacity for infrastructure construction.

Transit (Railroad Construction)

The estimated need for rail transit construction is up to 2 to 4 times the local capacity for this work.

This type of work is specialized and the lack of capacity is expected to naturally be filled by national firms. Yet significant local subcontracting opportunities will be available if the local market is prepared.

Transportation (Highway and Road Construction)

The estimated need for transportation construction is up to 2 times the local capacity for this work.

The natural trend will be for national firms to fill this capacity. Transportation projects will range in scale and complexity, allowing this capacity gap to be filled by a range of local businesses as prime and subcontractors in addition to national firms.

Local Business Market

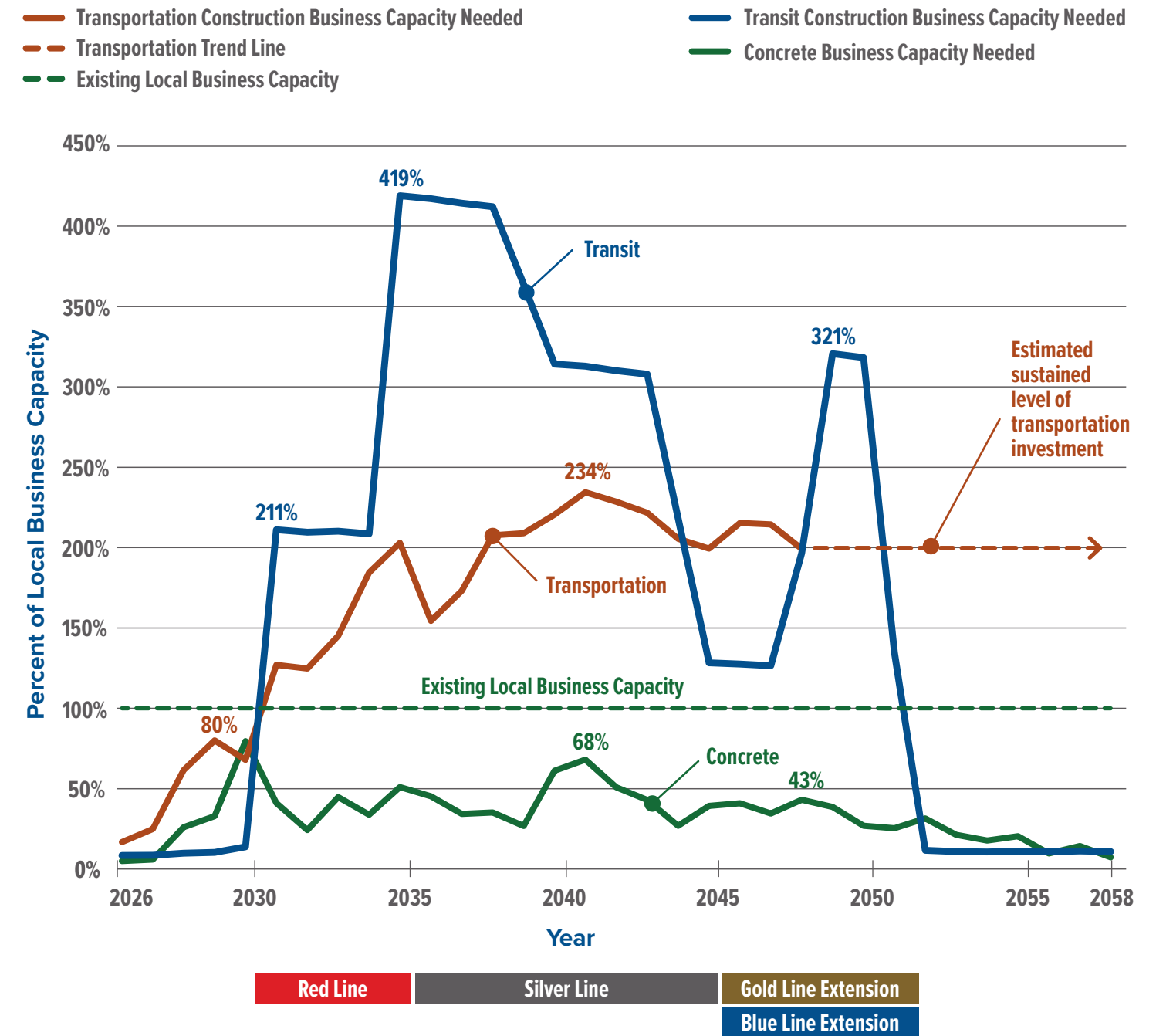
Table 6 quantifies the number of local businesses in construction and professional services for transportation and transit infrastructure. Building the capacity of these businesses will be needed to take advantage of the scale of business opportunity available.

