

FY2026

Adopted Budget

CITY OF CHARLOTTE

FY2026-2030

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, 2024

Christopher P. Morrill

Executive Director

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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 2026 Budget and the five-year FY 2026 – 2030 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 2026 approved amounts.

This document provides a detailed record of the spending plan for FY 2026 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 the 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 and a high-level summary of the department's core services. 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 numbers 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.

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City Manager's Message

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June 9, 2025

Honorable Mayor and City Council
City of Charlotte, North Carolina

It is my pleasure to present the Adopted Fiscal Year (FY) 2026 Budget. This structurally balanced budget will promote the advancement of City Council's priorities, support city programs, deliver core city services, enhance employee compensation, and increase collaboration across Team Charlotte. The budget was developed without a property tax increase and supplemental budget adjustments were programmed with one-time American Rescue Plan Act (ARPA) revenue replacement funds.

A summary of the Adopted Budget is outlined in the table below and budget adjustments from the June 2, 2025, Straw Votes meeting are highlighted on the following page.

Adopted FY 2026 Budget (Net of Transfers)	
General Fund	943,500,000
Reimbursements and transfers to Other Funds	(74,044,669)
Sub-total General Fund	**869,455,331**
Aviation	991,738,515
Charlotte Area Transit System (CATS)	331,394,755
Charlotte Water	828,774,644
Storm Water	127,788,390
Sub-total Enterprise Funds	**2,279,696,304**
General Capital Investment Plan	81,148,945
General Capital Debt Service	74,770,993
Pay-As-You-Go Funds	28,257,064
Sub-Total Capital Investments	**184,177,002**
Special Revenue Funds	199,898,728
Debt Service - Special Revenue Funds	32,755,596
Sub-Total Special Revenue	**232,654,324**
Internal Service Funds	**80,739,501**
Total All Funds	**3,646,722,462**

Strategic Priorities

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

American Rescue Plan Act (ARPA) Revenue Replacement Funds Source Adjustments

Five adjustments to the Proposed FY 2026 Budget were approved through the course of Council's Budget Adjustments and Straw Votes Meetings. Four of the one-time adjustments utilize a one-time funding source, ARPA Revenue Replacement Funds, and total $3.237 million; a list of these adjustments is provided in the table below.

FY 2026 Budget Adjustments American Rescue Plan Act (ARPA) Revenue Replacement Funds One-time Use	
FY 2026 Action	**FY 2026 Amount**
1. Allocate $1.5 million over three-years for the city's employee support programs	$1,500,000
2. Provide $200,000 for the NAACP National Convention hosted in Charlotte	$200,000
3. Program $1,237,000 to add 13 additional non-profit organizations to the city's FY 2026 One-Time Discretionary Financial Partner Program 1) Carolina Metro Inc., $50,000 2) Carolina Youth Coalition, $100,000 3) Carolinas Asian American Chamber of Commerce, $100,000 4) Charlotte Museum of History (operating) $100,000 5) DreamKey Partners $231,000 6) For The Struggle, Inc $100,000 7) Hearts for the Invisible $100,000 8) Just Do it Movement! Inc $32,000 9) PowerUp USA $100,000 10) Que-OS/BOOM Charlotte $90,000 11) Roof Above $100,000 12) The Males Place, Inc. $100,000 13) The Save Our Children Movement, Inc $34,000	$1,237,000
4. Provide $300,000 to the Helping Hands Foundation	$300,000
Total	**$3,237,000**

Additionally, funding was authorized for $350,000 in alternate funding sources for an up coming Charlotte Museum of History exhibit – *American Revolution, the Augmented Expedition.*

Next Steps

The FY 2026 Budget is designed to advance City Council's priorities, while also strengthening the framework of core services to support opportunities for residents, employees, visitors, and our region. The city's strong financial policies and practices will continue to reinforce the city's financial foundation and position the city to fully capitalize on transformational opportunities in the coming year.



Respectfully,

Marcus D. Jones,

City Manager

May 5, 2025

Honorable Mayor and City Council
City of Charlotte, North Carolina

The City of Charlotte, over many years, has built a strong financial foundation anchored by sound fiscal policies and practices, with a commitment to optimizing the use of public resources. The FY 2026 budget development process continued this commitment by reviewing services to best position the city to meet the needs of our growing community. The budget development process has helped to ensure that we are fully capitalizing on service efficiencies, technology advancements, and the expertise of our diligent workforce. As a result, I am pleased to propose a balanced budget that advances your priorities and bridges Charlotte to future opportunities.

Proposed FY 2026 Budget (Net of Transfers)	
General Fund	943,500,000
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Internal Service Funds	**80,739,501**
Total All Funds	**3,646,722,462**

General Fund Budget Highlights

Continuing Fiscal Responsibility and Well-Managed Government

- A structurally balanced budget with a 2-year lens that:
  - Does not increase property taxes
  - Preserves core services
  - Maintains reserves
- $943.5 million, or a 5.2 percent increase, in the Proposed General Fund
- Continues Charlotte's legacy of affordable cost of service, with the expectation of maintaining the lowest tax rate among North Carolina's largest cities in FY 2026
- Invests in the city's Internal Service Funds - Fleet Management, Risk Management, and Employee Health and Life, which are important to being a Well-Managed Government
- Responsibly funds our pension liabilities:
  - North Carolina Local Governmental Employees' Retirement System with an additional 0.75 percentage point for general employees and one percentage point for law enforcement officers
  - Charlotte Firefighters' Retirement System with an additional four percentage points for firefighters, for a total employer contribution rate of 29.31 percent, which is more than double the employer contribution rate in FY 2020
- Begins 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 Residential Dumpster, and increasing the Curbside fee by $1.35 per month and the Dumpster fee by $0.49 per month
- Identifies other opportunities for collaboration and efficiency in the short- and medium-term, including the city's MEDIC contract, landfill tipping fees, and user fee cost recovery

Taking Care of Our Employees

- Raises minimum pay to $24/hour for city employees
- Provides for a four percent pay increase for all hourly employees in two phases (1.5 percent increase in September and 2.5 percent merit pool in November)
- Provides a three percent merit pool for salaried employees
- Provides pay and incentive actions in the Public Safety Pay Plan for Police and Fire:
  - Provides a 6.5 percent pay increase to most Sworn (including existing pay plan steps) for eligible Police and Fire employees who are not at the top pay step; Police and Fire employees who are at the top pay step receive a 1.5 percent increase and a 1.5 percent one-time bonus (for a total of three percent)
  - Dedicates $3 million in FY 2026, and $11 million over five years towards an ongoing radio replacement program to ensure critical public safety communication infrastructure is replaced regularly
  - Adds 15 more hybrid take-home vehicles for Police
- Increases the city's employer contribution to city-provided medical, dental, and other employee benefits by another 7.5 percent

- Continues pre-paid tuition assistance and career coaching with Central Piedmont Community College
- Continues pay incentives including 2.5 percent for Commercial Drivers License (CDL) and 2.5 percent for 2nd and 3rd shift (includes Police)
- Continues reduced cost CATS All-Access Transit Pass
- Continues employee assistance programs such as the Emergency Loan Program for hardships, Employee Rental Assistance Program, and the Health Care Premium Relief Program, and expands the premium relief program eligibility to employees with household incomes up to $70,500
- Continues flexible work options for feasible positions

Advancing City Council Strategic Priorities

- Establishes the Office of Youth Opportunities within the Office of Special Initiatives to promote economic opportunity and positive youth development for ages 13-24
- Supports minority, women-owned, and small businesses with nearly $2 million to establish the Small Business Readiness fund to build capacity in targeted industries, especially those related to mobility investments, and to continue NXT|CLT and Amp Up
- Continues the city's commitment to violence reduction through investments in the Alternatives to Violence program along Beatties Ford Road and provides funding for the expansion of Atrium Health's hospital-based violence intervention program, Project BOOST
- Continues to advance Strategic Energy Action Plan (SEAP) goals with:
    - $2.5 million of funding to support the installation of sustainable infrastructure at city-owned facilities
    - Funding for 45 electric vehicles to advance emissions reductions in the city's fleet, and 155 hybrid vehicles in addition to electric buses at the Airport
- Leverages more than $1.8 million in funding to support urgent home repair, affordable housing placement, and high-quality naturally occurring affordable housing in addition to the $100 million voter-approved 2024 Housing Bond to increase affordable housing production
- Invests $1 million to start a community benefits fund to help advance the greatest needs identified in the 14 Community Area Plans
- Funds 13 Discretionary Organizations within the Financial Partner Program for a total of nearly $2.3 million to advance all five of City Council's Strategic Priorities
- Continues the city's Education to Employment (E2E) program, giving Charlotte-Mecklenburg Schools graduates opportunities to apply for entry-level positions within the city
- Helps to ensure Fire response times are met with an additional $25.6 million to continue advancing:
    - Construction of five firehouses: three new infill and two replacements
    - Expansion of one existing firehouse to accommodate an additional fire company
- Adds a Commercial Burn Building to the Advanced Planning and Design Program to support on-going training for Charlotte firefighters

- Supports expansion of the 911 Call Center in Police headquarters and the Police and Fire Training Academy with $2 million in funding in FY 2026; $9 million in total investment
- Funds $30 million over the next four years for a satellite Animal Care and Control adoption facility that is currently in design

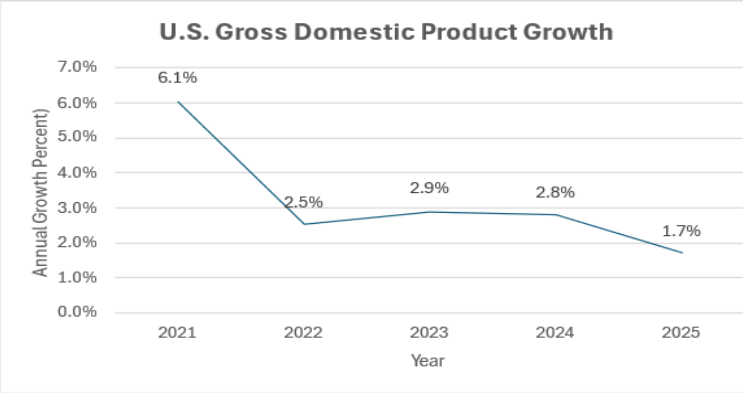
Continued Emphasis on Efficient City Operations

- Elevates Charlotte Business INClusion and the General Services' Procurement Division into the new Contracting and Procurement Department to optimize cohesion and the expertise within these core services
- Establishes a new Organizational Improvement Team that will identify opportunities to streamline operations, improve service delivery, and improve customer satisfaction beginning with the new Contracting and Procurement Department as well as the CLT Development Center
- Realigns Animal Care and Control services from Police to the General Services department to allow Animal Care and Control to more directly benefit from General Services' administrative strength and perspective for non-sworn services

Economic Outlook

National Economic Outlook

The city's annual budget process begins with revenue projections for the upcoming year. Growth in the city's primary revenue sources, sales and property taxes, are linked to the national, state, and local economy. After years of robust growth in 2021 and 2022, the pace of economic expansion slowed through 2023 and 2024 with current projections pointing to continued moderation through 2025 and into 2026. So far, the United States has avoided a full recession, however most indicators suggest below-trend growth is likely, with reduced Gross Domestic Product forecasts ranging between one and two percent for the coming fiscal year.



Source: Congressional Budget Office (CBO) and Federal Reserve economic outlooks

Labor market conditions remain relatively strong, and unemployment remains low by historical standards, but job creation rates are slowing. With job creation slowing, wage growth and the mismatch between employer needs and a limited market of job seekers continues to ease in many sectors.

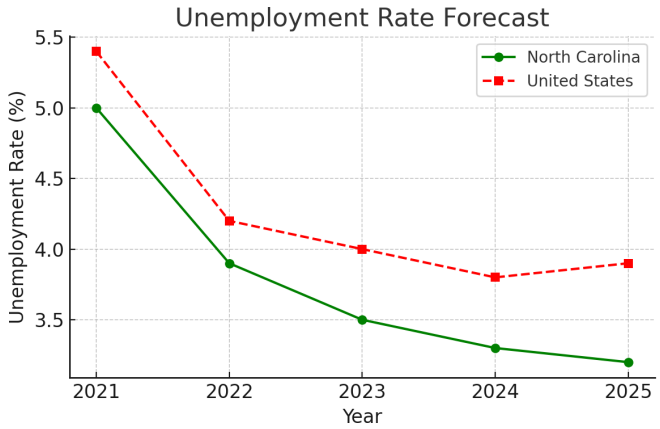
Consumer spending, which has been a key pillar of economic growth and resilience, is showing signs of strain. Households are experiencing tighter budgets due to sustained inflationary pressures and elevated interest rates. Inflation, while down from its peak in 2022, remains a persistent financial challenge. Growth in retail activity has decelerated, particularly in discretionary spending categories. Key cost drivers include shelter, energy, and service sector pricing, all of which remain elevated.

In response to inflation, the Federal Reserve has held interest rates at restrictive levels, pausing further rate adjustments for the time being. Financial markets anticipate possible rate cuts in late 2025, contingent on inflation showing sustained progress toward the two percent benchmark. Business sentiment surveys reflect growing unease about the risk of an economic downturn, with a significant share of analysts and executives estimating a 40-50 percent chance of a recession during 2025.

The housing market has been particularly sensitive to rising interest rates. Elevated mortgage rates and limited housing supply are contributing to sluggish activity in both new home construction and existing home sales. Affordability remains a widespread concern, particularly for first-time buyers. While the possibility of a "soft landing" economic scenario remains, the outlook is tempered by continued uncertainty and the potential for external shocks.

North Carolina Economic Outlook

In contrast to national trends, North Carolina is positioned to maintain relatively strong economic momentum through FY 2026. The state's diverse industry mix, favorable business climate, and sustained population growth have contributed to economic resilience and outperformance relative to the broader U.S. economy.



Source: U.S. Bureau of Labor Statistics

Employment growth in North Carolina has remained positive, especially in key sectors such as health care, professional services, and technology. The state's unemployment rate continues to track below the national average, and job creation has remained steady in its largest metropolitan areas. The North Carolina labor market strength is supported by the state's appeal as a destination for both workers and businesses, driven in part by favorable tax policies, cost of living advantages, and ongoing infrastructure improvements.

Population growth remains a key driver of economic vitality. North Carolina continues to attract residents from across the country, supporting demand for housing, public services, and consumer goods. Population growth has provided a solid foundation for the state's retail and housing markets. While residential and commercial construction has slowed slightly due to increased input costs and labor constraints, activity remains robust in urban areas such as the Triangle, Triad, and Charlotte

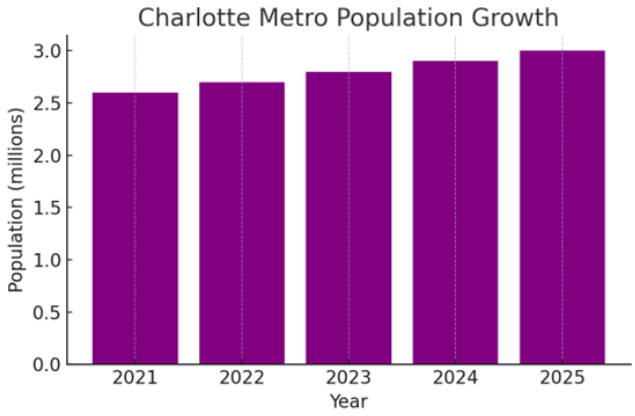
regions. Despite this, developers are exercising caution as higher financing costs and supply chain concerns weigh on new construction, particularly for multi-family units. Permitting activity in smaller and rural jurisdictions has been more variable, reflecting localized economic challenges.

From a fiscal standpoint, state revenue collections remain stable, although growth is expected to slow in the upcoming budget cycle. Retail sales across the state have been generally strong, but the pace of growth has cooled in recent months. Urban centers continue to lead in economic output and retail demand, while rural counties face a more uneven recovery. Sales tax receipts, which have been a key contributor to revenue growth, are projected to normalize as consumer spending moderates. Revenue from utilities such as electricity and natural gas are showing signs of stabilization, while telecommunications tax revenues continue a long-term decline, reflective of shifts in consumer technology usage.

Charlotte Economic Outlook

As North Carolina's largest metropolitan area and a central engine of economic activity, Charlotte remains a leader in regional growth and development. The city's diverse economy, anchored by finance, technology, logistics, and healthcare continues to attract both businesses and residents, sustaining a robust pace of economic expansion despite broader national uncertainty.

Charlotte's role as a major financial hub is a defining feature of the city's economic profile. It is the second-largest banking center in the country, home to the headquarters and regional offices of numerous financial institutions. Even as the financial sector nationally grapples with regulatory and market challenges, Charlotte remains a strong performer due to its established infrastructure, skilled labor force, and reputation as a destination for financial technology and back-office operations.



Source: U.S. Census Bureau estimates and projections

Population growth in the Charlotte metro area continues at a rapid pace, driven by domestic migration and urban appeal. This trend supports housing demand, consumer activity, and employment expansion across multiple sectors. The Charlotte-Mecklenburg area has consistently ranked among the top regions in the state for residential development, with strong performance in both single-family and multi-family construction.

Charlotte's labor market is strong, with job growth concentrated in high-wage sectors such as technology, professional services, and healthcare. The region's unemployment rate remains low, and labor demand has stayed elevated. Investments in workforce development and public education are viewed as critical priorities to maintain this competitive edge.

Infrastructure investments have also been central to the region's strategy for sustained growth. Future expansion of the light rail system, upgrades to regional highways, and ongoing improvements

to Charlotte Douglas International Airport are helping to improve connectivity and accommodate growth. These projects enhance quality of life for residents and support business attraction and logistics efficiency.

Charlotte does face challenges typical of rapidly growing metro area. Housing affordability remains a concern, particularly for lower- and middle-income residents, along with infrastructure strain and increasing public service demand. Nevertheless, the city's economic fundamentals remain strong, and its outlook for FY 2026 is broadly positive. With continued investment, population inflows, and sector diversity, Charlotte is expected to remain a driver of statewide economic performance.

Budget Engagement

In addition to assessing the economic outlook, the city also prioritizes resident input throughout the budget development process. The city's Strategy and Budget department made renewed efforts to provide community engagement opportunities in order to gather more community perspective about budgeting priorities. These efforts also serve as an opportunity to teach the community about the framework and mechanics of how the city's budget functions.

This year Strategy and Budget gathered over 1,800 Budget Community Input Surveys, provided Balancing Act simulations for community advocacy, and hosted a Budget 101 in-person community discussion, as well as Budget Lunch & Learn events. Budget staff also presented to outside organizations including the League of Women Voters, Leadership Charlotte, Encounter Charlotte, and the Civic Leadership Academy.

Budget Ambassadors

In partnership with the Neighborhood and Community Partnerships team in Housing and Neighborhood Services, the Budget Ambassador Program was launched for FY 2026 budget engagement. Staff selected six ambassadors from a 60-person applicant pool of Civic Leadership Academy graduates, and the Strategy and Budget team trained ambassadors on local government, budget basics, and community engagement. Once ambassadors were brought up to speed on the different components of budget development, ambassadors flourished during community conversation and helped to engage participants. The ambassadors excelled in explaining budget issues in their own terms to the community and helped staff to gain insights from residents.



FY 2026 Budget Ambassadors

Responsibly Attracting and Responding to Growth

Attracting Growth

The City of Charlotte's commitment to providing excellent value to its residents has made Charlotte a desirable destination for workers, new businesses, and visitors. The city has received several national recognitions:

- Wallet Hub ranked the city #2 among the country's 25 largest cities for the most desirable place to buy a home; ranked the city #3 for best cities to start a business; and ranked the city #7 for most diverse cities in America (2025)
- #5 Best Places to Live in the U.S. (U.S. News & World Report, 2024 and 2025)
- Forbes identified Charlotte for Best Places to Retire (2024)

Charlotte's ability to attract both workers and employers has contributed to Charlotte being one of the fastest growing cities and metro areas in the United States.

Based on the most recent annual data, resources and infrastructure in Charlotte are supporting a growing population. With such rapid, significant growth, it is critical that the city continue to manage public resources to maintain the quality of Charlotte's services. The city has worked proactively to address the challenges associated with growth. Each year the city carefully analyzes the cost of services and seeks efficiencies to minimize any rate and fee increases that are needed to continue to meet residents' expectation for quality services, programs, and infrastructure. The investments proposed in this budget are targeted at maintaining affordability in future years for the services and infrastructure essential for a growing city.

Response to Growth - Making New Commitments and Maintaining Existing Commitments

Responding to growth is one of several considerations in each year's budget process. The city's resources must also:

- Advance Council's Strategic Priorities,
- Attract and retain the employees who are critical to fulfilling the city's mission, and
- Maintain core internal and external services.

However, revenue in the public sector—and the City of Charlotte—often cannot naturally grow fast enough to fully address these needs.

In North Carolina, municipalities may only impose taxes and fees when the North Carolina General Assembly gives them such authority. The primary sources of revenue available are:

1. Locally imposed taxes (e.g., property tax);
2. Taxes and charges levied by the county and/or state and shared in part with the city (e.g., sales tax; video programming services taxes);
3. Locally imposed user fees (e.g., permitting fees, solid waste fees, water/sewer fees); and
4. Revenues that are tied to specific services and which cannot exceed the budgeted costs for provision of the service.

The city's property and sales taxes are allocated among the city's three major governmental funds: the General Fund, the Pay-As-You-Go (PAYGO) Fund, and the Municipal Debt Service Fund. As the

least restrictive revenues, these are also the revenues in the highest demand to address many of the city's needs.

In the last five years, Charlotte has only increased property taxes once while making substantial investments in public safety through actions in:

- Fire
    - Investments in the Public Safety Pay Plan that increased Firefighter top pay by at least $20,947 (29.9 percent) and starting pay by at least $12,987 (30.3 percent) from FY 2020 to FY 2025
    - Programming six new infill companies, including three new ladders, one new engine, and two ladders pending activations
    - Adding 131 new sworn positions
- Police
    - Investments in the Public Safety Pay Plan that increased Police Officer top pay by at least $21,798 (29.7 percent) and starting pay by at least $13,542 (30.0 percent) from FY 2020 to FY 2025
    - Freeing up sworn officer time to focus on higher priority calls for service by deploying 16 new Civilian Crash Investigators
    - Expediting request for service response with 15 new Telecommunicators to support 911
    - Enhancing recruitments and streamlining application processes to prioritize filling existing positions

Revenue-Neutral Rates Do Not Capture Inflation

It is difficult for the city's property tax revenue to grow at a pace sufficient to meet the needs of the city without a periodic adjustment of the tax rate. In this budget cycle the city faces the added pressure of slower sales tax growth as the economy slows. Although property values fluctuate over time, changes in property values do not directly change city revenues from year to year. The county is prohibited from changing the assessed value of a property based on market conditions between revaluations. Mecklenburg County is currently on a schedule of conducting a revaluation on real property every four years; in between revaluations, a property's assessed value and its market value may diverge. In between revaluations, the city's property tax revenue only grows from new construction, physical improvements, or changes in the permissible use of existing property. After a revaluation, the city is required to calculate and publish a "revenue-neutral" property tax rate. Although a governing board is not required to adopt the revenue-neutral rate, City Council adopted the revenue-neutral rate in FY 2020 and FY 2024, the last two revaluation years.

The practical impact of adopting a revenue-neutral rate is that while the city's tax base grows and changes due to inflationary market forces, the revenue-neutral rate removes revenue from that growth and shifts the rate to collect the same revenues as prior to the revaluation. For comparison, it is helpful to think about how federal and state income taxes, or the state sales tax, are at generally stable percentage rates with tax bases that grow from expansion and inflation, resulting in growing revenue collections without a change in tax rate. This is not the case with property tax.

The same inflationary forces that increase the value of properties in a rapidly growing city also impact the cost of providing municipal services. Therefore, the city's primary revenue source does not necessarily keep pace with the inflationary forces the city must address in the budget, creating a revenue gap for cities as the cost of providing services (like police, fire, solid waste, and infrastructure) increases. As the city continues to grow, and with the next property tax revaluation approaching in 2028, we will need to consider ways to better align property tax revenue with the growth in the cost of service to ensure quality services are not hindered by insufficient revenues.

Compared to property tax, sales tax is a revenue source that moves more cyclically with the economy. As the economy expands, so does sales tax. In more recent years, economic growth has also been coupled with high inflation, further increasing the growth in sales tax. More recently however, the growth rates of sales tax receipts has begun to slow.

Each year I propose a General Fund budget that is balanced with a two-year lens. At this point last year, we modeled a balanced budget for FY 2026 before adding a pay plan which assumed the pace of sales tax growth would continue to slow to a more typical rate of 4.5 percent. However, after receiving an additional 12 months of sales tax data, the final forecast only assumes growth of 0.2 percent in FY 2026 above the FY 2025 budget. The difference between a growth rate of 4.5 percent and 0.2 percent is the equivalent of $6.5 million for the General Fund.

Budgeted Sales Tax Growth (Year-Over-Year)

FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 (typical growth)	FY 2026 Proposed
16.7%	20.2%	11.9%	5.5%	4.5%	0.2%

Advancing Council Priorities and Organizing for the Future

With the current revenue constraints in mind and in light of the transformational opportunity on the horizon, I am proposing a FY 2026 budget that serves as a bridge to future fiscal years. This budget includes no proposed property tax increase, largely accomplished by continuing to capitalize on technology advancements and the evaluation of city services for additional efficiencies. With this focus, the Proposed FY 2026 Budget does not include funding for new General Fund positions other than those within public safety operations or positions that are offset by expenditure reductions or specific revenues.

Over the course of FY 2026, new processes and efficiencies resulting from the city's investment in the Enterprise Resource Planning technology project will be assessed along with emergent community needs to ensure that internal operations and front-line services remain resourced appropriately. Throughout FY 2026 we will continue to implement the transformational investments and initiatives adopted by City Council in recent years including the 2040 Comprehensive Plan, the Unified Development Ordinance, Corridors of Opportunity, Strategic Investment Areas, the Housing Trust Fund, and Workforce Development initiatives, while also preparing for future transformational mobility opportunities.

The city, along with our regional partners in the public, private, and non-profit sectors, will continue to advocate for the region's ability to put a 1¢ sales tax on the ballot for transformational mobility investments. The 1¢ sales tax legislation is one facet of the multi-year plan to bring revenues in line with meeting the service needs of our community. Projections show that the new 1¢ sales tax could yield as much as $102.4 million annually for the city.

Realigning the General Capital Investment Plan and Operating Resources

In addition to evaluating the city's services and programs, the city's Finance department and the Strategy and Budget department went back to the drawing board to reimagine how the city allocates its existing revenue sources among the three governmental funds to stretch each dollar of revenue as far as it can go. The Proposed FY 2026 Budget includes a realignment of revenue resources across the General Fund, PAYGO, and the Municipal Debt Service Fund to meet the growing demands on the General Fund, maintain Steady State debt capacity of $220 million per General Obligation (GO) Bond, and preserve FY 2026 PAYGO Fund capacity.

General Fund

To support growing operating expenses, 0.27¢ of property tax moves from the Municipal Debt Service Fund to the General Fund. This move equates to approximately $6.2 million of additional FY 2026 General Fund revenue and a total General Fund property tax rate of 21.23¢.

Municipal Debt Service Fund

The portion of Article 42 sales tax (0.25¢) that was revenue in the FY 2025 PAYGO Fund moves to the Municipal Debt Service Fund, and an equivalent amount of property tax moves from the Municipal Debt Service Fund into the PAYGO Fund (1.15¢) for a total PAYGO Fund property tax rate of 2.09¢. This swap of funding sources maintains the same amount of tax revenue in FY 2026 PAYGO and provides greater out-year growth potential, and therefore increases General CIP debt capacity to the Municipal Debt Service Fund. Additionally, $1.50 of the Motor Vehicle License (MVL) fee moves from Transit PAYGO to the Municipal Debt Service Fund to help ensure Steady State debt capacity of $220 million per GO Bond is maintained despite adjustments to the property tax allocation.

Cost-of-Service Fee Recovery

Part of the city's financial framework that has kept the city's foundation strong and able to absorb economic pressures is adhering to City Council's Budget Principles. These standards highlight a commitment to fiscal responsibility and organizational wellbeing. One Budget Principle is that city staff maximize cost recovery from revenue sources such as user fees. The FY 2026 budget will help move the city toward meeting this standard. This focused and intentional effort will leverage the use of multiple budget cycles to allow for gradual progress towards meeting this cost recovery principle.

The state provides authority to cities to impose a fee for the collection of solid waste; however, the fee may not exceed the costs of collection. In recent years, the city has billed one solid waste fee for both residential curbside and residential dumpster collection, limiting the solid waste fee to ensure it did not exceed the cost of the lowest cost service. Therefore, the city has historically maintained a

higher cost recovery rate for dumpster service than curbside services (the higher cost service). The current solid waste fee is close to 97 percent cost recovery for dumpster service, but only 34 percent for curbside services. In FY 2026, the Solid Waste Service fees will be split, with separate rates charged for residential curbside and residential dumpster services. The fee will increase by $1.35 a month for curbside services, increasing the cost recovery rate for Solid Waste curbside services to 39.8 percent for FY 2026.

For Solid Waste services, in the coming year the city will continue to review its partnership with the county to optimize services around Solid Waste and disposal. The Solid Waste Interlocal Agreement with Mecklenburg County expires in 2028. The city is responsible for the collection of recyclables, yard waste, and solid waste within the city. The county is responsible for operating all management facilities to receive these materials collected within the city's corporate limits. One priority for review is landfill tipping which are fees that the county charges to the city to use landfills. Further consideration will include a review of recycling service costs and benefits, as well as service options.

Along with Solid Waste related services, cost recovery and service delivery will continue to be assessed over the coming years through service evaluation, managing long-term cost drivers, and aligning fees to service type. Identifying opportunities for collaboration and efficiency in the short- and medium-term will be important considerations. Additional current and upcoming considerations under review include the city's contract with MEDIC for first responder services and user fee cost recovery structures for the city's services that are provide via fee for service.

City Operations

Reviewing Services for Alignment and Further Efficiencies

Each year as part of the budget development process, current services and emergent needs are balanced with projected revenues. Processes and services are reviewed for potential new efficiencies. This practice allows for city services to be more agile in meeting the growing needs of a flourishing city. Results of this year's assessment yielded over $7 million in new efficiencies, predominantly due to technology advances, cost recovery via updated service fees and cost allocations, and optimizing the delivery of services. In planning for FY 2026, an inventory of operations was also reviewed to identify services that would benefit from being elevated or reorganized.

As the city advances, so too do our procurement related needs and the importance of the related processes across the city. Procurement services are core elements to the city's service delivery to the Charlotte community. To further promote efficiencies in service, equitable opportunities for participation - with a focus on small businesses, and heightened collaboration across the city, the Procurement Services division within the General Services department will be integrated with Charlotte Business Inclusion to form the Contracting and Procurement department. This action will create an elevated focus on procurement processes and vendor outreach, and enhance opportunities for efficiencies, collaboration, and contract monitoring. The services will be important factors as the city further strengthens its foundation of core services to meet the growing needs of our community.

Additional realignments to enhance collaboration and more directly align interdependent services include the movement of the city's Economist from Strategy and Budget to the Economic

Development department. This action will allow the Economic Development department to more directly integrate economic forecasting and the administration of business innovation with the management and economic analysis of the city's Special Revenue Funds.

Similarly, in FY 2026 the Office of Constituent Services will transition from the Communication and Marketing department to the Office for Mayor and City Council. This will realign the staff that provide direct administrative support and constituent services for the city's elected officials.

Moving forward into FY 2026, I am also proposing to establish a new Organizational Improvement Team that will identify opportunities to streamline operations, enhance service delivery, and improve customer satisfaction. This team will take principles of the Strategic Investment Area model, including cross functional collaboration, fast and actionable analysis and implementation, and a focus on process, to initially review the new Contracting and Procurement department (formerly the General Services Procurement Division and the Charlotte Business INClusion Office) and the CLT Development Center.

Animal Care and Control

In FY 2026, I am proposing for Animal Care and Control (AC&C) services to be transitioned from being a division within the Police department to being a division within the General Services department. Realigning AC&C, which is a largely civilianized program, to a comparable city department provides for a more focused approach that allows for AC&C to benefit more directly from the administrative, operations, and non-sworn field services components within General Services.



Conceptional rendering of Satellite Adoption Center

The FY 2025-2029 Capital Investment Plan earmarked future Certificates of Participation (COPs) funding in anticipation of Animal Care & Control facility needs. To advance this Council action, the FY 2025 Budget programmed Animal Care & Control into the city's Advanced Planning Program to eventually provide facility update options. Beginning in FY 2026, $7.5 million in COPs funding is 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, small pets, and kittens. The adoption center will be located on city-owned property at 5400 South Tryon Street. The project will remain in the Advanced Planning Program until it reaches 30 percent design, which is anticipated to be complete in third quarter of calendar year 2026.

Supporting Public Safety Operations

In FY 2026 I am proposing the implementation of a recurring radio replacement program to ensure the city's public safety and operations staff have the communication equipment they need to stay safe and meet community expectations. This recurring investment will build on the $8 million in cumulative investment made since FY 2022. Additionally, continued commitments to replacing

vehicles; Fire engines, ladders, and other specialty fire apparatus; and continuing to make progress on Police's take-home vehicle program will all advance in FY 2026. These actions build on investments made in FY 2025 in Police and Fire for ongoing equipment and technology replacement to ensure our public safety employees have the tools and equipment needed for responding to the community's public safety needs.



City's first all-electric Fire Truck for Firehouse 30

To promote timely response to calls for service as the city continues to grow in population and density, an additional $25.6 million is planned in FY 2026 to continue advancing the $107 million program to construct five firehouses: three new infill and two replacements; expand one existing firehouse to accommodate an additional Company; and construct a temporary firehouse until the permanent infill construction is complete. Firehouses 45 (Hidden Valley), 30 (Beam Road), and Temporary River District Firehouse, are anticipated to open in FY 2026. The city's first electric fire engine arrives in May and will go into service in FY 2026 to support the replacement of Firehouse 30.

In the budget, I am also proposing to earmark funds to add a Commercial Burn Building to the Advanced Planning and Design Program. Ongoing training is essential for Charlotte firefighters to protect the community and to prioritize the safety of firefighting professionals. Realistic event training helps to ensure that first responders are prepared and confident in their ability to serve the community with excellence. This new training facility will simulate conditions in commercial buildings with multiple levels, different types of rooms, and potential hazards that allow our firefighters to train more effectively for emergencies in commercial settings. If the project is determined to be feasible, additional funding will be added to the Fire facilities construction program in future years.

Since FY 2020, 131 new sworn positions have been added to Fire. For FY 2026, I am recommending adding one Fire Investigator to provide greater investigator coverage within the city and two Emergency Planner positions for the Charlotte-Mecklenburg Emergency Management Office to advance emergency management and preparedness in Charlotte-Mecklenburg and the surrounding areas.

Employees

Investing in General Employees



Over the past three years, City Council has taken targeted actions to invest in our employees and ensure we are staffed to meet the needs of our community. FY 2023 included an eight percent increase for general hourly employees. City Council also added shift differential and Commercial Driving License premiums as ways to target retention in specific areas. FY 2024 included a six percent increase for hourly employees, with a $3,600 annual minimum that pushed the increase for the lowest paid employees as high as 11 percent. The FY 2025 budget included a five percent salary increase for general hourly employees, with a $3,280 annual minimum. Moving into FY 2026, while the pace of growth in revenues has slowed, the proposed budget includes reallocating resources as identified from the service reviews in order to provide for pay increases for all employees.

For FY 2026, the proposed budget includes increasing the minimum hourly pay for a 40-hour-per-week full time non-temporary employee to $24.00 per hour by November. In addition, I am proposing to move toward a more traditional pay plan that includes a merit-based component for both hourly and salary plans. For the hourly pay plan, pay actions will be split between two actions; the first will occur September 2025, with a 1.5 percent across-the-board increase, and the second in November 2025 with a 2.5 percent merit pool. Salaried city employees will be eligible for increases funded from a three percent merit pool.

Supporting the Sworn Workforce

<u>Police Pay Plan Employees</u>

Over the past five years, the city has taken several actions to improve the retention and recruitment of Police Officers. From FY 2020 to FY 2025 top pay for officers increased at least $21,798 (29.7 percent) and starting pay for recruits increased at least $13,542 (30.0 percent) (see table below). Between annual market adjustments, step increases, and adjustments to the pay plan, a Police Officer

	Base Pay (with no incentives)				With 10% Incentive for 4-Year Degree			
	FY 2020	FY 2025	5-Year Increase	FY 2026 Proposed	FY 2020	FY 2025	5-Year Increase	FY 2026 Proposed
Police Officer								
New Hire	$45,081	$58,623	$ 13,542	$ 59,502	$49,589	$ 64,485	$ 14,896	$ 65,452
Top Pay	$73,476	$95,274	$ 21,798	$ 96,703	$80,824	$104,801	$ 23,978	$106,373
Firefighter								
New Hire	$42,884	$55,871	$ 12,987	$ 56,710	$47,172	$ 61,458	$ 14,286	$ 62,381
Top Pay	$70,061	$91,008	$ 20,947	$ 92,374	$77,067	$100,109	$ 23,042	$101,611

who joined the city as a new recruit at the beginning of FY 2020 will have seen a $23,760 (50.2 percent) increase in base bay since they began the academy. These investments in officer pay have begun to yield results in the department's workforce. In April 2024, the Police department graduated its largest recruit class since 2010. Police has kept that momentum with the continuation of conducting four annual recruit classes. As a result, Police Officer vacancies are trending down, and the department is currently projecting to fill all existing positions by the end of the next fiscal year.



This budget continues to implement and build upon the city's investments over the past few years. All Police Officers below the most senior step will receive at least a 6.5 percent pay increase in FY 2026. Police Officers currently at top pay will receive a 1.5 percent market increase to their base pay effective in September, plus an additional 1.5 percent lump sum payment (equivalent to a minimum of $1,450). After Labor Day 2025, the base starting and top pay for Police Officers will be at least $59,502 and $96,703 respectively, and the top pay for Police Sergeants will increase to $120,272. The FY 2026 Budget also fully annualizes investments made in FY 2025 to convert the police pay cycle for overtime from 28 to 14 days.

Fire Pay Plan Employees



With the addition of 99 sworn fire positions over the past two years, it has been essential to maintain competitive pay and benefits in the Fire Pay Plan to both retain firefighters and to also attract new fire recruits. From FY 2020 to FY 2025 starting firefighter recruit and top pay increased 30 percent to $55,871 and $91,008, respectively. With incremental increases in pay each year for most firefighters (steps), a recruit starting in FY 2020 with no incentive pay will have seen an increase of $25,028 in pay by FY 2025, a 58 percent increase in base pay.

This budget continues to implement the city's investments over the past few years. All firefighters and engineers below the most senior step will receive at least a 6.5 percent pay increase in FY 2026. Firefighters, engineers, and fire captains currently at top pay will receive a 1.5 percent market increase to their base pay effective in September, plus an additional 1.5 percent lump sum payment. After Labor Day 2025, the starting and top pay for firefighters will be at least $56,710 and $92,374 respectively, and the top pay for fire captains will increase to $117,452.