Table 6 - Local Businesses 2025²

NIGP Code	Construction	Local Business	
		Total	Small
	Other construction	5,895	92.9%
91438	Electrical	820	90.9%
90924	Building construction	363	80.8%
91461	Painting	342	96.9%
91313	Concrete	233	88.5%
91455	Masonry	178	93.1%
91327	Highway and road construction	82	73.4%
91378	Railroad construction	41	88.3%
	Subtotal	7,954	91.9%

NIGP Code	Professional Services	Local Business	
		Total	Small
	Other professional services	7,123	96.8%
92535	Engineering services	574	89.7%
90607	Architectural services	202	85.4%
91836	Transportation consulting	97	89.0%
92586	Surveying services	92	94.9%
92531	Environmental consulting	64	91.3%
	Subtotal	8,152	95.8%
	Grand Total	16,106	93.9%

Figure 4 - Local Construction Business Capacity¹



Sources:

¹ Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figure 3-18).

² Charlotte Business and Workforce Gap Analysis - For Transportation and Transit Investment (Figure 3-5).

4.0 Supporting Studies

Charlotte Mobility Workforce Analysis

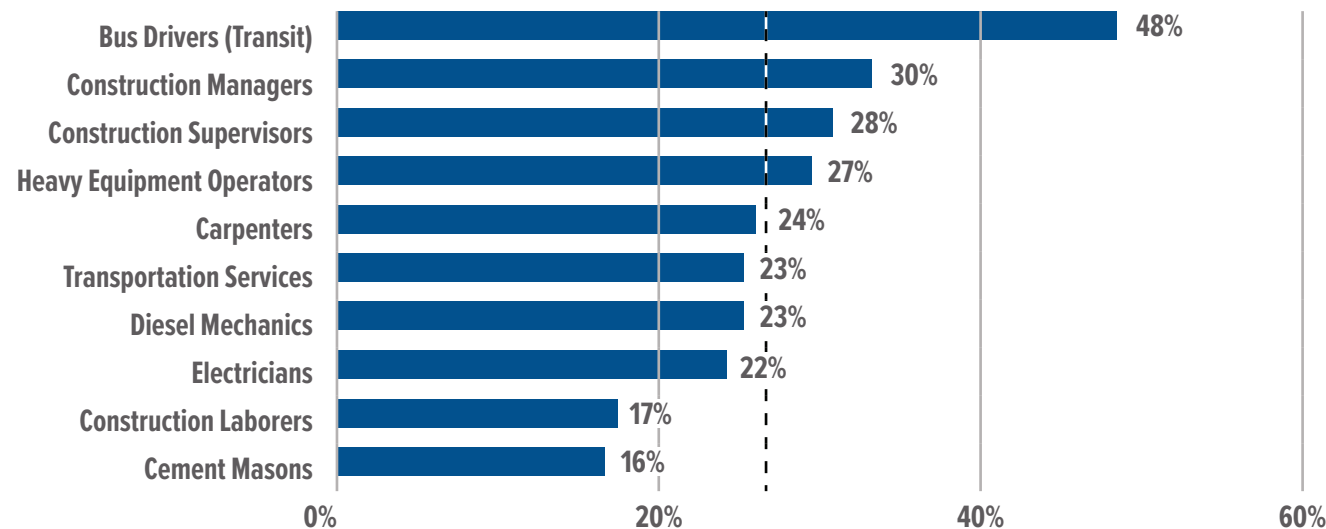
The Charlotte Innovation Team (i-team)

The i-team is a grant-funded city research team (Bloomberg Center for Public Innovation) studying regional mobility workforce job demand pressures and occupational trends through a combination of quantitative analysis and interviews with residents, employers and training providers to understand how the local workforce system is functioning. Summarized here are initial research results.