Benefits

Medical Benefits

Pay is not the only way the city can recognize employee contributions to the organization and community. Providing competitive and diverse medical, dental, and other benefits options helps the city retain the best workforce in the region, be an employer of choice, and attract new talent. This is why the city's goal, particularly in recent years, has been to maintain a benefits package that allows employees to keep more of their paycheck *and* have access to benefits that promote their wellness and protect them from unexpected events. Between 2018 and 2023, the city's share of medical plan expenses has increased from 70 percent to 78 percent, a trend I expect to see continue once final 2024 data is available.

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, the city will provide $10.7 million from interest earnings over multiple years as a one-time employer contribution to shore up our benefits plan. To structurally balance these plans going forward, I am proposing another 7.5 percent increase in the ongoing employer contribution in the FY 2026 Budget as well as changes to the medical plans for Plan Year 2026. These changes include essentially resetting the design of the plans to where they were in 2021 and increasing weekly premiums. Even after these changes, however, 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.

Retirement Benefits

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. Funding the city's pension liabilities is also part of being a well-managed, triple-A rated city, and is a priority in programming additional funding for with the Proposed FY 2026 Budget.

The city will be contributing an additional $5.4 million ($3.5 million in the General Fund) in FY 2026 to the Local Governmental Employees' Retirement System (LGERS) (which covers general and sworn law enforcement employees) to continue paying down LGERS's unfunded liability. This FY 2026 investment is the equivalent of a 0.80 percent compensation increase across the city's non-Fire pay plans.

In addition, the Proposed FY 2026 Budget continues investments in the Charlotte Firefighters' Retirement System (System) by increasing the contribution rate by another four percentage points ($4.3 million), or the equivalent of a three percent compensation increase. By continuing the increases initiated in FY 2021 and capitalizing on the increased momentum created by City Council's FY 2025 investment, the city will continue making substantial progress to reaching its Actuarially Determined Employer Contribution, restoring the funded status of the System, and ensuring its viability well into the future.

Building Upon Fundamental Programs and Preparing for Opportunities

FY 2026 will include a focus on the small business ecosystem with renewed invigoration, expanding on successful programs and piloting new initiatives in anticipation of the proposed mobility sales tax that could bring up to $102.4 million in additional investment capacity to the city. The resulting investments in infrastructure for our community have the potential to grow opportunities for all Charlotte residents, and programming for FY 2026 is geared toward ramping up our small businesses and community workforce to capitalize on this potential growth.

Special Initiatives

Maintaining a Focus on Workforce Development and Small Business

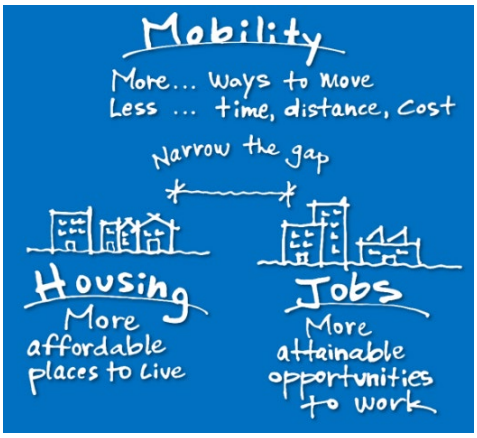
The 2025-2029 Workforce Development Strategic Plan, adopted in March 2025, outlines a strategy to strengthen the city's workforce, close skills gaps, and support sustainable career pathways for residents. $2.7 million in remaining American Rescue Plan Act funds are earmarked toward implementing the Workforce Development Strategic Plan and continuing to prioritize a focus on industries that support mobility investment. Additionally, $900,000 in existing funds previously programmed through the city's Corridors of Opportunity program will continue to support workforce development in FY 2026.

The city's Education to Employment (E2E) Program will also continue in FY 2026. Led by the city's Workforce Development Office, the E2E Program offers students graduating from Charlotte-Mecklenburg Schools the opportunity to apply for various entry-level city jobs across eight city departments, receiving full pay and benefits as part of Team Charlotte.



New for the upcoming fiscal year, the city will establish the Small Business Readiness fund, dedicating $1.5 million to build small business capacity. The program will ensure that small, locally owned businesses are equipped to successfully compete for contracts in emerging industries, especially those industries related to mobility infrastructure. AMP Up Charlotte and NXT|CLT, which are existing programs that advance business growth and education for minority and women-owned businesses, will continue in FY 2026 with $450,000.

Moving Mobility Forward



The city is continuing its commitment to providing Charlotte residents safe and affordable places to live, job opportunities for economic mobility, and accessible ways to get from one to the other. Mobility investment is fundamental to this commitment, and further development of the city's mobility plan (how and where the city invests) is a priority and focus for the organization.

Over the last three years, the city developed the Strategic Mobility Plan which will serve as the city's and community's blueprint for mobility. The work began with a comprehensive catalog of Charlotte's transportation needs and concluded with a plan to prioritize investments to serve the greatest impact in the Charlotte community through targeted Strategic Investment Areas. The focus starts with local neighborhood needs for safe and walkable streets and extends to providing more mobility choices and reducing congestion. Central to the implementation strategy is investing with urgency and bringing projects to the community more quickly to address the needs of today first while preparing Charlotte for the future.

The plan for mobility anticipates the opportunity of a sales tax for transportation and transit in FY 2027 that would provide a sustained source of funding for these investments. Putting the plan into action does not need to wait. In FY 2025 City Council adopted, and voters approved a Transportation Bond that provides $55 million for Strategic Investment Areas (SIAs). This pilot program is already demonstrating the city's ability to execute the plan and is preparing our organization to deliver projects on a scale like never before. Highlights of SIAs program's success to date include:

- Programming all $55 million in four months within two of the 22 SIAs (Far East-Harrisburg and Arrowood), with a plan to invest $5 million in 2025 and $50 million in 2026;

- Constructing two sidewalk projects in the first quarter of 2025;

- Engaging our minority, women, and small business enterprise community with targeted outreach to build knowledge and capacity for business opportunities now and in the future; and

- Shaping our organization in new ways that harness the skills and experience of Team Charlotte across departments to achieve better and quicker outcomes for the Charlotte community and preparing the city to act efficiently and effectively to program any new revenue sources.

Succeeding with Sustainability

Over the last six years the city has focused on creating a solid foundation for implementation of the city's Strategic Energy Action Plan. Utilizing the experiences of initial implementation, incorporating the latest science, and refreshing updates from advancing technology and policy, the Strategic Energy Action Plan has been revised to meet developments in the fundamental approach of sustainability efforts. FY 2025 updates to the Strategic Energy Action Plan for SEAP+ included:

- Support from a Technical Advisory Committee, expanded engagement opportunities for the public, and input from Team Charlotte;
- Recommendations to update the 2018 community-wide goal toward two separate and revised municipal goals, and the addition of a renewable energy generation community-wide goal;
- Interim target dates set at 2030 and 2035, with an overall timeline of 2050; and
- The addition of a fourth focus area, focused on cross-sectional system links, that highlights connections between waste reduction and diversion, data sharing, tree canopy, water conservation, and community wide resilience.

In FY 2026 the Office of Sustainability will continue to integrate efficiency concepts by highlighting the important intersections between the inputs and outputs of city services while advancing Council priorities. Plans for the upcoming fiscal year include continued partnerships with Charlotte organizations, horizontal collaboration across city departments, and engaging with the community to advance SEAP+. Financial commitments will also help move these plans forward with $2.75 million ($250,000 PAYGO and $2.5 million COPS) in FY 2026.

Investing in our Youth



In FY 2026, the city will establish the Office of Youth Opportunities to maximize opportunities for Charlotte area youth in career and skill development, civic engagement, violence prevention, and mentorship. The city actively engages Charlotte area youth through multiple programs and initiatives across several departments. These programs and activities promote economic opportunity and positive youth development, with a focus on low-and moderate-income youth, youth living in or attending schools within the Corridors of Opportunity, and young people at-risk of violence or involvement with the justice system.

This new structure will streamline program administration and service delivery in many ways such as the recruitment and selection process, data collection and reporting, and partnership development. Over the past year, leaders of these programs have been meeting regularly to

coordinate the work, share best practices, and advance new strategies that were developed through the Youth Crime referral to the Housing, Safety and Community Council Committee.

Building upon this collaboration, an Office of Youth Opportunities is proposed to enhance collaboration, elevate the visibility of the current work, further align the existing programs and resources to maximize impact, and activate new opportunities to support youth in Charlotte.

Safe Communities

Project BOOST Expansion



In FY 2025 the city awarded Atrium Health $963,000 to continue Project BOOST, the city's hospital-based violence intervention program. In FY 2026 this partnership and program will continue with a phased expansion plan. In January 2026 Project BOOST is programmed to:

- Hire a minimum of 2 full-time Violence Intervention Specialists
- Establish training protocols in collaboration with hospital leadership and community partners
- Expand coverage from 8am – 12am, Monday through Friday, focusing on the highest-volume times for trauma
- Develop and formalize referral pathways with the Emergency Department (ED) and trauma teams, ensuring timely and appropriate engagement with eligible patients.

This phase of the pilot expansion is planned to take 12 months before transitioning to phase two in 2027.

Corridors of Opportunity

The city launched the Corridors of Opportunity program in 2020 and since then the corridors program has catalyzed the community. Through federal funding, private partnerships, and neighborhood participation the city has been able to leverage a return on investment in corridors of $1.71 leveraged for every $1.00 in city investment. In FY 2025, $5 million was allocated to be used over two fiscal years for Corridors of Opportunity. In FY 2026 work will continue along Beatties Ford Road with $500,000 to continue a broad range of investments including bicycle connectivity, sidewalks, planting strips, pedestrian sidewalks, and intersection improvements.

Affordable Housing

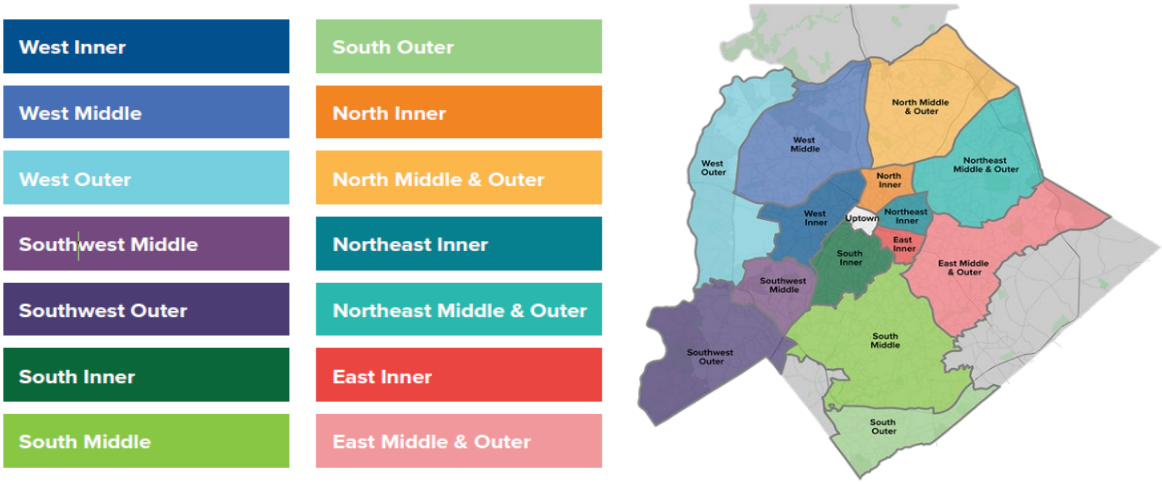


The generational 2024 $100 million Housing Bond highlights the city's new approach to affordable housing. The 2024 Bond is the largest Housing Bond approved by voters and will increase production and provide thousands more housing units than previous bonds. Along with increased production, the expansion of types of housing options and services will contribute to this new approach. The city's approach will also include a new requirement for services that support resident health, growth, and development. Previously, housing bonds focused on multi-family construction. The policy approved by Council in Fall 2024 allocated the investment in the following ways:

- Rental Housing Production - $35 million
- Homeownership - $25 million
- Rental Housing Preservation and Anti-Displacement $14 million
- Supportive Housing and Shelter Capacity $9 million
- Rehab and Emergency Repair - $5 million
- Innovation Pilot Fund - $5 million
- Site Acquisition -$5 million
- Administration & Evaluation - $2 million

Charlotte Future 2040 Community Area Plans

As part of the continued implementation of the Charlotte Future 2040 Comprehensive Plan, the city's Planning, Design, and Development department released draft Community Area Plans in early 2025. Community Area Plans provide detailed strategies and recommendations regarding land use, built



form, transportation, infrastructure, parks, recreation, open space, and facilities for sub-geographies of the city. These plans are designed to engage and unite communities within a framework that efficiently and effectively uses the resources available to ensure community level input and guidance in all areas, across the entire city. These 14 plans identified ways to help shape the built environment, addressing factors such as land use, urban design, transportation, and infrastructure.

Key features of the Community Area Plans include:

- Identification of the geography's greatest needs
- A recommended development pattern for each geography
- Identification of private and public investments needed to support future growth

In FY 2026, I am proposing for $1 million to be programmed for the 14 Community Area Plans to advance the greatest needs identified by each plan.

General Capital Investment Plan

While FY 2026 is not a bond year, the upcoming fiscal year includes investments in construction of new facilities, renovations of existing facilities, purchases of vehicles and large equipment, and investments in technology systems. Highlights of the projects and programs in the Proposed FY 2026 Budget include:

- Continuing the multi-year $107 million program to construct and renovate Fire facilities with a $25.6 million allocation in FY 2026,
- Fully funding the expansion of the 911 call centers at Police Headquarters and the Police and Fire Training Academy with $2 million in FY 2026 for a project total of $9 million,
- Advancing the Strategic Energy Action Plan with $2.5 million of Certificates of Participation for the installation of sustainable infrastructure at city-owned facilities and additional PAYGO funding for related improvements that are not capital eligible,
- Improving existing Fire facilities with $700,000 for gender equity renovations in women's restrooms and exercise rooms,
- Continuing to implement the Americans with Disabilities Act (ADA) Transition Plan in city-owned facilities with $3 million of Certificates of Participation and available PAYGO funding for related improvements that are not capital eligible,
- Providing more than $6 million to ensure well-maintained and efficient city-owned facilities, including roof, window, and door replacements and additional PAYGO funding for related improvements that are not capital eligible, and
- Reserving $7.5 million for a satellite Animal Care and Control adoption facility that remains in the Advanced Planning and Design Program.

Continuing 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. In FY 2025 city staff examined the Financial Partner program at the direction of City Council and under the scope of the newly adopted Financial Partner Policy. As a result, the city

revised the review process for FY 2026 Financial Partners. In FY 2026, with a combination of general fund and one-time funding sources, over $2.2 million will be programmed for 13 Charlotte non-profit organizations in the Financial Partner program advancing all five Council Strategic Priorities across the community. In addition, two former financial partners are integrated into city services; TreesCharlotte to be funded with $250,000 of Canopy Care funds, and LISC funded with $200,000 within the Housing and Neighborhood Services budget.

Continuing to Serve the Region

The city's enterprise funds support the region, generating economic connectivity, providing transit choices, and supplying water and wastewater utilities to millions of people in the Carolinas.



Flying CLT

Foundational to the economic success of the Charlotte region, CLT leads the state as the top economic engine among airports, according to the North Carolina Department of Transportation (NCDOT) Division of Aviation. CLT is ranked among the top 10 busiest airports in the world, averaging over 1,600 arrivals and departures each day plus daily aircraft operations serving approximately 188 nonstop destinations around the globe.

FY 2026 plans will be supported by an $840 million operating budget and a $476.4 million Capital Investment Plan. In FY 2026, major priorities that lead the way at the city's Aviation Department are geared toward risk mitigation, operational resiliency, and technology and innovation. These initiatives will support and enhance efforts around resiliency in operations and systems to prevent and minimize disruptions to business and service models. This year's budget also builds upon efforts from 2025 in which Aviation prioritized data, analytics, and collaboration across city departments to increase efficiency.



Over 58.8 million passengers are projected to travel via CLT, pushing the Airport to number six in the world for aircraft movements. The terminal lobby expansion project is slated to wrap up in fall 2025. This multiyear programmed project is designed to help accommodate the millions of passengers flying out of CLT with additional space for security lanes, ticketing and baggage claim, and curb front renovations. Concrete paving for the fourth parallel runway is programmed

to begin in 2025 and will conclude in early 2027. This $1 billion airfield project will boost operations with the addition of a 10,000-foot runway for departing flights.

CATS

The Charlotte Area Transit System (CATS) is the regional transit system and largest transit system between Atlanta and Washington D.C. CATS is governed by the Metropolitan Transit Commission and the Public Transit Advisory Committee, both of which help shape policy and the future direction of public transit in the region. CATS has a 675-mile service area and serves a population of over 1.3 million Mecklenburg County residents with its 67 bus routes, the Blue Line Light Rail, and the Gold Line Streetcar. In addition to bus and light rail services, CATS provides Special Transportation Services to over 5,000 individuals with disabilities, on-demand and shared-ride option, and vanpool options for residents. In Fiscal Year 2024, CATS daily ridership was approximately 40,719 passengers and had an annual ridership of approximately 14.9 million passengers.

Development of services will continue in 2026 through transit operation enhancements as the city prepares for the potential of an upcoming 1¢ sales tax. The sales tax would advance the recent purchase of the 22-mile O-Line Railroad from Norfolk Southern to be transitioned into part of the city's light rail system as the Red Line. The city is also in the process of developing a locally-funded Rail Trail Bridge project that began in Fiscal Year 2025. The project aims to provide a safe option for pedestrians and bike riders over highway I-277 and connect South End to Uptown. The project will begin at CATS Blue Line Brooklyn Village Station and will end under the East Morehead Street bridge.

For the upcoming fiscal year there will not be an increase to fares. A fare study is underway, and outcomes will provide considerations toward a revamped fare structure as CATS' fares have not increased in ten years. The upcoming fiscal year will be supported by a $264.7 million operating budget and a $58.5 million capital investment plan. Major FY 2026 capital initiatives include vehicle replacements, facility maintenance, safety, security, technology initiatives, and advancement of the Transit System Plan.







One Water



The City of Charlotte operates the largest public water and wastewater utility in the Carolinas and serves more than 1 million customers per day in five counties.

- Charlotte Water manages over $550 million in funding invested within Corridors of Opportunity, along with $154 million in stormwater projects in these areas
- Storm Water has accommodated a 52 percent increase in plans review
- Charlotte Water treated 86.1 million gallons of wastewater on average each day



Storm Water has transitioned through different operation phases over the past ten years: the reactive era, the change management era, and is now in its proactive era. Leveraging technology and asset management data to prioritize work will allow management to become more proactive in decision making, planning, and service delivery. For the upcoming fiscal year, Storm Water will have a $104 million- operating budget and an $81 million capital investment plan. The FY 2026 Storm Water Services Fee is increasing 6.60 percent to support storm drainage improvements and surface water quality enhancement projects. This rate also includes the phase out of the General Fund Storm Water contribution. The typical homeowner would experience a 0.67¢ increase per month.

Charlotte Water will advance in FY 2026 with a $651 million operating budget, and a $447.5 million capital investment plan. Water fees are programmed to increase 6.81 percent for the typical homeowner in FY 2026; a $5.47 increase per month. The increasing fee is programmed to cover the cost of services, maintenance of existing infrastructure, and planned growth. The city will see the Mallard Creek Water Reclamation Facility Phase I Expansion completed in FY 2026. This project will increase plant capacity from 13.1 million gallons per day in the University/Northeast Charlotte-Mecklenburg area to 16 million gallons per day.



Several city departments including Charlotte Water, Fire, Police, and CATS assisted regional neighbors in response to Hurricane Helene in Western North Carolina in 2024. Charlotte Water assisted with 39 personnel, deployed 37 pieces of equipment, and provided 40 water system repairs.