Retirement Pressure

Figure 5 illustrates the percent of the workforce that is expected to be retiring in the next 10 years. Retirement and rising project demand for transportation and transit investment are arriving at the same time (the next 10 years) potentially straining the workforce market.

Figure 5 - Retirement Risk by Occupation¹



Note: Share of workers currently age 55+, used as a 10-year retirement proxy. Dashed line = 25% weighted avg. across all 28 mobility related occupations.

Demand Pressure

Figure 6 compares annual hiring openings with estimated peak workforce demand in additional occupations needed for transportation and transit investment, identifying jobs where the new demand will create the most opportunity and pressure.

Turnover Pressure

Figure 7 illustrates turnover rates in key occupations. While turnover rates over 100% are typical for construction trades, the combination of increased demand, retirement and turnover will strain the workforce as transit in transportation investment peaks in the region.

Figure 6 - Peak Annual Demand by Priority Occupation¹

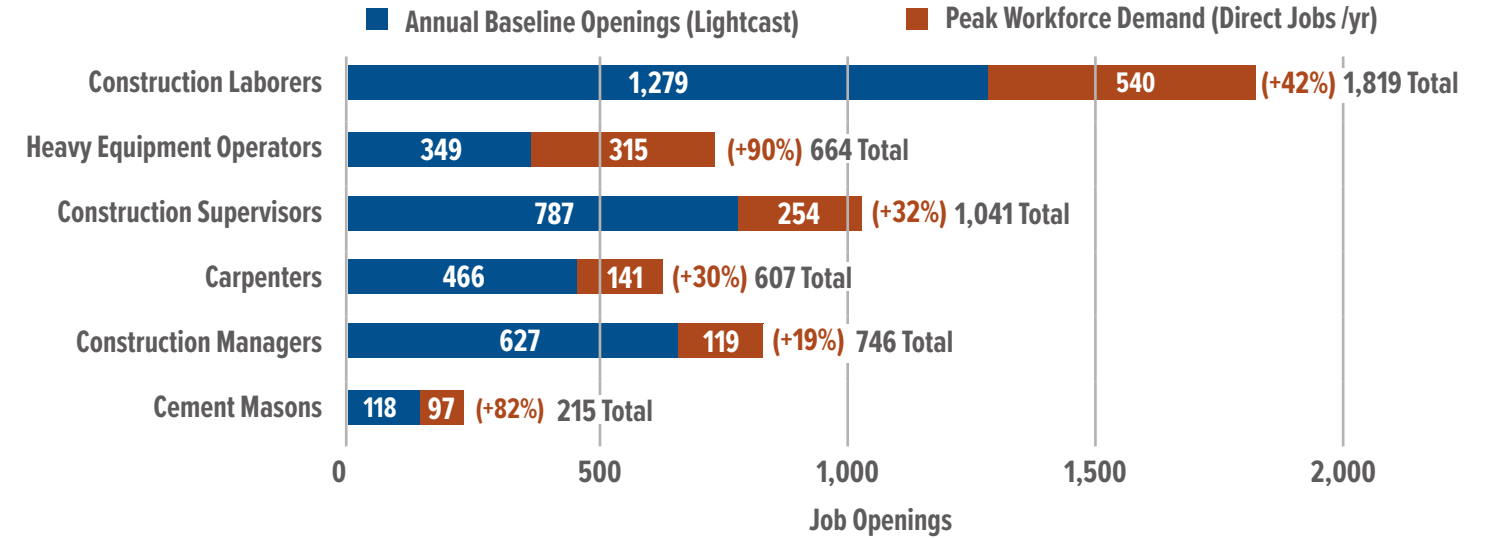
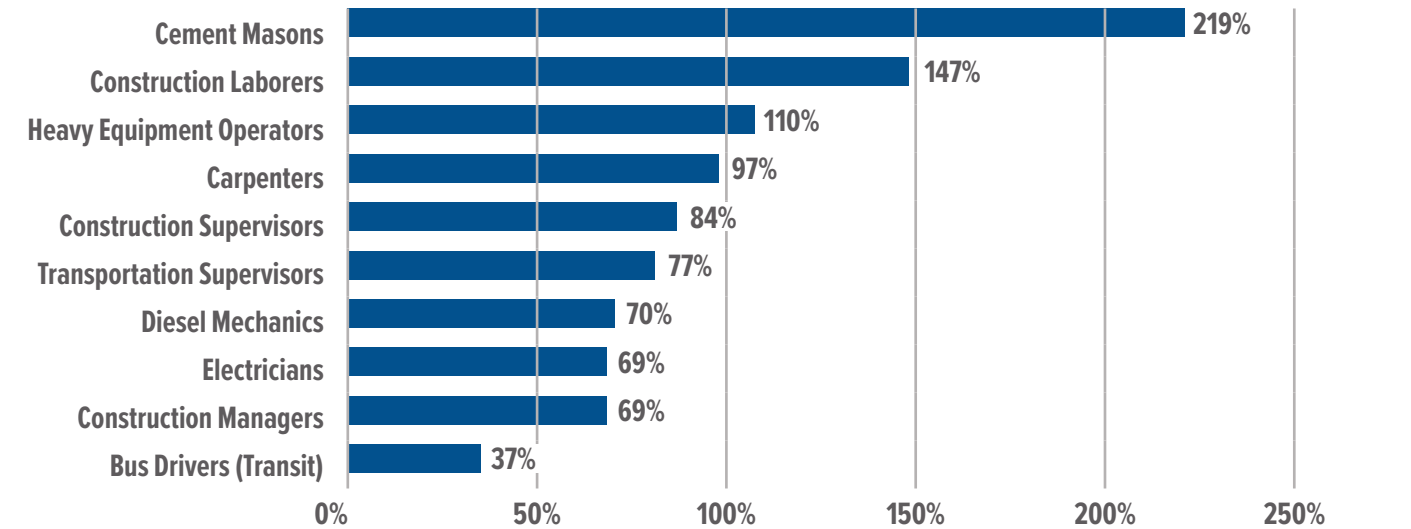