Priming Charlotte's Foundation for the Future

The City of Charlotte has grown to nearly one million people and approximately 9,000 city employees, delivering nationally-recognized programs, and providing some of the most economical city services. When reflecting on the city's progress and our ability to rally through the major events of the previous fiscal years, sound financial policy and balanced decision making were significant factors in navigating the unpredictability. In the upcoming year, the city will continue our diligence toward advancing Council's priorities and meeting the community's needs while maximizing the use of public resources and capitalizing on technology advancements. FY 2026 will stand as a transitional year that will serve as a steppingstone to an even brighter future for the Charlotte community.



Respectfully,

Marcus D. Jones,

City Manager

CITY OF CHARLOTTE

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Executive Summary

CITY OF CHARLOTTE

CITY OF CHARLOTTE

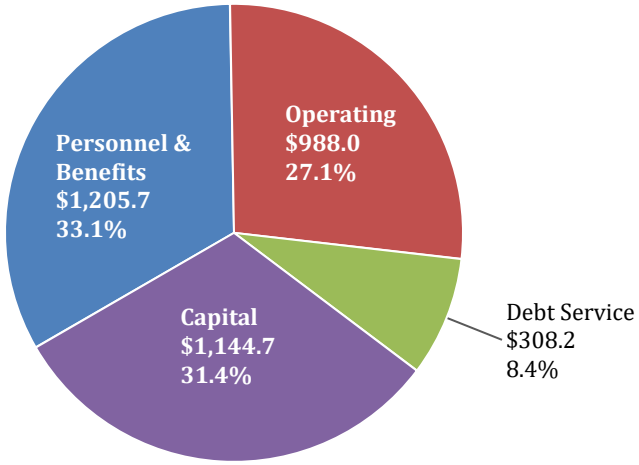
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Executive Summary

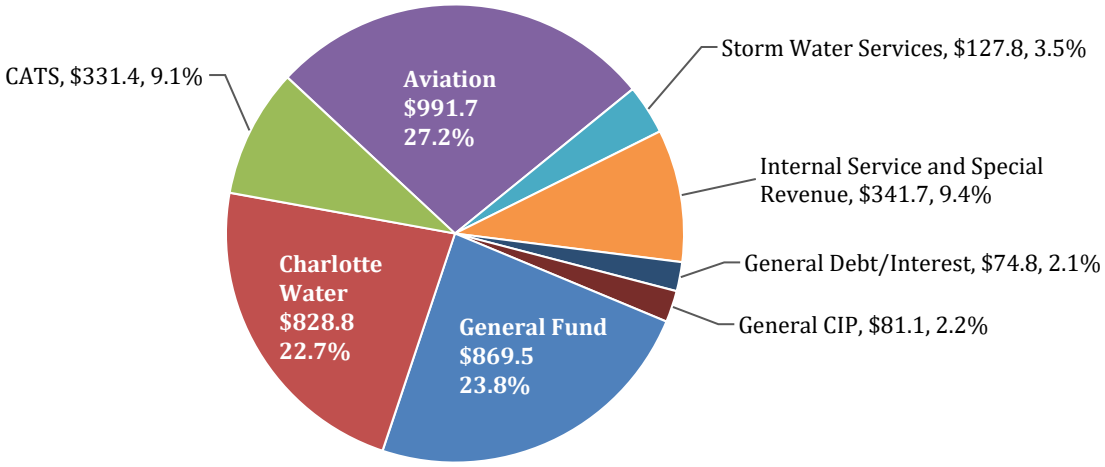
Overview of Total Budget

The total FY 2026 Budget is $3.65 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.

Total Expenditures by Category
$3.65 billion ($ millions)



FY 2026 Budget
Net of Transfers
$3.65 billion ($ millions)



Revenue and Finance

Development of the FY 2026 Budget included a review of revenue and financial approaches that maintain a good value to tax and rate payers, are consistent with Council policy, and uphold the city's strong financial ratings.

The property tax rate for FY 2026 is 27.41¢ per $100 of assessed valuation, the same rate as in FY 2025. The FY 2026 assessed value is estimated at $231.8 billion, with an estimated collection rate of 99.4 percent. As accounting adjustments, the FY 2026 Budget includes a 0.27¢ transfer of property tax from Debt Service to the General Fund and a 1.15¢ transfer of property tax from Debt Service to Pay-As-You-Go Capital. These actions are offset by transferring other revenues, including the portion of the Article 42 sales tax previously budgeted in Pay-As-You-Go Capital, to Debt Service. These realignments of revenue help meet the growing demands on the General Fund while also maintaining Steady State debt capacity. The adopted allocation of the tax rate is provided in the table below:

Fund	FY 2025 Tax Rate	FY 2026 Tax Rate	Change from FY 2025 to FY 2026
General Fund	20.96¢	21.23¢	0.27¢
Debt Service	5.51¢	4.09¢	-1.42¢
Pay-As-You-Go Capital	0.94¢	2.09¢	1.15¢
Total Tax Rate	**27.41¢**	**27.41¢**	**–¢**

Charlotte Water

The FY 2026 Water and Sewer Fee is increasing by 6.81 percent for the typical homeowner. The increasing fee is programmed to cover the cost of services, maintaining existing infrastructure, and planned growth. The typical homeowner would experience a $5.47 increase per month.

Storm Water

The FY 2026 Storm Water Services Fee is increasing by 6.60 percent to support storm drainage improvements and surface water quality enhancement projects. This rate also includes the phase out of the General Fund Storm Water contribution. The typical homeowner would experience a $0.67 increase per month.

Solid Waste

The Solid Waste Fee is being split in FY 2026 to align with the two residential service types, dumpster and curbside. The FY 2026 Solid Waste Fee is increasing by approximately $1.35 per month ($16.25 annually) for residential curbside services and by approximately $0.49 per month ($5.85 annually) for residential dumpster services. The increase will generate additional revenue to cover a portion of FY 2026 increases in Solid Waste operations.

Property Tax

The median assessed home value in Charlotte in 2025 is approximately $359,500. The following table reflects the FY 2026 city tax and fee impact for a home valued at the current median assessed value.

City of Charlotte Taxes and Fees	Prior Year FY 2025	FY 2026 Adopted	$ Change	% Change
Property Taxes	$985.39	$985.39	$–	–%
Solid Waste fee (Residential curbside)	$104.05	$120.30	$16.25	15.62%
Water and Sewer (Average user rate)	$964.20	$1,029.84	$65.64	6.81%
Storm Water (Average user rate)	$121.80	$129.84	$8.04	6.60%
Total Annual	**$2,175.44**	**$2,265.37**	**$89.93**	**4.13%**
Total Monthly	**$181.29**	**$188.78**	**$7.49**	**4.13%**

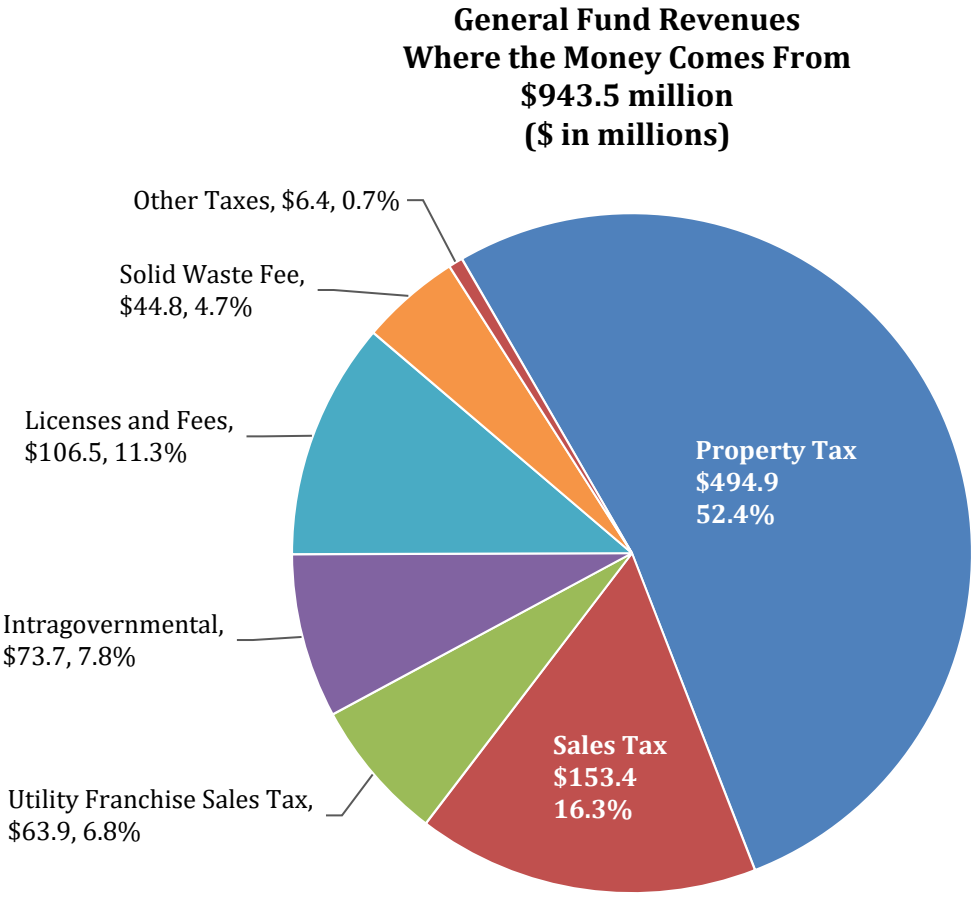
General Fund Budget

General Fund Definition

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 Fund Revenues

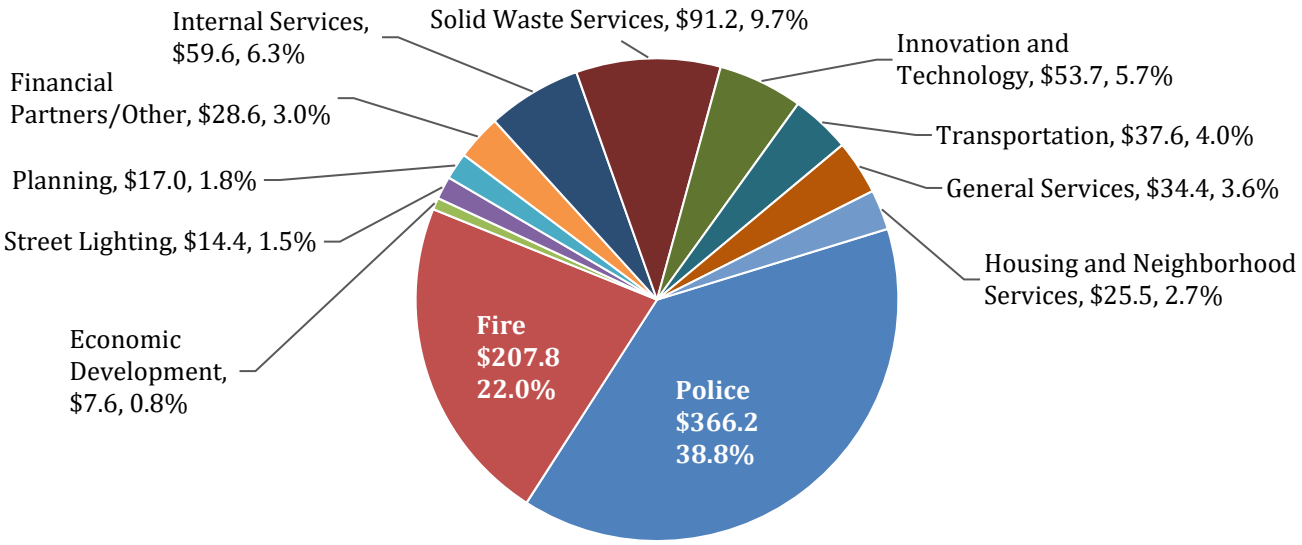
The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 68.7 percent of total revenue. Total General Fund revenue increased by $46.7 million to $943.5 million in FY 2026, an increase of 5.2 percent from FY 2025.



General Fund Expenditures

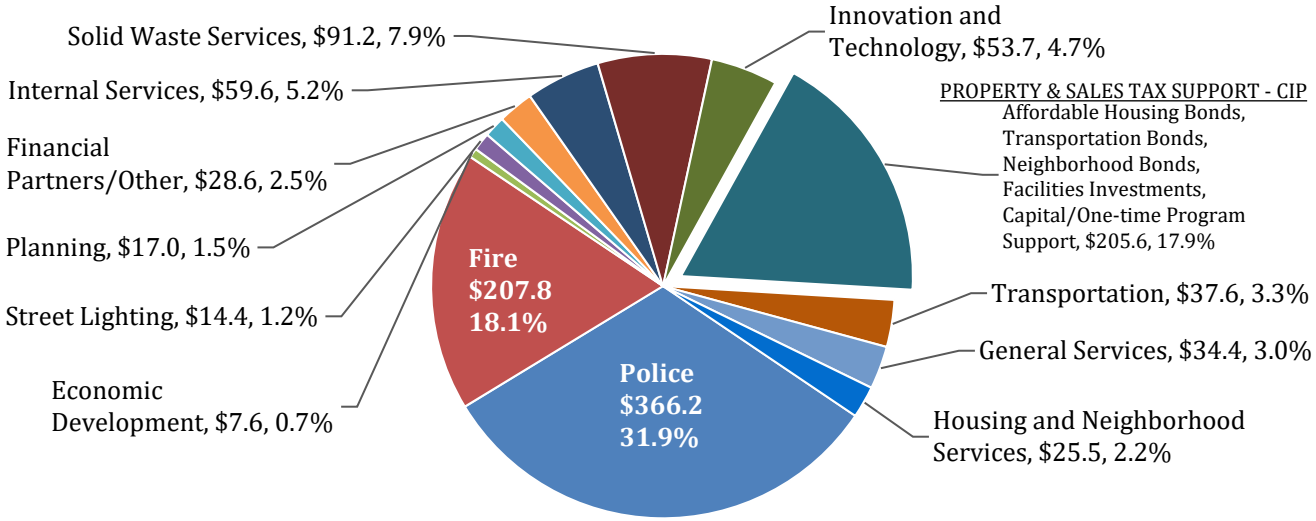
The FY 2026 General Fund budget is $943.5 million, a 5.2 percent increase from FY 2025.

FY 2026 General Fund Expenditures
Where the Money Goes
$943.5 million
($ in millions)



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

FY 2026 Expenditures Supported by General Property and Sales Taxes
$1.15 billion
($ in millions)



Summary of Tax Levies

	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Adopted	FY 2026 Adopted
Citywide Assessed Property Valuation	**$155,178,751,793**	**$214,830,305,221**	**$226,260,193,997**	**$231,777,401,713**
Citywide Tax Rate Per $100 Valuation				
General	0.2731	0.2061	0.2096	0.2123
Municipal Debt Service	0.0677	0.0506	0.0551	0.0409
Pay-As-You-Go	0.0073	0.0037	0.0094	0.0209
Total Citywide Tax Rate	**0.3481**	**0.2604**	**0.2741**	**0.2741**
Collection Rate				
All Funds	0.9900	0.9900	0.9900	0.9940
Citywide Tax Levy[1]				
General	$419,555,239	$438,404,197	$469,498,953	$489,111,043
Municipal Debt Service	$104,005,455	$107,728,835	$123,422,673	$94,228,176
Pay-As-You-Go	$11,214,768	$7,787,313	$21,055,774	$48,150,828
Total Citywide Tax Levy	**$534,775,462**	**$553,920,345**	**$613,977,400**	**$631,490,047**
Municipal Service Districts Rates Per $100 in Valuation				
District 1 - Center City	0.0136	0.0128	0.0128	0.0128
District 2 - Center City	0.0227	0.0218	0.0218	0.0300
District 3 - Center City	0.0338	0.0332	0.0332	0.0414
District 4 - South End	0.0390	0.0280	0.0280	0.0280
District 5 - University City	0.0279	0.0262	0.0262	0.0262
District 6 - SouthPark	0.0400	0.0381	0.0381	0.0381
Municipal Service Districts Assessed Valuation				
District 1 - Center City	$13,835,931,102	$14,695,318,100	$14,856,281,620	$15,211,562,614
District 2 - Center City	$5,985,732,257	$6,057,193,685	$6,065,156,387	$6,261,690,605
District 3 - Center City	$5,906,336,056	$6,221,999,495	$6,139,786,418	$6,357,680,733
District 4 - South End	$3,404,371,730	$5,684,613,280	$5,895,984,658	$6,277,047,163
District 5 - University City	$4,488,338,593	$5,330,709,672	$5,852,628,910	$6,230,559,090
District 6 - SouthPark	$3,418,501,784	$4,278,407,953	$4,725,256,058	$4,754,981,254

[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 2026 is $943.5 million, a revenue increase of $46.7 million (or an increase of 5.2 percent) from the FY 2025 Budget. For FY 2026, 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 21.23¢ per $100 valuation. This will yield $494.9 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.40 percent. This represents a $19.7 million revenue increase compared to FY 2025. Of the $19.7 million revenue increase, about $13.5 million is attributed to natural growth and prior year collections while the remaining $6.2 million represents the approximate 0.27¢ increase in the General Fund tax rate, transferred from the Municipal Debt Service Fund. This action is partially offset by transferring the portion of the Article 42 sales tax previously budgeted in the Pay-As-You-Go (PAYGO) Fund to the Municipal Debt Service Fund in exchange for 1.15¢ of the property tax rate. The tax base used represents a total property valuation of $231.8 billion (including motor vehicles). One cent on the tax rate produces $23.0 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 $153.4 million in sales tax revenue in FY 2026, a $0.3 million (or 0.2 percent) increase from the FY 2025 budget. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The 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, a second ½-cent tax (Article 42) levied in 1986, and an additional ½-cent tax (Article 43) that was levied in 1999 to support the transit system. All Article 39 sales tax revenue and one-half of Article 42 sales tax revenue is 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 PAYGO, is appropriated in the Municipal Debt Service Fund beginning in FY 2026. Article 43 sales tax revenue is dedicated to the public transit system.

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 $63.9 million in FY 2026, which represents an increase of $6.5 million (or 11.3 percent) from FY 2025.

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 2025, for a total of $120.30. The annual dumpster residential fee is increased by $5.85 (or 49¢ per month) from FY 2025, for a total of $109.90. This revenue source is projected to generate $45.1 million in FY 2026, which represents an increase of $5.2 million from FY 2025. The additional revenue brings the estimated cost recovery for curbside residential service to 39.8 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 2023 Actual	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change FY 2025 FY 2026
PROPERTY TAX					
Property Tax - Current Year Base	$414,991,678	$441,220,856	$467,280,038	$487,075,277	4.2%
Property Tax - Synthetic TIG	$2,217,466	$1,952,306	$2,170,698	$2,035,766	-6.2%
Prior Year	$7,506,849	$10,187,601	$5,800,000	$5,800,000	–%
Rebates	$–	$–	-$2,400,000	-$2,400,000	–%
Penalties	$772,344	$661,559	$650,000	$650,000	–%
Interest	$1,454,007	$1,439,811	$1,700,000	$1,700,000	–%
Total	**$426,942,344**	**$455,462,133**	**$475,200,736**	**$494,861,043**	**4.1%**
SALES TAX					
Sales - Article 39 (1.0%) and half of Article 42 (0.5%)	$143,382,798	$146,116,665	$153,054,339	$153,353,397	0.2%
Total	**$143,382,798**	**$146,116,665**	**$153,054,339**	**$153,353,397**	**0.2%**
UTILITIES FRANCHISE TAX					
Utility Franchise	$54,547,758	$58,895,689	$57,384,865	$63,897,043	11.3%
Total	**$54,547,758**	**$58,895,689**	**$57,384,865**	**$63,897,043**	**11.3%**
POLICE SERVICES					
Law Enforcement Services - County	$19,453,029	$18,225,087	$19,604,652	$19,875,395	1.4%
Small Town Service Fees	$133,473	$144,523	$135,000	$135,000	–%
School Resource Officers - School	$6,102,601	$7,263,595	$7,478,000	$8,978,561	20.1%
Total	**$25,689,103**	**$25,633,205**	**$27,217,652**	**$28,988,956**	**6.5%**
TAX REIMBURSEMENTS					
Beer & Wine Tax	$3,982,914	$4,351,463	$4,143,824	$4,505,070	8.7%
State Waste Disposal Tax	$685,166	$715,485	$712,000	$712,000	–%
Total	**$4,668,080**	**$5,066,948**	**$4,855,824**	**$5,217,070**	7.4%
SOLID WASTE FEE					
Refuse Disposal Fees	$31,749,319	$35,036,572	$39,598,431	$44,788,761	13.1%
Business Garbage Fees	$235,890	$242,995	$267,000	$320,400	20.0%
Total	**$31,985,209**	**$35,279,567**	**$39,865,431**	**$45,109,161**	**13.2%**
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	$10,650	$–	$–	$–	–%
Total	**$10,650**	**$–**	**$–**	**$–**	**–%**

Summary of Revenues

General Fund (continued)

	FY 2023 Actual	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change FY 2025 FY 2026
OTHER REVENUES					
Motor Vehicle Licenses	$3,145,563	$3,200,260	$3,272,644	$3,345,298	2.2%
Motor Vehicle Licenses - Rebates	-$52,293	-$65,717	-$65,000	-$55,000	15.4%
Animal Licenses - Fertile	$138,700	$119,117	$125,000	$125,000	–%
Animal Licenses - Spay/Neuter	$356,434	$336,213	$357,000	$360,000	0.8%
Fire Plan Review Fees	$2,256,692	$2,143,944	$3,555,660	$3,591,515	1.0%
Vehicle Licenses - City Billed	$12,300	$12,660	$12,000	$12,000	–%
Fire Permits	$1,982,746	$2,806,527	$4,156,560	$5,110,780	23.0%
Vehicle for Hire Fees and Permits	$232,691	$297,964	$200,000	$263,830	31.9%
Carrier Franchise Fees	$76,921	$77,421	$77,171	$77,171	–%
Video Programming (Cable Franchise)	$6,355,285	$5,838,263	$6,160,234	$5,852,384	-5.0%
Development Plan Review Fees	$664,836	$972,786	$1,879,257	$1,252,375	-33.4%
Sexually Oriented Businesses	$94,350	$95,685	$95,000	$115,175	21.2%
Temporary Infrastructure Permits	$16,020	$7,581	$7,350	$17,260	134.8%
E-Scooter Permit Fee	$81,211	$410,813	$240,000	$468,915	95.4%
Parking and Parade Permits	$234,628	$277,780	$301,010	$492,585	63.6%
Total	**$15,596,084**	**$16,531,297**	**$20,373,886**	**$21,029,288**	**3.2%**
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	$1,920	$1,300	$1,000	$1,000	–%
Housing Code Violations	$399,008	$184,630	$260,000	$260,000	–%
Parking Citations	$1,111,214	$1,501,794	$1,538,286	$2,393,525	55.6%
Parking Citation Penalties	$143,632	$253,247	$250,000	$280,000	12.0%
Security Alarm Fines	$686,660	$792,548	$728,055	$819,448	12.6%
Fire Citation Fines	$9,295	$8,110	$15,000	$15,000	–%
Zoning Enforcement Fines	$178,225	$156,204	$178,000	$220,000	23.6%
Court Assessment Crime Lab	$10,666	$3,935	$15,000	$15,000	–%
Privilege License Penalties	$315	$–	$–	$–	–%
Animal License Penalties	$43,363	$28,369	$35,000	$35,000	–%
Animal Citation Penalties	$3,250	$1,932	$5,000	$2,500	-50.0%
Court Costs - Superior	$83,325	$90,874	$80,000	$80,000	–%
Animal License Late Fees	$45,930	$32,360	$20,000	$25,000	25.0%
Total	**$2,716,803**	**$3,055,303**	**$3,125,341**	**$4,146,473**	**32.7%**

Summary of Revenues

General Fund (continued)

	FY 2023 Actual	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Interlocal Grants and Agreements					
Wireless Communications[1]	$3,974,065	$684,413	$864,371	$864,371	–%
Fleet Maintenance[2]	$3,084,308	$3,096,307	$–	$–	–%
First Responder	$457,449	$499,035	$499,035	$499,035	–%
Procurement Services	$112,233	$116,810	$110,000	$110,000	–%
Customer Services - CharMeck 311	$1,118,631	$1,577,337	$1,700,441	$1,562,097	-8.1%
CMGC Occupancy	$1,569,450	$904,972	$955,463	$1,041,668	9.0%
CMGC Phone Costs - County	$1,759	$–	$–	$–	–%
County Fire Reimbursement	$856,707	$825,000	$850,000	$850,000	–%
Total	**$11,174,602**	**$7,703,874**	**$4,979,310**	**$4,927,171**	**-1.0%**
Federal and State Shared Revenues					
ABC Stores Revenue	$9,676,974	$10,485,823	$11,000,726	$11,220,741	2.0%
Total	**$9,676,974**	**$10,485,823**	**$11,000,726**	**$11,220,741**	**2.0%**
General Government					
Enhanced User Fees	$283,215	$625	$349,625	$349,625	–%
Zoning Petition Filing Fees	$1,833,666	$1,020,421	$2,054,875	$1,713,190	-16.6%
Annexation Fees	$4,800	$3,600	$6,000	$5,000	-16.7%
Subdivision Services	$7,383,831	$6,848,620	$8,750,025	$8,320,315	-4.9%
Zoning Admin Fees	$–	$113,545	$167,195	$200,634	20.0%
Historic District Fee	$76,705	$85,235	$80,225	$125,160	56.0%
Equipment Management Services - Fleet	$4,090	$5,851	$–	$–	–%
Procurement Professional Services	$838,377	$1,001,771	$600,000	$1,000,000	66.7%
Procurement CCPA	$383,156	$1,005,943	$800,000	$750,000	-6.3%
Park It! Program Fees	$5,275	$2,885	$2,500	$2,500	–%
Parking Garage Fees	$943,787	$1,006,399	$967,000	$1,269,280	31.3%
Parking Meter Revenue	$1,581,332	$2,221,410	$2,224,758	$3,033,495	36.4%
Underbrush and Debris Removal	$369,562	$324,236	$400,000	$325,000	-18.8%
Demolition - Clearing	$69,157	$178,940	$160,000	$180,000	12.5%
Utility Street Cuts	$2,366,055	$2,315,737	$2,400,000	$2,400,000	–%
Rent Revenue - Misc.	$679,390	$681,697	$703,259	$663,259	-5.7%
Right of Way Leases	$1,263,699	$1,743,129	$714,000	$1,326,884	85.8%
Total	**$18,086,097**	**$18,560,044**	**$20,379,462**	**$21,664,342**	**6.3%**

[1] FY 2024 included the transfer of public safety communications revenue from the General Fund to the newly created Public Safety Communications Fund.

[2] FY 2025 included the transfer of Fleet Maintenance revenue from the General Fund to the new Fleet Management Fund.

Summary of Revenues

General Fund (continued)

	FY 2023 Actual	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Public Safety					
State Reimbursement for Services Provided - Transportation/Fire	$1,269,624	$1,473,036	$1,339,000	$1,375,886	2.8%
Federal Reimbursement for Services Provided - Fire	$19,971	$203,159	$400,000	$400,000	–%
Special Events Administration Fees	$–	$43,655	$608,611	$325,000	-46.6%
Special Events - On Duty Pull	$–	$145,567	$160,000	$550,000	243.8%
Sale of Animals	$29,313	$25,027	$30,000	$70,000	133.3%
Spay/Neuter Fees	$48,012	$41,055	$50,000	$45,000	-10.0%
Vehicle Towing and Storage	$128,750	$141,245	$128,000	$145,000	13.3%
Animal Reclaim Fees	$44,339	$40,688	$45,000	$70,000	55.6%
Total	**$1,540,009**	**$2,113,432**	**$2,760,611**	**$2,980,886**	**8.0%**
Cemeteries					
Sale of Cemetery Lots	$605,180	$399,847	$371,900	$497,004	33.6%
Grave Digging	$509,793	$487,143	$498,300	$511,650	2.7%
Monument Foundation	$105,425	$74,850	$96,700	$85,731	-11.3%
Total	**$1,220,398**	**$961,840**	**$966,900**	**$1,094,385**	**13.2%**
Use of Money and Property					
Interest on Investments	$5,346,606	$9,716,795	$4,499,924	$6,198,253	37.7%
Transaction Fees	$–	$313,405	$200,000	$550,000	175.0%
Interest on Liens	$102,285	$124,259	$125,000	$125,000	–%
Damage to City-Owned Equipment	$1,037,582	$1,030,513	$650,000	$1,100,000	69.2%
Reimbursement for City Car Use	$131,018	$170,530	$130,000	$170,000	30.8%
Total	**$6,617,491**	**$11,355,502**	**$5,604,924**	**$8,143,253**	**45.3%**
Sale of Salvage and Land					
Sale of Salvage	$172,581	$113,209	$175,000	$175,000	–%
Sale of Used Autos	$1,001,070	$650,527	$800,000	$800,000	–%
Total	**$1,173,651**	**$763,736**	**$975,000**	**$975,000**	**–%**
Other					
Miscellaneous Grants and Contributions	$37,441	$308,508	$60,000	$97,206	62.0%
Reimbursement for City Services - Solid Waste Special Services	$43,798	$50,379	$65,000	$120,000	84.6%
Google Fiber Hut Lease Agreement	$35,538	$28,376	$63,000	$66,000	4.8%
Other Revenue	$370,042	$228,607	$371,950	$558,213	50.1%
Total	**$486,819**	**$615,870**	**$559,950**	**$841,419**	**50.3%**

Summary of Revenues

General Fund (continued)

	FY 2023 Actual	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change FY 2025 FY 2026
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Heavy Equipment Tax	$1,114,589	$1,702,743	$1,682,775	$1,210,070	-28.1%
Municipal Debt Service	$122,859	$–	$–	$–	–%
Convention Center Tax - Stadium Traffic	$250,000	$250,000	$250,000	$–	-100.0%
Total	**$1,487,448**	**$1,952,743**	**$1,932,775**	**$1,210,070**	**-37.4%**
Intragovernmental Revenues					
Cost Allocation - Storm Water	$2,829,091	$3,046,750	$2,843,678	$2,923,540	2.8%
Cost Allocation - Charlotte Water	$10,672,557	$12,623,013	$15,780,047	$17,463,946	10.7%
Cost Allocation - Aviation	$4,828,655	$5,131,554	$6,445,598	$6,945,693	7.8%
Fire Control Services - Aviation	$8,535,368	$8,969,567	$10,676,789	$13,103,490	22.7%
Account Services - Storm Water	$2,026,036	$1,869,522	$1,445,372	$1,920,132	32.8%
Account Services - Charlotte Water	$5,207,490	$5,851,111	$4,079,688	$4,253,489	4.3%
Cost Allocation - CATS	$8,601,924	$7,521,148	$8,747,503	$8,557,032	-2.2%
Cost Allocation - Risk Management	$1,098,418	$869,930	$694,724	$252,439	-63.7%
Cost Allocation - Public Safety Communications	$–	$430,952	$256,030	$90,540	-64.6%
Cost Allocation - Fleet	$–	$–	$1,569,335	$2,970,315	89.3%
Police Services - Aviation & CATS	$11,981,257	$13,754,927	$13,902,010	$15,215,887	9.5%
Total	**$55,780,796**	**$60,068,474**	**$66,440,774**	**$73,696,503**	**10.9%**
Transfers from Other Funds					
Cemetery Trust	$18,600	$55,208	$86,294	$143,799	66.6%
Pay-As-You-Go	$–	$650,000	$–	$–	–%
Total	**$18,600**	**$705,208**	**$86,294**	**$143,799**	**66.6%**
Total Transfers and Intragovernmental Revenues	**$57,286,844**	**$62,726,425**	**$68,459,843**	**$75,050,372**	**9.6%**
Total General Fund Revenues	**$812,801,714**	**$861,327,353**	**$896,764,800**	**$943,500,000**	**5.2%**

Summary of Expenditures

By Fund and Activity

Net of Transfers

Fund / Activity	FY 2026 Operating	Percent Change	FY 2026 Capital	Percent Change	FY 2026 Total	Percent Change
General Fund	$869,455,331	5.0%			$869,455,331	5.0%
General Capital Investment Plan			$81,148,945	-84.3%	$81,148,945	-84.3%
Pay-As-You-Go	$28,257,064	8.6%			$28,257,064	8.6%
Debt Service (All Funds)	$308,230,248	12.9%			$308,230,248	12.9%
Aviation	$440,271,553	20.3%	$476,440,036	-38.5%	$916,711,589	-19.7%
Charlotte Area Transit System	$265,046,701	1.6%	$58,549,198	2.0%	$323,595,899	1.7%
Water and Sewer	$275,394,117	10.5%	$447,580,653	-0.5%	$722,974,770	3.4%
Storm Water	$34,710,387	5.6%	$81,000,000	2.5%	$115,710,387	3.4%
Employee Health and Life Fund	$71,802,487	10.0%			$71,802,487	10.0%
Fleet Management Fund	$3,847,006	14.9%			$3,847,006	14.9%
Risk Management	$5,090,008	-20.7%			$5,090,008	-20.7%
Convention Center	$78,011,175	21.9%			$78,011,175	21.9%
Tourism Operating	$27,210,912	-1.9%			$27,210,912	-1.9%
NASCAR Hall of Fame	$15,330,617	15.7%			$15,330,617	15.7%
General Grants	$21,785,200	-2.9%			$21,785,200	-2.9%
Housing and Neighborhood Grants	$23,977,088	9.5%			$23,977,088	9.5%
Emergency Telephone System	$2,751,067	15.8%			$2,751,067	15.8%
Public Safety Communications	$4,258,708	-1.0%			$4,258,708	-1.0%
Powell Bill	$15,028,173	0.6%			$15,028,173	0.6%
Municipal Service Districts	$11,545,788	13.8%			$11,545,788	13.8%
Total Budget	**$2,502,003,630**	**9.2%**	**$1,144,718,832**	**-39.1%**	**$3,646,722,462**	**-12.6%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change
Charlotte Business Inclusion[1,7]	$–	$1,263,858	$1,727,124	$–	-100.0%
City Attorney	$4,364,502	$5,105,477	$6,352,329	$6,754,633	6.3%
City Clerk	$1,035,488	$1,361,383	$1,464,642	$1,537,009	4.9%
City Manager	$3,002,604	$3,327,934	$3,449,893	$3,541,370	2.7%
Communication and Marketing[8]	$4,724,229	$5,312,606	$5,465,564	$4,278,905	-21.7%
Community Relations[10]	$2,249,110	$2,559,168	$2,723,736	$2,546,969	-6.5%
Contracting and Procurement[7]	$–	$–	$–	$8,567,637	100.0%
Economic Development[11]	$4,996,689	$4,330,504	$7,398,915	$7,560,363	2.2%
Finance[2]	$12,473,287	$10,780,788	$12,066,945	$12,112,152	0.4%
Fire	$161,567,075	$174,484,875	$194,876,510	$207,798,347	6.6%
General Services[1,4,6,7,9]	$26,032,063	$26,365,339	$27,063,177	$34,374,521	27.0%
Housing and Neighborhood Services[5,10]	$30,036,707	$22,045,705	$26,988,576	$25,515,548	-5.5%
Human Resources[6]	$6,478,278	$7,847,381	$8,155,588	$8,639,743	5.9%
Innovation & Technology[3]	$48,514,246	$46,963,703	$50,043,545	$53,658,946	7.2%
Internal Audit	$1,347,985	$1,482,296	$1,797,776	$1,826,348	1.6%
Mayor and City Council[8]	$1,072,335	$1,113,142	$1,106,442	$2,703,178	144.3%
Planning, Design, and Development	$12,248,681	$14,327,932	$16,383,263	$17,023,864	3.9%
Police[9,10]	$301,674,433	$339,128,625	$364,491,534	$366,194,870	0.5%
Solid Waste Services	$73,798,362	$80,161,488	$86,386,331	$91,206,788	5.6%
Special Initiatives[6,10]	$–	$–	$2,245,120	$4,399,692	96.0%
Strategy and Budget[11]	$2,310,986	$2,508,448	$2,766,567	$2,732,202	-1.2%
Transportation	$29,425,012	$30,521,047	$36,851,238	$37,606,631	2.0%
Non-Departmental	$58,174,197	$57,636,724	$36,959,985	$42,920,284	16.1%
Total General Fund Expenditures	**$785,526,269**	**$838,628,423**	**$896,764,800**	**$943,500,000**	**5.2%**

[1] FY 2024 included the realignment of the Charlotte Business Inclusion Division within General Services to form the new Charlotte Business Inclusion Office. This realignment included a transfer of $1,098,496 from General Services to Charlotte Business Inclusion and a 32.0 percent increase in funding for the Charlotte Business Inclusion Office.

[2] FY 2024 included the realignment of $2,114,841 from the Business Services Division, within Finance, to Charlotte Water.

[3] FY 2024 included the realignment of $3,631,195 from Innovation and Technology to the new Public Safety Communications Fund.

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

[5] FY 2025 included the realignment of $2,900,000 in programmatic funding from PAYGO to Housing and Neighborhood Service's operating budget. FY 2023 Actuals include an $8,000,000 investment in a Naturally Occurring Affordable Housing project that was indirectly funded through American Rescue Plan Act funds.

[6] 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.

[7] FY 2026 includes 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.

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

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

[10] FY 2026 includes 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.

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

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 2023, the total fund balance for the General Fund reached $237.1 million. On June 30, 2024, the General Fund total fund balance totaled $244.9 million, an increase of approximately 3.3 percent. The Municipal Debt Service Fund had a total fund balance of $218.2 million for FY 2023 and $190.4 million on June 30, 2024. This reflects a decrease of approximately 12.8 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2021	Actual as of 6/30/2022	Actual as of 6/30/2023	Actual as of 6/30/2024	Change in FY 2024	Percent Change FY 2023 FY 2024
General Fund	$197,014,000	$212,484,000	$237,124,000	$244,907,000	$7,783,000	3.3%
Municipal Debt Service Fund	$183,433,000	$202,009,000	$218,231,000	$190,401,000	-$27,830,000	-12.8%
Total Governmental Fund	**$380,447,000**	**$414,493,000**	**$455,355,000**	**$435,308,000**	**-$20,047,000**	**-4.4%**

The City of Charlotte has four enterprise funds: Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services. At the end of FY 2023, the net position for Aviation reached $2.32 billion. On June 30, 2024, the Aviation net position totaled $2.62 billion, an increase of approximately 13.2 percent. At the end of FY 2023, the net position for the Charlotte Area Transit System was $1.43 billion. On June 30, 2024, the Charlotte Area Transit System net position totaled $1.44 billion, changing approximately 0.7 percent. At the end of FY 2023, the net position for Charlotte Water reached $3.15 billion. On June 30, 2024, the Charlotte Water net position totaled $3.36 billion, an increase of approximately 6.7 percent. At the end of FY 2023, the net position for Storm Water reached $845.3 million. On June 30, 2024, the Storm Water net position totaled $888.2 million, an increase of approximately 5.1 percent. Net position is not representative of available cash on hand.