Figure 7 - Estimated Annual Turnover by Occupation¹



Note: Turnover rates >100% are expected in construction – seasonal and project-based work means some workers cycle through positions multiple times per year.

Source:

¹ Lightcast (2024) data across Mecklenburg, Union, Cabarrus, and Gaston Counties to assess demand, wages, and occupational trends for 28 transportation related occupations.

4.0 Supporting Studies

Charlotte Vendor Participation Review

Charlotte Vendor Participation Review for Roadway Construction Projects

In 2025, the City of Charlotte’s General Services Department studied current vendor participation to identify potential gaps in Charlotte Business Inclusion (CBI) registered businesses with the specific skills necessary for roadway and horizontal construction projects.

This review compared the total city vendors with the registered skill categories needed for roadway and horizontal construction to the number that are CBI registered. Skill categories with CBI representation less than 20% of the total were identified as potential gaps.

Type of Work

The National Institute of Government Purchasing (NIGP) commodity codes associated with roadway construction were utilized to target specific business types and construction skills. The NIGP commodity codes are national standards used to categorize goods and services for procurement and vendor registration.

Specific areas of focus included:

- New roadways, widenings and streetscapes
- Roadway intersection projects
- Sidewalk and bicycle facilities
- Traffic signal and controls
- Bridge construction and maintenance
- Potential Small Business Gaps

Potential Small Business Gaps

Table 7 highlights the business types and skill categories (NIGP) with potential gaps in CBI registered vendors. Additional analysis will be necessary to determine the potential for capacity building within specific categories.