	Actual as of 6/30/2021	Actual as of 6/30/2022	Actual as of 6/30/2023	Actual as of 6/30/2024	Change in FY 2024	Percent Change FY 2023 FY 2024
Enterprise Fund Total Net						
Aviation	$1,973,209,000	$2,109,896,000	$2,319,808,000	$2,624,976,000	$305,168,000	13.2%
Charlotte Area Transit System[1]	$1,300,708,000	$1,431,067,000	$1,425,868,000	$1,435,747,000	$9,879,000	0.7%
Charlotte Water	$2,779,026,000	$2,962,917,000	$3,149,986,000	$3,359,834,000	$209,848,000	6.7%
Storm Water	$747,559,000	$790,659,000	$845,260,000	$888,189,000	$42,929,000	5.1%

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

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 three categories of Financial Partners: Discretionary Organizations, Dedicated Revenue Agencies, and Federal Grant Recipients.

In the FY 2026 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 Federal Grant Recipients and Dedicated Revenue Agencies are provided below.

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 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, and/or one-time allocations, as available, comprising Pay-As-You-Go funds and/or grant funds.
- 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 2026, 50 Discretionary Organizations applied to the Program, including five new organizations that are funded in FY 2026 that have not previously been funded by the Program.

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

- 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.
- Municipal Service District agencies are awarded through a competitive solicitation process every five years.

Federal Grant Recipients are funded by federal grant programs such as the Community Development Block Grant (CDBG).

- Affordable housing services provided with CDBG funding is not competitively awarded in FY 2026. In FY 2027, funding recipients will be awarded through a competitive solicitation process. FY 2026 recipients will be invited to apply for FY 2027 funding.
- SAFE Charlotte grant recipients, which are also CDBG-funded, are awarded in two-year cycles through a competitive solicitation process. FY 2025 recipients will continue as partners in FY 2026, utilizing their two-year funding allocation from FY 2025.

The FY 2026 individual Financial Partner funding levels are detailed on the following pages.

Summary of Financial Partners

Discretionary Organization Financial Partners are funded by a combination of General Fund annual allocations in the Non-Departmental portion of the city's operating budget and one-time allocations, as available, comprising Pay-As-You-Go funds and/or grant funds. Each Discretionary Organization's mission has been aligned with the various funding mechanisms to efficiently allocate available resources.

Discretionary Organizations	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change
General Fund				
Alliance Center for Education (formerly Bethlehem Center)	$90,000	$90,000	$90,000	–%
Bengali Women's Forum	$10,000	$10,000	$–	-100.0%
Community Building Initiative	$50,000	$50,000	$–	-100.0%
Greater Enrichment Program	$200,000	$200,000	$200,000	–%
Knothole Foundation, Inc.	$–	$–	$75,000	100.0%
My Brother's Keeper Charlotte-Mecklenburg	$50,000	$50,000	$50,000	–%
Race Matters for Juvenile Justice	$51,468	$51,468	$–	-100.0%
Safe Alliance	$397,038	$397,038	$397,038	–%
General Fund Subtotal	**$848,506**	**$848,506**	**$812,038**	**-4.3%**
One-Time Funding Sources				
Big Brothers Big Sisters of Central Carolinas	$–	$–	$100,000	100.0%
Carolina Metro Reds	$50,000 [1]	$50,000	$–	-100.0%
Crisis Assistance Ministry	$425,000	$550,000 [2]	$825,000 [3]	150.0%
For The Struggle	$100,000 [1]	$100,000	$–	-100.0%
Housing Collaborative	$–	$200,000	$200,000	–%
National Institute of Minority Economic Development - The Women's Business Center of Charlotte	$50,000	$50,000	$50,000	–%
Our Daily Bread Foundation	$–	$–	$70,000	100.0%
Prospera North Carolina	$–	$–	$50,000	100.0%
The Boost Pad	$–	$–	$50,000	100.0%
The Males Place	$100,000 [1]	$100,000	$–	-100.0%
United Way of Greater Charlotte	$–	$130,000	$130,000	–%
One-time Subtotal	**$725,000**	**$1,180,000**	**$1,475,000**	**25.0%**
DISCRETIONARY ORGANIZATIONS TOTAL	**$1,573,506**	**$2,028,506**	**$2,287,038**	**12.7%**

[1] In FY 2024, Carolina Metro Reds ($50,000), For the Struggle ($100,000), and The Males Place ($100,000), were funded with one-time ARPA allocations.

[2] In FY 2024, Crisis Assistance Ministries received an additional $125,000 from ARPA funding for a total funding amount of $550,000.

[3] In FY 2026, Crisis Assistance Ministries will be funded with federal Emergency Rental Assistance funding.

Summary of Financial Partners

Former Discretionary Organizations	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change
Organizations Integrated into Alternative Funding Sources				
Charlotte Regional Business Alliance	$168,341	$171,809	$174,556 [1]	1.6%
Local Initiatives Support Corp (LISC)	$200,000	$200,000 [2]	$200,000 [2]	–%
TreesCharlotte	$250,000	$250,000	$250,000 [3]	–%
Subtotal	**$618,341**	**$621,809**	**$624,556**	**0.4%**

[1] Funding allocated as a part of citywide membership fees. This action aligns the most appropriate funding sources with the most appropriate uses and does not impact service levels.

[2] Funding realigned in FY 2025 to be paid out of Housing and Neighborhood Services' operating budget.

[3] Funding realigned in FY 2026 to the city's Neighborhood Development Grants Fund to support sustainable preservation, maintenance, and regeneration of Charlotte's tree canopy. This action aligns the most appropriate funding sources with the most appropriate uses and does not impact service levels.

Dedicated Revenue Agencies	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change
Charlotte Center City Partners	$6,841,614	$6,850,509	$8,137,294	18.8%
University City Partners	$1,510,830	$1,516,054	$1,613,953	6.5%
SouthPark Community Partners	$1,775,591	$1,783,323	$1,794,542	0.6%
Charlotte Regional Visitors Authority	$21,861,227	$23,361,809	$23,978,293	2.6%
Charlotte Regional Visitors Authority - Film Commission	$150,000	$150,000	$150,000	–%
TOTAL	**$32,139,262**	**$33,661,695**	**$35,674,082**	**6.0%**

Federal Grant Recipients	FY 2024 Actual	FY 2025 Adopted	FY 2026 Adopted	Percent Change
Carolinas Care Partnership	$2,371,713	$–	$–	–%
Center for Prevention Services	$–	$230,000	$– [1]	-100.0%
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing	$1,417,953	$1,300,000	$1,300,000 [2]	–%
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte	$231,000	$231,000	$– [3]	-100.0%
Latin American Coalition	$–	$230,000	$– [1]	-100.0%
OurBridge	$–	$230,000	$– [1]	-100.0%
TOTAL	**$4,020,666**	**$2,221,000**	**$1,300,000**	**-41.5%**

[1] FY 2025 agencies were funded through the SAFE Charlotte grant program. The SAFE Charlotte grant program runs on a two-year cycle; therefore, FY 2025 agencies continue as partners with no additional funding in FY 2026.

[2] In FY 2027, CDBG funding will be awarded through a competitive solicitation process.

[3] Service model for the House Charlotte program being revised for FY 2026.

Summary of Position Allocations by Fund

Departments	FY 2023 Budget Total FTEs	FY 2024 Budget Total FTEs	FY 2025 Budget Total FTEs	FY 2026 Budget Total FTEs	FY 2026 FTE Change
Charlotte Business Inclusion[1,6]	–	12.00[1]	13.00	–[6]	-13.00
City Attorney	44.00	45.00	48.00	52.00	4.00
City Clerk	9.50	9.50	11.00	11.00	–
City Manager's Office[5]	12.00	12.00	11.00[5]	11.00	–
Communication and Marketing[9]	36.00	37.00	38.00	28.00[9]	-10.00
Community Relations[8]	17.00	20.00	21.00	19.00[8]	-2.00
Contracting and Procurement[6]	–	–	–	70.00	70.00
Economic Development[10]	21.00	21.00	21.00	21.00[10]	–
Finance[2]	82.00	75.00[2]	76.00	73.00	-3.00
Fire	1,240.00	1,286.00	1,358.00	1,361.00	3.00
General Services[1,3,5,7,6]	461.00	457.00[1]	328.00[3,5]	359.00[7,6]	31.00
Housing and Neighborhood Services[8]	226.75	233.75	235.75	224.75[8]	-11.00
Human Resources	53.00	55.00	61.00	60.00	-1.00
Innovation and Technology[4]	221.00	208.00[4]	206.00	205.00	-1.00
Internal Audit	11.00	11.00	11.00	11.00	–
Mayor and City Council[9]	12.00	12.00	12.00	22.00	10.00
Planning, Design, and Development	118.00	139.00	144.00	145.00	1.00
Police[7,8]	2,456.50	2,458.50	2,498.50	2,418.50[7,8]	-80.00
Solid Waste Services	315.00	320.00	321.00	321.00	–
Special Initiatives[5,8]	–	–	12.00[5]	23.00[8]	11.00
Strategy and Budget[10]	16.00	16.00	17.00	15.00[10]	-2.00
Transportation	407.75	412.75	411.75	408.00	-3.75
Total General Fund	**5,759.50**	**5,840.50**	**5,855.00**	**5,858.25**	**3.25**
Aviation	759.00	829.00	907.00	954.00	47.00
Charlotte Area Transit System	610.75	644.75	660.75	664.00	3.25
Charlotte Water[2]	1,050.00	1,106.00[2]	1,106.00	1,126.00	20.00
Storm Water	221.00	243.00	255.00	258.00	3.00
Total Enterprise Funds	**2,640.75**	**2,822.75**	**2,928.75**	**3,002.00**	**73.25**
Fleet Management[3]	–	–	126.00[3]	129.00	3.00
Risk Management	24.00	24.00	24.00	25.00	1.00
Total Internal Services Funds	**24.00**	**24.00**	**150.00**	**154.00**	**4.00**
Public Safety Communications Fund[4]	–	22.00[4]	22.00	22.00	–
Total Special Revenue Funds	**–**	**22.00**	**22.00**	**22.00**	**–**
Total All Funds	**8,424.25**	**8,709.25**	**8,955.75**	**9,036.25**	**80.50**

[1] FY 2024 included the realignment of 9.0 FTEs from General Services CBI division to form the new Charlotte Business INClusion Office.

[2] FY 2024 included the realignment of 9.0 FTEs from Finance, Business Services division, to Charlotte Water.

[3] FY 2025 includes the realignment of 124.0 FTEs from General Services Fleet division to the new Fleet Management Fund.

[4] FY 2024 included the realignment of 22.0 FTEs from Innovation and Technology to the new Public Safety Communications Fund.

[5] FY 2025 included the realignment of 8.00 FTEs from the City Manager's Office, General Services, and Human Resources to Special Initiatives.

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

[7] FY 2026 includes the realignment of 90.00 FTEs for Animal Care & Control within Police to General Services.

[8] FY 2026 includes the realignment of 8.00 FTEs from Housing and Neighborhood Services; 1.00 FTE from Police; and 2.00 FTEs from Community Relations to an office within Special Initiatives.

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

[10] FY 2026 includes the realignment of 1.00 FTE from Strategy and Budget to Economic Development.



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 engagement and feedback through the Budget Community Input Survey, Budget Listening 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 the 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 2026 budget development, Strategy and Budget held a virtual budget "Lunch and Learn" session to kick off the city's budget engagement process and introduce key concepts and answer any questions participants had. This session was followed by an in-person Budget 101 event and a virtual "Community Conversation". During each session, 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 Strategy and Budget Department 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 2026 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

October 2024

FY 2026 Operating and FY 2026 – 2030 and Capital Budget Kick-off

November 2024

Council Budget, Governance and Intergovernmental Relations Committee Meeting

- Review FY 2026 Budget Meeting Schedule

December 2024

City Council Business Meeting

- Approve FY 2026 Budget Meeting Schedule

January 2025

City Council Annual Strategy Meeting

February 2025

Council Budget, Governance and Intergovernmental Relations Committee Meeting

City Council Budget Workshop

- Economic Outlook and Budget Update

March 2025

Council Budget, Governance and Intergovernmental Relations Committee Meetings

- Water and Stormwater Budget Outlook

City Council Budget Workshop

- Capital Projects Update
- Financial Partners
- Solid Waste Services

Public Budget Engagement Sessions

April 2025

Council Budget, Governance and Intergovernmental Relations Committee Meeting

Council Business Meeting

- Aviation Budget Outlook
- CATS Budget Outlook

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2025

City Manager's Proposed Budget

Public Hearing on Proposed Budget

Council Budget Adjustments Meeting

Council Budget Straw Votes Meeting

June 2025

Budget Adoption

FY 2026 Budget Process

Budget Engagement

Intentional community engagement is a cornerstone of developing an annual budget that is reflective of community needs. Each year, Strategy and Budget works to connect with stakeholders to provide information about the city's budget and the budget process. This year marked a shift in the department's approach to reaching residents with engagement efforts centered around deliberate dialogue and interactive learning. The city saw a considerable increase in the level of participant engagement with an over 300 percent increase in survey responses and event attendance. This level of engagement was supported through a newly branded initiative, Budget Ambassadors, in-person and virtual events, and a cross-departmental budget engagement team. Key public touchpoints included:

- Budget engagement events
- A budget Community Input Survey, and
- A budget simulation interactive tool.

Budget Engagement Sessions

Each year Strategy and Budget hosts a number of budget public listening sessions. In FY 2026, the department utilized a mix of opportunities to reach a broad audience of stakeholders; including a virtual Budget Lunch and Learn, an in-person Budget 101 session, and a virtual community conversation centered around the city's investment in advancing affordable housing, mobility, and workforce development.



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 Communication and Marketing. The purpose was to gain constructive insights into the budgeting preferences of those who work, live, and play in the City of Charlotte as feedback for the FY 2026 budget development process. This year's survey had over 1,800 participants.

Priority Area	Rank*
Transportation and Planning	1
Great Neighborhoods	2
Safe Communities	3
Well-Managed Government	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 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.

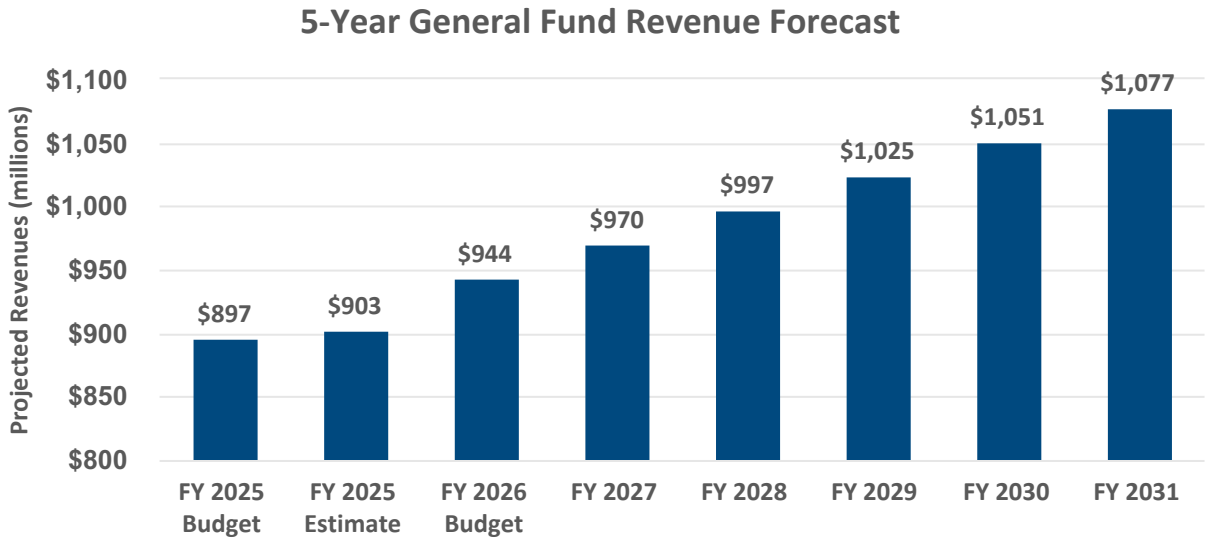
Specific goals within these priorities set a framework for the efforts of staff and Council throughout the upcoming year and guide investments through the annual budget process. At the January 2025 Annual Strategy Meeting, Council reaffirmed five Strategic Priorities shown in the image below. While the 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)

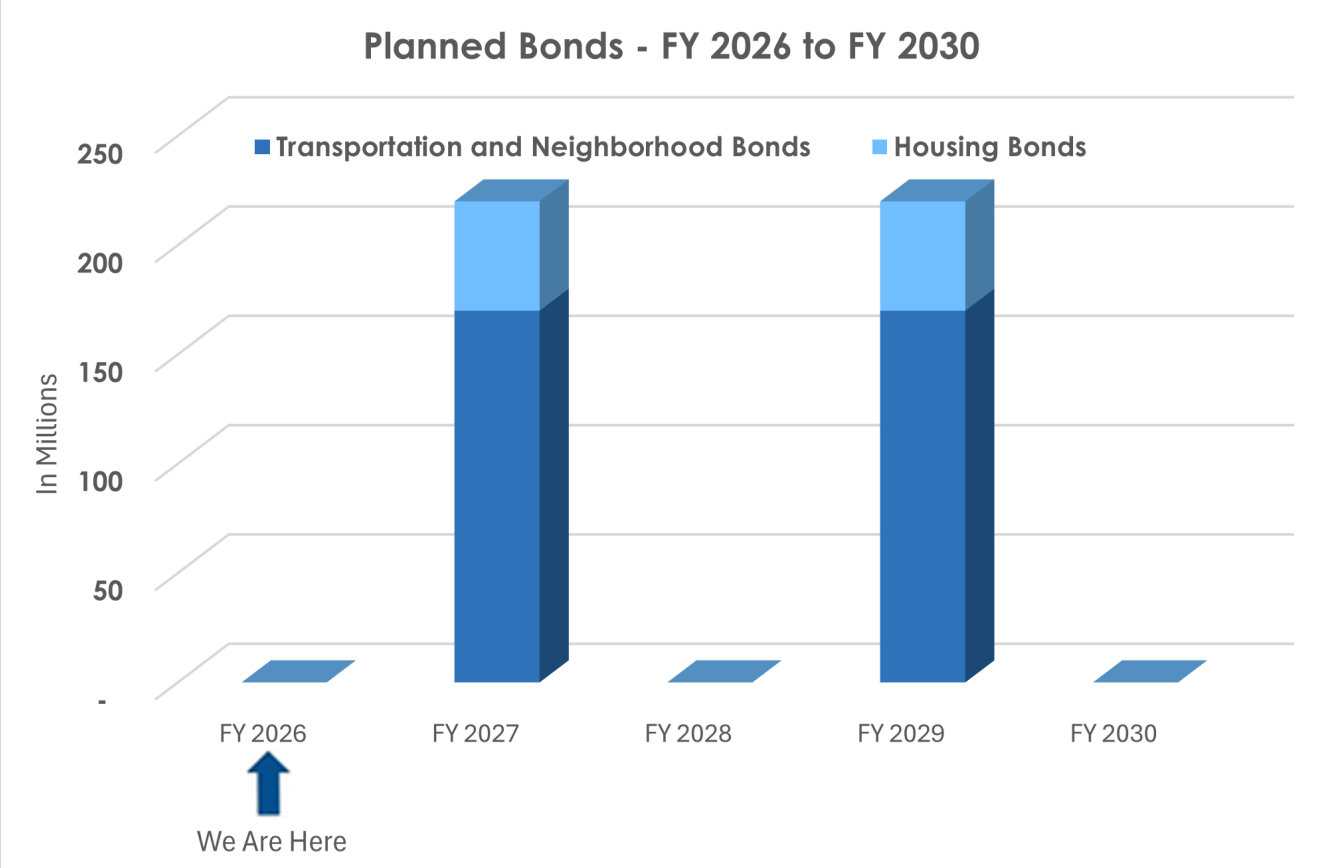
Moderate Scenario					Forecast				
	FY 2025 Budget	FY 2025 Estimate	FY 2026 Budget	FY 25-FY 26 Growth	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Property Tax	$475.2	$478.2	$494.9	$19.7	$504.8	$514.9	$525.2	$535.7	$546.4
Sales Tax	$153.1	$148.2	$153.4	$0.3	$158.8	$164.3	$170.2	$176.0	$182.2
Utility Franchise Tax	$57.4	$63.3	$63.9	$6.5	$64.5	$65.2	$65.8	$66.5	$67.2
County Payment for LESD	$19.6	$19.6	$19.9	$0.3	$20.3	$20.7	$21.1	$21.5	$22.0
Solid Waste Fee	$39.6	$39.6	$44.8	$5.2	$48.3	$51.8	$54.9	$55.7	$56.6
Other Revenues	$151.9	$154.2	$166.7	$14.8	$173.4	$180.3	$187.5	$195.1	$202.9
Total	**$896.8**	**$903.1**	**$943.5**	**$46.8**	**$970.1**	**$997.2**	**$1,024.7**	**$1,050.5**	**$1,077.3**



Long-Term Financial Planning – Capital Investment Plan and 5-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 focus on: (1) the inflow and outflow of cash and other financial assets that can readily be converted to cash, and (2) the balances left at year-end that are available for spending. These funds 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.

City of Charlotte City Council



Vi Alexander Lyles
Mayor



Dimple Ajmera
At Large



LaWana Mayfield
At Large



James Mitchell Jr.
At Large



Victoria Watlington
At Large



Danté Anderson
Mayor Pro Tem | District 1



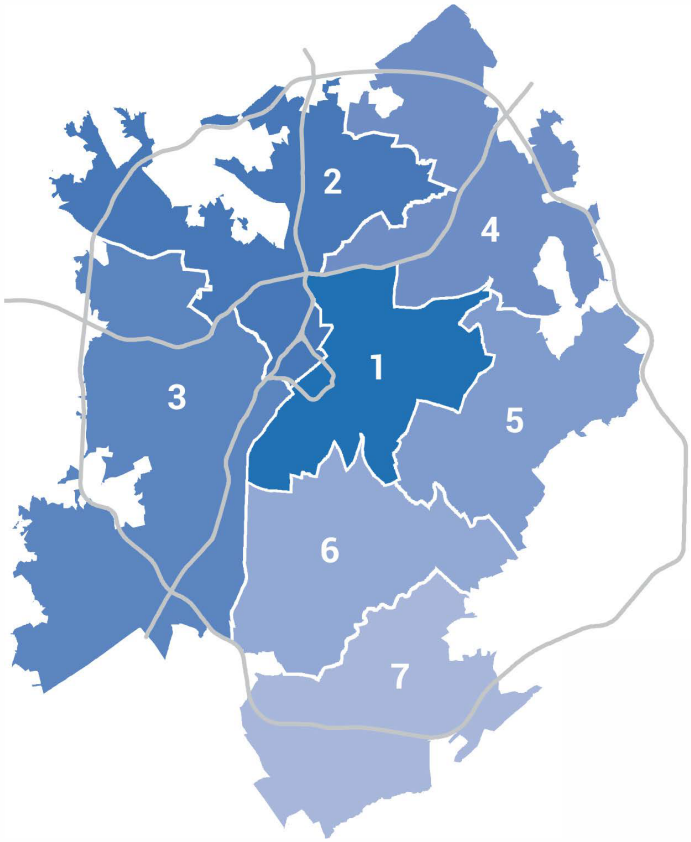
Malcolm Graham
District 2



Tiawana Brown
District 3



Reneé Johnson
District 4





Marjorie Molina
District 5

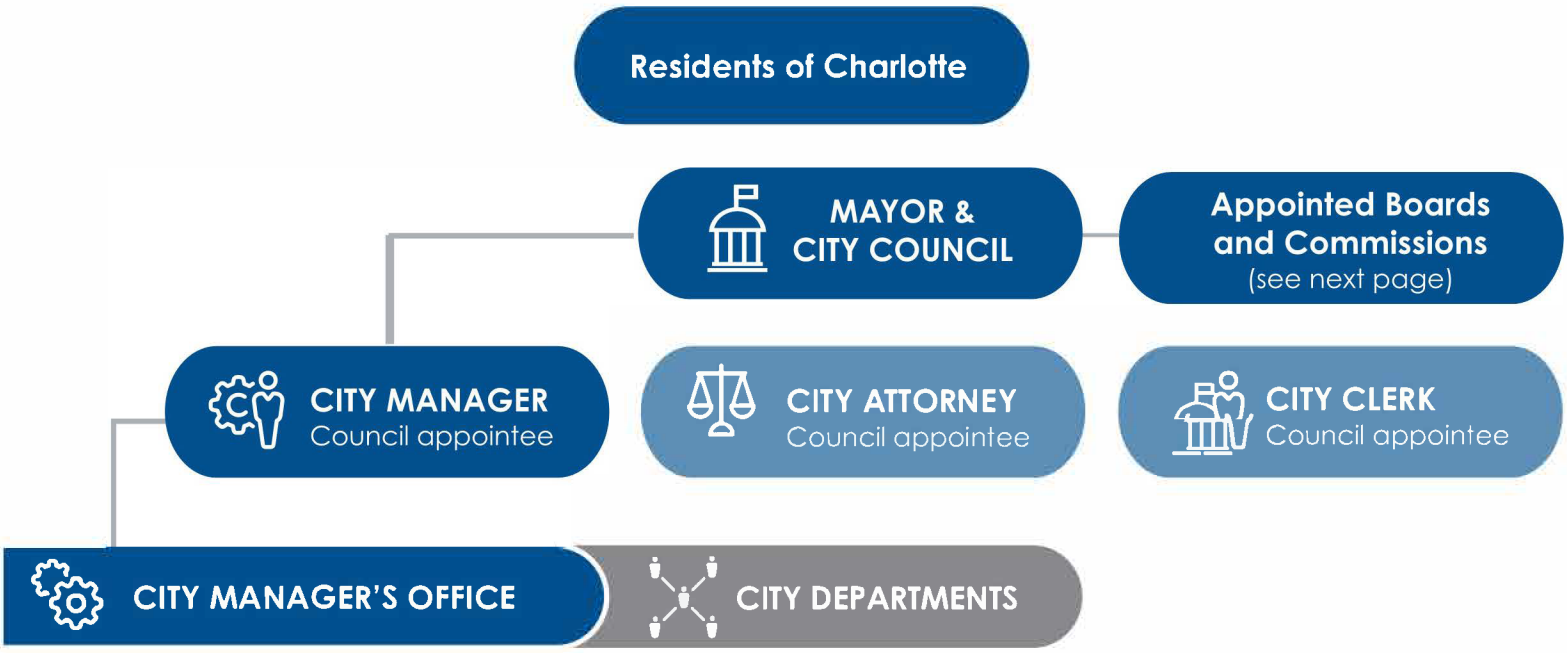


Edwin Peacock
District 6



Edmund H. Driggs
District 7

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

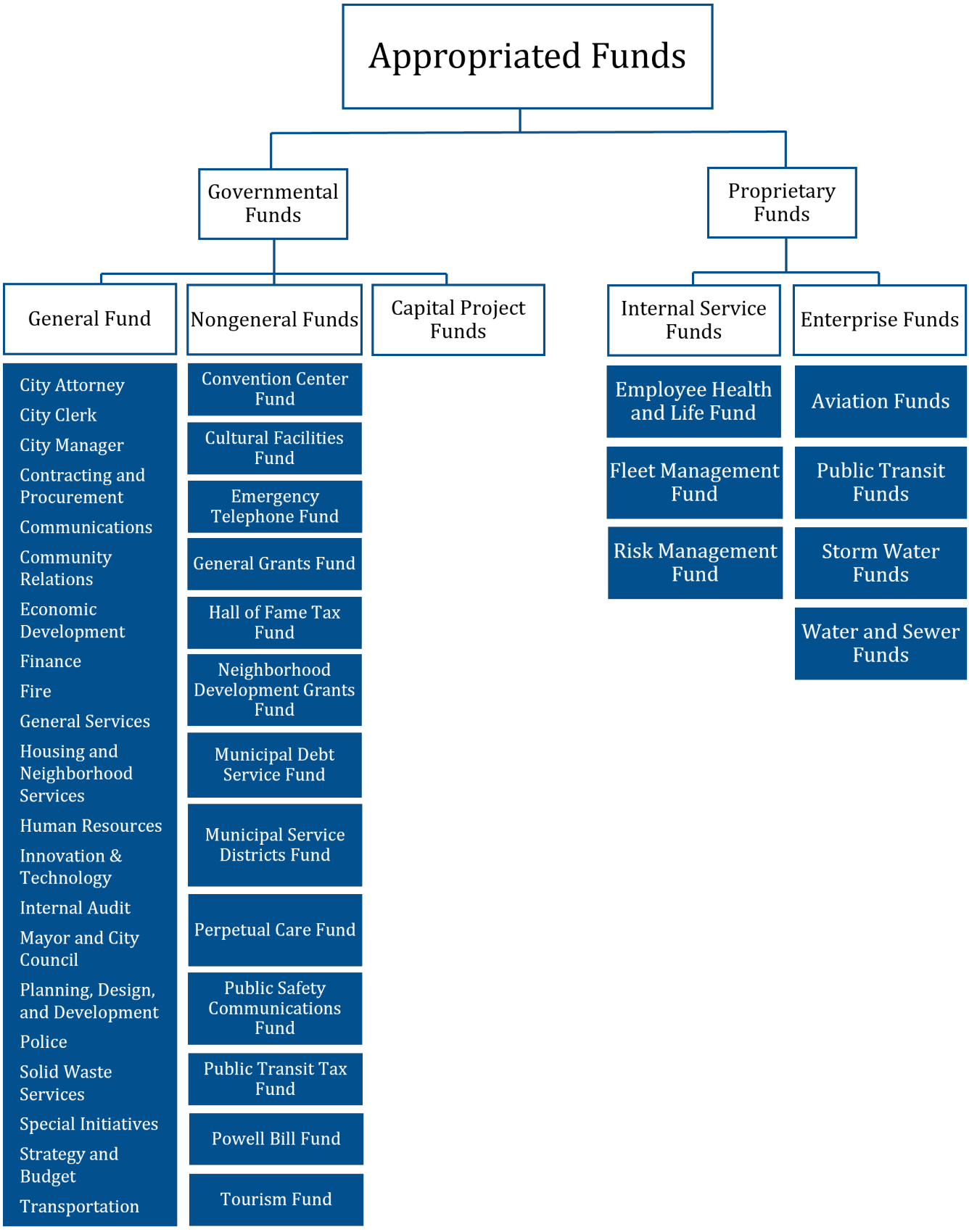
Organizational Chart

Active Appointed Boards

- 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
- Citizens' Transit Advisory Group
- 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
- 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
- Transit Services 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

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 966,400 Charlotte is the most populous city in North Carolina and the 15th 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 314.2 square miles of the 523.6 square miles in Mecklenburg County.

GOVERNMENT STRUCTURE

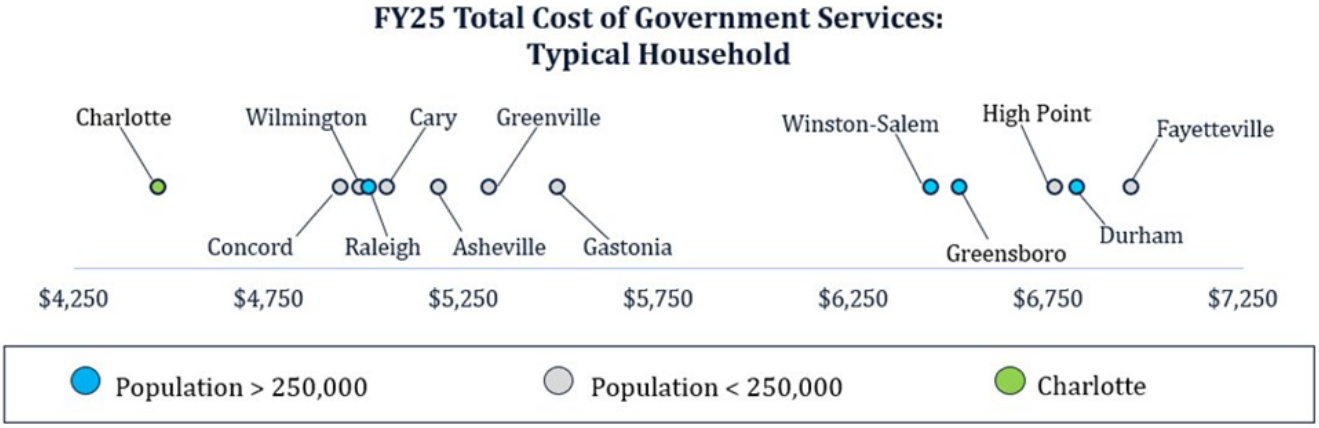
The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a Mayor and 11 additional members elected every two years on a partisan basis. The Mayor and four City Council members are elected at-large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

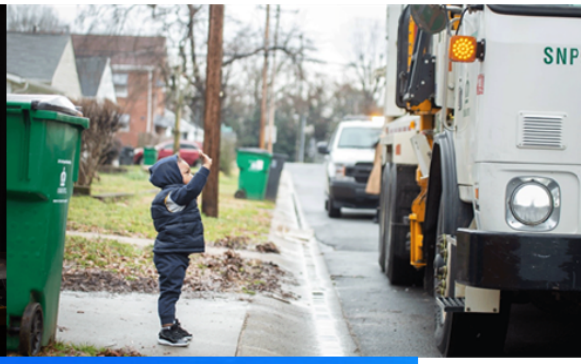
The City of Charlotte shines in its ability to deliver public services, while also maintaining the lowest property tax rate among the 12 largest cities in North Carolina. The graph below shows the cost of local government service for a typical household and includes city property taxes, county property taxes, water/wastewater, stormwater, solid waste, and local sales tax costs. Based on a home value of approximately $350,000, the typical cost in Charlotte for local government services is the lowest among all cities in North Carolina with over 75,000 residents.



POPULATION AND DEMOGRAPHICS

With an estimated population of just over 966,400, Charlotte is the most populous city in North Carolina and the 15th 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 1.6 percent over the next 20 years, which equals 385,000 new residents across the county 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:

- #3 Among the 100 largest cities to start a business (WalletHub, 2024)
- #5 Best Places to Live in the U.S. (U.S. News & World Report, 2024-2025)
- #7 Most Diverse Cities in America (WalletHub, 2025)
- #12 The South's Best Cities (Southern Living Magazine, 2024)

For 2025, the Milken Institute ranked Charlotte as 24th on its list of Best-Performing Cities: Mapping Economic Growth among large metros in the index. Charlotte is home to seven Fortune 500 Companies:

- Bank of America
- Honeywell International
- Nucor
- Albemarle
- 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 $2.58 trillion in consolidated assets, and Truist Financial, the nation's seventh largest bank with $523.1 billion in consolidated assets, are headquartered in Charlotte. Charlotte's strength as a banking headquarters city 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. Atrium Health is part of Advocate Health, the fifth-largest nonprofit health system in the United States, which was created from the combination with Advocate Aurora Health in 2022.

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 29.6 million visitors and $7.8 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, and the Charlotte Hornets (NBA) at the Spectrum Center
- Minor-league sports with the Charlotte Knights (a Triple-A affiliate of the MLB's Chicago White Sox) at Truist Field and the Charlotte Checkers (an AHL affiliate of the NHL's Florida Panthers) at Bojangles' Coliseum
- Live music and performances at Charlotte's major concert venues, including Bank of America Stadium, the Spectrum Center, PNC Music Pavilion, the AvidXchange Music Factory, and the Lovin' Life Music Fest, which is held in Uptown in the spring
- 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.

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EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

Charlotte Mecklenburg Schools is the 16th largest school system in the nation with approximately 141,000 students representing 175 countries of origin and speaking 146 native languages. CMS is a consolidated city-county public school system bringing together 19,102 employees with more than 40,000 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 degree, 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 20 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 1,100 students, offering 18 undergraduate degrees and one graduate degree.
- Queens University offers 50 majors, 58 minors, and numerous graduate and certificate programs.
- University of North Carolina at Charlotte is a public urban research institution that offers 170 bachelor's degrees, 64 graduate degrees, and 24 doctoral degrees through eight professional colleges. The university 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 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 South Carolina, Pfeiffer University, Wingate University, and Gardner-Webb University.

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Strategic Priorities and Performance Measures

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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 third 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 are provided below.

Well-Managed Government

- Ensuring the city demonstrates inclusivity through commitment to and focus on: 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.

In addition to the Strategic Priorities, Council will also review, edit, or reaffirm key policy initiatives to elevate for the year. In FY 2025, the city launched the Strategic Progress Tracker for Council and the community to learn about progress on key policy initiatives identified during City Council's 2024 Annual Strategy Meeting. This innovative tool enhances accountability and visibility toward the city's efforts to achieve its high-level policy goals and is available to the public on the city's website, Strategic Progress Tracker - City of Charlotte.

Policy objectives and measures are organized within the Strategic Priority buckets and quantify how various plans, frameworks, and Council policies are advanced. The tracker will be updated bi-annually and monitor progress across all five Strategic Priority areas.