Table 7 - CBI Registered Business Types Underrepresented (2025)

Construction	NIGP Codes
Bridge Maintenance Subcontractors	91366
Concrete Subcontractors	91345, 91430
Construction Equipment Rental Providers	97140, 97524, 99854
Electrical Subcontractors	210, 65800, 65900, 91232, 94075, 96882, 99837
Environmental Consultants / firms	926, 90742
Erosion Control Subcontractors	926
General Contractors	65900, 65800, 89030, 89044, 89040, 91219, 91345, 91356, 91430, 926
Geotechnical Engineering Firms	90742, 92546
Grading and Site Subcontractors	89030, 90742, 91219, 91345, 91430, 926
Industrial Painters	63061
Land Surveying Firms	550, 925
Pavement Marking and Striping Subcontractors	96861
Specialty Drilling / Foundations Subcontractors	90742, 92546
Structural Concrete Subcontractors	210
Traffic Control Suppliers	550, 80100, 80112, 96279, 96880, 96884
Traffic Control Personnel Staffing Agencies	96877
Traffic Signal Installers and Communications Subcontractors	65900, 83828, 91232, 94075, 96882, 99837
Traffic Sign Subcontractors	80100, 80112, 96279, 96880
Tree Service Companies	98888
Utility Subcontractors	65800, 65900, 89030, 89040, 89044, 91345, 91356, 99837
Wildlife Management	926

4.0 Supporting Studies

AGC/NCCER 2025 Workforce Survey

The 2025 Associated General Contractors of America (AGC) and National Center for Construction Education and Research (NCCER) Workforce Survey included a focus on highway and transportation construction, surveying firms nationally on workforce needs and challenges.

The survey highlights a persistent and growing workforce shortage affecting both salaried professionals and hourly workers in the construction industry. Overall, firms are expanding work but struggling to hire qualified workforce to deliver public infrastructure projects.

Workforce Demand

Survey responses indicate that demand for workers remains strong over the past year underscoring workforce demand across the industry.

- 50% of firms reported increasing headcount
- 86% of firms reported open salaried/professional positions
- 92% of firms reported open hourly craft/construction positions

Hiring Challenges

While demand is strong, firms report that filling these roles is becoming increasingly difficult.

- 92% of firms report difficulty filling salaried/professional positions
- 94% of firms report difficulty filling hourly craft/construction positions.

Key Factors and Trends

Table 8 summarizes the top workforce positions which firms are struggling to fill. The top factors cited contributing to these workforce challenges include:

- Lack of required credentials (e.g., driver’s license, work permit, clean background check)
- Lack the skills required to work in the industry (e.g., lack of skills, no certificate or license for position)
- Worker reliability, transportation barriers to job sites, and competition for labor from other industries.

These findings align with broader national trends affecting the infrastructure sector as construction workforce is aging, fewer young workers are entering skilled trades, and competition for technical professionals has intensified.

At the same time, federal infrastructure investments and population growth are driving increased demand for transportation and public works projects.

Table 8 - National Workforce Hiring Challenges¹

Type of Industry	Position	Percent of Firms Reporting Difficulty in Hiring
Professional Services	Superintendents	82%
Professional Services	Surveyors	81%
Construction	Cement Masons	79%
Construction	Operating Engineers	79%
Professional Services	Project Managers and Supervisors	79%
Construction	Truck Drivers	72%
Construction	Carpenters	73%
Professional Services	Drafter and Technicians/BIM Personnel	70%
Professional Services	Engineers	69%
Construction	Construction Laborers	55%

Source:

¹ AGC/NCCER 2025 Craft Workforce Survey
<https://www.nccer.org/research/2025-workforce-survey-agc-nccer/>



The City of Charlotte is committed to making our services and programs accessible to all. Upon request, auxiliary aids, written materials in alternative formats, language access and other reasonable modifications and accommodations will be provided. Please email CharlotteDOT@CharlotteNC.gov or call **704-336-4119**.