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 2024 Actual**	**FY 2025 Target**	**FY 2026 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 2026 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

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Department Budgets

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City Attorney

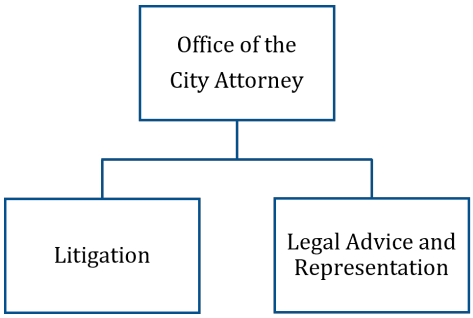
Mission Statement

Ensure that appropriate legal services are provided in accordance with the highest professional and ethical standards.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$7,322,899	$8,113,284	$8,908,825	$10,073,874	13.1%
Operating Expenses	$414,968	$429,103	$627,067	$708,457	13.0%
Department Charges	-$3,373,365	-$3,436,910	-$3,183,563	-$4,027,698	-26.5%
Total Expenditures	**$4,364,502**	**$5,105,477**	**$6,352,329**	**$6,754,633**	**6.3%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$151,919
Support software maintenance Technical adjustment to provide funds for contractual increases in software licensing for legal research.	–	$18,702
Add positions to support Charlotte Water, Aviation, and Risk Management Add one Assistant City Attorney Senior I, two Assistant City Attorney IIs, and one Paralegal I to provide additional legal support to Charlotte Water, Aviation, and Risk Management. The costs of these positions will be reimbursed by the referenced funds, resulting in no General Fund impact.	4.00	$–
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 2025. 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.	–	$132,419
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$36,576
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.	–	$62,688
Net Change	**4.00**	**$402,304**

City Attorney

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Timely public record responses	Percent of public records requests responded to within two business days	100%	≥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 Minority, Women, and Small Business Enterprise (MWSBE) 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 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	1.00	1.00	1.00	–
Administrative Officer I	1.00	–	–	–	–
Administrative Officer III	1.00	–	–	–	–
Assistant City Attorney I	4.00	4.00	4.00	1.00	-3.00
Assistant City Attorney II	2.00	3.00	5.00	7.00	2.00
Assistant City Attorney Lead	5.00	5.00	5.00	4.00	-1.00
Assistant City Attorney Senior I	9.00	10.00	8.00	11.00	3.00
Assistant City Attorney Senior II	10.00	8.00	10.00	11.00	1.00
Assistant City Attorney Supervisor	3.00	3.00	3.00	4.00	1.00
City Attorney	1.00	1.00	1.00	1.00	–
Deputy City Attorney	1.00	1.00	1.00	1.00	–
Legal Secretary	2.00	1.00	1.00	–	-1.00
Management Analyst	–	1.00	1.00	1.00	–
Paralegal	5.00	6.00	–	–	–
Paralegal I	–	–	5.00	7.00	2.00
Paralegal II	–	–	2.00	2.00	–
Department Total FTE	**44.00**	**45.00**	**48.00**	**52.00**	**4.00**

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City Clerk

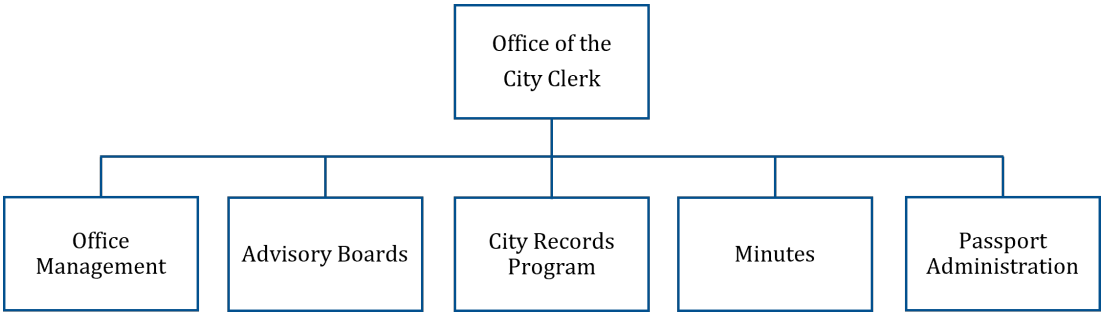
Mission Statement

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

- Maintain the Code of Ordinances
- Maintain a permanent history of government actions and administer the citywide records management program
- Create, dispense, and archive verbatim minutes of all City Council meetings
- Assist 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
- Manage the city's Passport Acceptance Facility

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Licenses, Fees, and Fines	$85,923	$56,535	$66,000	$65,000	-1.5%
Charges for Current Services	$–	$113,545	$167,195	$200,634	20.0%
Total Revenues	**$85,923**	**$170,080**	**$233,195**	**$265,634**	**13.9%**
Expenditures					
Personnel Services	$866,887	$1,107,222	$1,217,588	$1,304,674	7.2%
Operating Expenses	$168,601	$254,161	$247,054	$232,335	-6.0%
Total Expenditures	**$1,035,488**	**$1,361,383**	**$1,464,642**	**$1,537,009**	**4.9%**
Net Expenditures	**$949,565**	**$1,191,303**	**$1,231,447**	**$1,271,375**	**3.2%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$21,256
Support the city's passport office Provide funds to support annual expenses for office supplies related to passport services. These costs will be reimbursed by user fee revenue.	–	$3,000
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 2025. 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.	–	$57,448
Update healthcare expenditures Increase employer contribution to the city’s Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$8,382
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.	–	-$17,719
Net Change	**–**	**$72,367**

City Clerk

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Maintain permanent history of government actions	Percent of meeting minutes completed, published to web, and available for public access upon request within 30 days of original meeting	89%	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%	100%
Enhance public access to government records	Number of public records requests received and completed within 30 days	67%	≥90%	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer I	5.50	–	–	–	–
Administrative Officer III	1.00	–	–	–	–
Administrative Officer IV	1.00	–	–	–	–
Administrative Officer	–	2.00	3.00	4.00	1.00
Administrative Officer Lead	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	1.00	1.00	1.00	–
Administrative Specialist	–	3.50	4.00	3.00	-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**	**9.50**	**11.00**	**11.00**	**–**

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City Manager

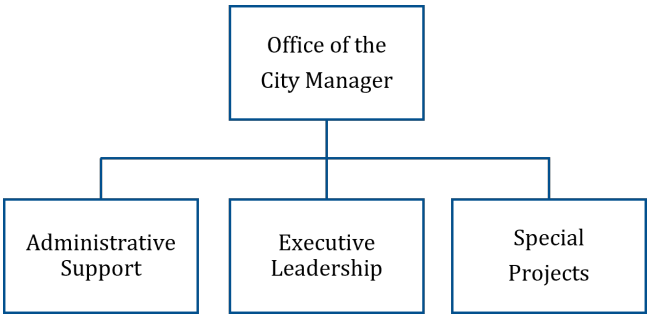
Mission Statement

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

- Provide professional expertise and support to Mayor and City Council
- Provide organization-wide leadership and strategic direction for departments in the delivery of high-quality public services
- Maintain 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 2023 Actual	FY 2024 Actual	FY 2025 Budget[1]	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$2,637,253	$2,907,858	$3,000,654	$3,141,307	4.7%
Operating Expenses	$365,351	$420,076	$449,239	$400,063	-10.9%
Total Expenditures	**$3,002,604**	**$3,327,934**	**$3,449,893**	**$3,541,370**	**2.7%**

[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 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$75,065
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 2025. 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.	–	$46,830
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$18,759
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.	–	-$49,177
Net Change	**–**	**$91,477**

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Arts & Culture Officer	1.00	1.00	1.00	–	-1.00
Assistant City Manager	3.00	3.00	3.00	–	-3.00
Assistant to the City Manager II	1.00	–	–	–	–
Assistant to the City Manager Senior	1.00	–	–	–	–
Assistant to the City Manager's Office	–	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	1.00	5.00	4.00
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	1.00	–	-1.00
Special Assistant to the City Manager	1.00	2.00	1.00	1.00	–
Department Total FTE	**12.00**	**12.00**	**11.00**[1]	**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.

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Communication and Marketing

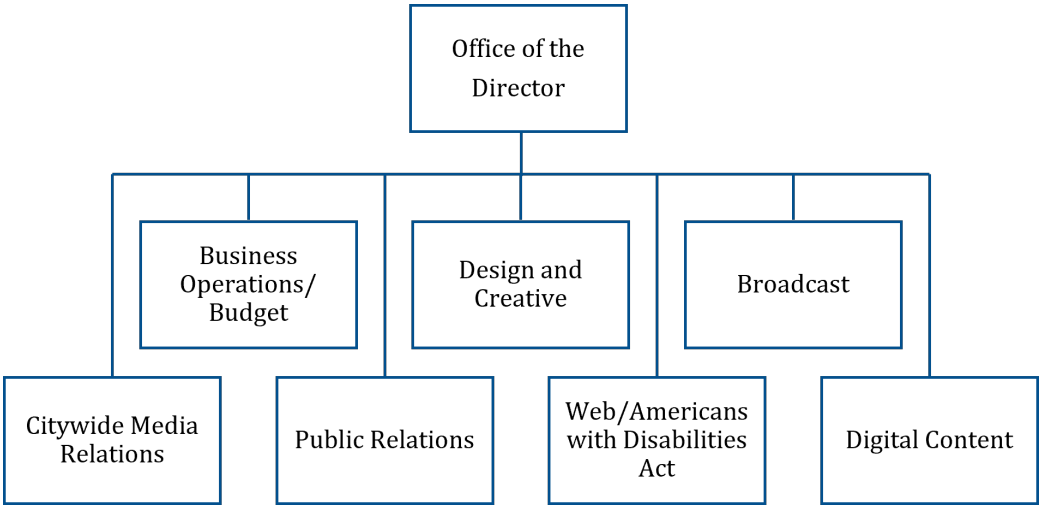
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$4,025,716	$4,449,126	$4,708,675	$3,681,427	-21.8%
Operating Expenses	$698,513	$863,480	$756,889	$597,478	-21.1%
Total Expenditures	**$4,724,229**	**$5,312,606**	**$5,465,564**	**$4,278,905**	**-21.7%**

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

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$71,338
Centralize technology duties and applications Centralize the management and administration of closed captioning applications. This action results in increased efficiencies through central utilization of software applications.	–	-$30,000
Realign Constituent Services to Mayor and City Council Realign funds and personnel to a division within Mayor and City Council to transfer the management and administration of Constituent Services. There is a corresponding entry in Mayor and City Council.	-10.00	-$1,284,705
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 2025. 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.	–	$39,291
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$21,336
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.	–	-$3,919
Net Change	**-10.00**	**-$1,186,659**

Communication and Marketing

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	88 out of 100	≥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	22%	≥70%	≥70%
Increase consistent branding and utilization of style guides citywide	Number of quality assurance trainings and engagement touchpoints with branding and communication stakeholders	915	≥800 trainings and/or engagement touchpoints[1]	≥800 engagements and/or touchpoints
Increase content highlighting City of Charlotte's engagement with the community	Number stories published	2,662 stories	≥2,000 stories[2]	≥2,000 stories

[1] The FY 2025 Target for this measure was previously reported in a prior year as 40 trainings and/or engagement touchpoints. This target has been revised to reflect an updated methodology for counting touchpoints as individual occurrences instead of grouped occurrences. This methodology was used to determine the FY 2024 Actuals reported.

[2]The FY 2025 Target for this measure was previously reported in a prior year as 225 stories. This target has been revised to reflect an updated methodology in which each publication of a single story in separate outlets is counted individually. This methodology was used to determine the FY 2024 Actuals reported.

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant Senior	–	1.00	1.00	–	-1.00
Administrative Officer IV	1.00	–	–	–	–
Administrative Secretary I	1.00	–	–	–	–
Administrative Services Manager	1.00	1.00	–	–	–
Budget & Finance Analyst Senior	–	1.00	1.00	1.00	–
Constituent Services Division Manager	1.00	1.00	1.00	–	-1.00
Content Webmaster	2.00	2.00	2.00	3.00	1.00
Corporate Communications Specialist	6.00	5.00	6.00	6.00	–
Corporate Communications Specialist Senior	4.00	5.00	5.00	5.00	–
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	4.00	6.00	5.00	–	-5.00
Mayor & City Council Support Specialist Associate	1.00	–	1.00	–	-1.00
Mayor & City Council Support Specialist Senior	1.00	–	–	–	–
Public Information Specialist	1.00	1.00	1.00	1.00	–
Public Information Specialist Senior	3.00	3.00	3.00	2.00	-1.00
Public Service Coordinator	3.00	3.00	3.00	3.00	–
Public Services Division Manager	1.00	1.00	1.00	1.00	–
Special Assistant to Mayor and City Council	–	1.00	2.00	–	-2.00
TV Station Manager	1.00	1.00	1.00	1.00	–
Video Producer/Director	1.00	1.00	1.00	1.00	–
Department Total FTE	**36.00**	**37.00**	**38.00**	**28.00**[1]	**-10.00**

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

Community Relations

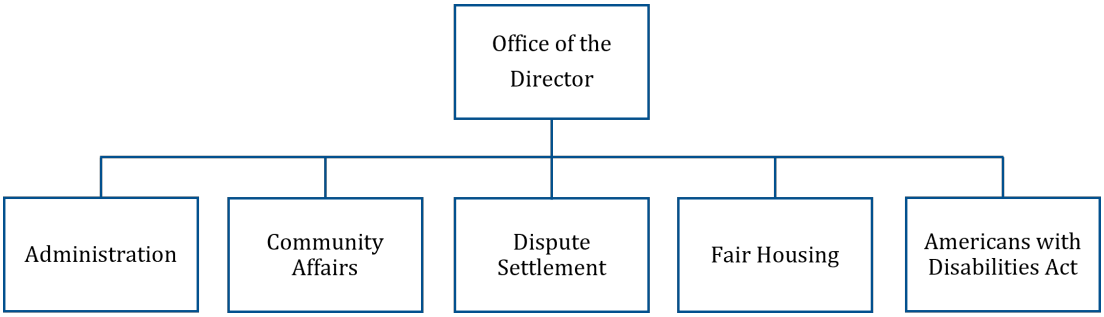
Mission Statement

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

Department Overview

- Serve as the human relations agency for the City of Charlotte and Mecklenburg County
- Work to prevent discrimination and ensure fair practices and access for all
- Facilitate dialogue, mediation, and training to increase understanding and improve community harmony
- Provide training on the Americans with Disabilities Act (ADA) to help promote accessibility across the city

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental - State	$–	$71,513	$70,000	$76,500	9.3%
Total Revenues	**$–**	**$71,513**	**$70,000**	**$76,500**	**9.3%**
Expenditures					
Personnel Services	$2,345,433	$2,455,283	$2,697,468	$2,514,718	-6.8%
Operating Expenses	$190,794	$194,039	$131,249	$101,956	-22.3%
Department Charges	-$287,117	-$90,154	-$104,981	-$69,705	33.6%
Total Expenditures	**$2,249,110**	**$2,559,168**	**$2,723,736**	**$2,546,969**	**-6.5%**
Net Expenditures	**$2,249,110**	**$2,487,655**	**$2,653,736**	**$2,470,469**	**-6.9%**

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

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$40,211
Realign youth programming to the Office of Special Initiatives Realign funds and personnel from Community Relations to support the newly formed Office of Youth Opportunities. There is a corresponding entry in Special Initiatives.	-2.00	-$215,337
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 2025. 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.	–	$11,868
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$15,784
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.	–	-$29,293
Net Change	**-2.00**	**-$176,767**

Community Relations

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	New Measure	New Measure	≥$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	New Measure	≥3,000	≥3,000
Investigate housing discrimination	Number of housing discrimination cases investigated	36	≥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 and successfully resolved	New Measure	≥1,000	≥1,000
	Dollar amount saved by landlords and tenants tenants utilizing free remediation services rather than utilizing court system (savings rate of $200 per case diverted from court)	New Measure	≥$150,000	≥$150,000

Community Relations

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
ADA Program Access Specialist	–	–	–	1.00	1.00
ADA Program Manager	–	–	1.00	1.00	–
ADA Reviewer & Inspector	–	–	–	1.00	1.00
Administrative Officer I	1.00	–	–	–	–
Administrative Officer IV	1.00	–	–	–	–
Administrative Officer Senior	–	1.00	1.00	1.00	–
Administrative Specialist	–	1.00	–	–	–
Assistant Director	–	–	1.00	1.00	–
Budget & Finance Analyst Lead	–	1.00	1.00	1.00	–
Community Programs Coordinator	1.00	2.00	2.00	2.00	–
Community Relations Administrator	1.00	–	–	–	–
Community Relations Manager	1.00	–	–	–	–
Community Relations Division Manager	1.00	1.00	–	–	–
Community Relations Specialist	7.00	10.00	11.00	9.00	-2.00
Construction Inspector	1.00	–	–	–	–
Construction Inspector Senior	–	1.00	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	–
Public Information Specialist	1.00	–	–	–	–
Public Information Specialist Senior	–	1.00	1.00	–	-1.00
Department Total FTE	**17.00**	**20.00**	**21.00**	**19.00**[1]	**-2.00**

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

Contracting and Procurement

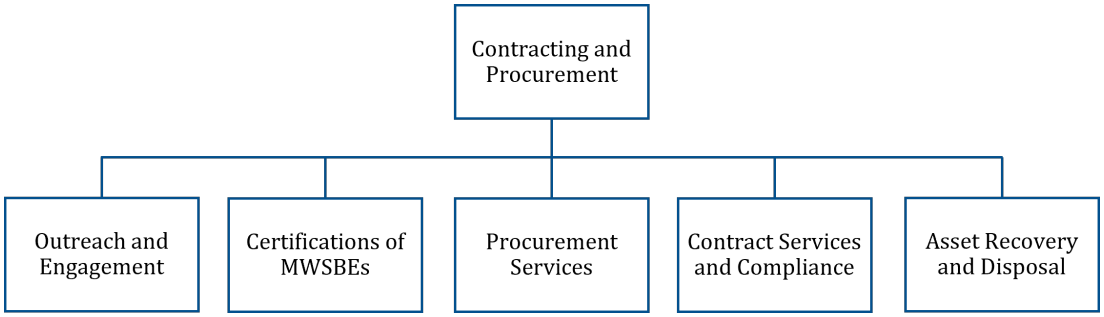
Mission Statement

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

- Manage the acquisition of goods and services through competitive processes
- Promote access to opportunity through administration of contract and procurement processes
- Provide procurement processes that adhere to regulations, standards, and best practices
- Administer the city's Minority, Women, and Small Business Enterprise (MWSBE) program

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget[1]	FY 2026 Adopted[2]	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental - Local	$–	$–	$–	$110,000	100.0%
Administrative Charges	$–	$–	$–	$1,750,000	100.0%
Sales of Assets	$–	$–	$–	$968,000	100.0%
Total Revenues	**$–**	**$–**	**$–**	**$2,828,000**	**100.0%**
Expenditures					
Personnel Services	$–	$–	$–	$8,787,193	100.0%
Operating Expenses	$–	$–	$–	$881,938	100.0%
Department Charges	$–	$–	$–	-$1,101,494	100.0%
Total Expenditures	**$–**	**$–**	**$–**	**$8,567,637**	**100.0%**
Net Expenditures	**$–**	**$–**	**$–**	**$5,739,637**	**100.0%**

[1] In FY 2025 the Charlotte Business Inclusion Office had a budget of $1,727,124 and 13.00 FTEs.

[2] FY 2026 includes 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.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$97,320
Realign Procurement Division from General Services into new Contracting and Procurement Department Centralize the management and administration of contracting and procurement services. This efficiency action combines the Procurement Division within General Services with the former Charlotte Business INClusion Office to create the Contracting and Procurement Department. There is a corresponding entry in General Services.	57.00	$6,643,235
Realign Charlotte Business Inclusion into new Contracting and Procurement Department Centralize the management and administration of contracting and procurement services. This efficiency action combines the former Charlotte Business INClusion Office with the Procurement Division within General Services to create the Contracting and Procurement Department.	13.00	$1,738,187
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 2025. 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.	–	$82,708
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$33,601
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.	–	-$27,414
Net Change	**70.00**	**$8,567,637**

Contracting and Procurement

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	New Measure	≥90%
Enhance the acquisition of goods and services	Average number of bids received per solicitation	New Measure	New Measure	5
	Percentage of contracts approved as recommended	New Measure	New Measure	100%
Increase the number of certified Minority, Women, and Small Business Enterprises (MWSBE) in city certification program	Number of certified MWSBE firms eligible to do business in the city program	1,536	≥1,600	≥1,600

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer	–	–	–	1.00	1.00
Administrative Officer Senior	–	–	–	2.00	2.00
Administrative Specialist	–	–	–	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
Chief Procurement Officer	–	–	–	1.00	1.00
Engineering Project Manager	–	–	–	1.00	1.00
Inventory & Warehouse Coordinator	–	–	–	2.00	2.00
Management Analyst	–	–	–	3.00	3.00
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	5.00
Procurement Officer	–	–	–	20.00	20.00
Procurement Officer Senior	–	–	–	3.00	3.00
Procurement Services Assistant Division Manager	–	–	–	1.00	1.00
Department Total FTE	**–**	**–**	**–**	**70.00[1]**	**70.00**

[1] FY 2026 includes 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.

CITY OF CHARLOTTE

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Economic Development

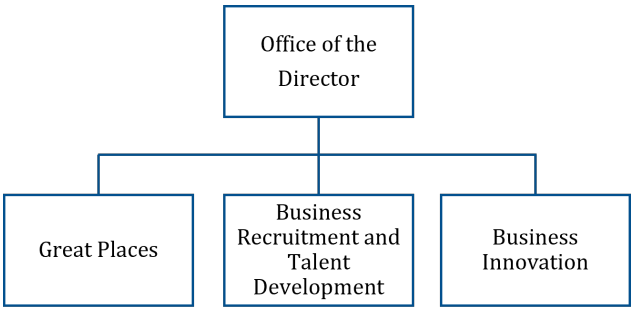
Mission Statement

To make Charlotte the best place to do business today and in the future by generating equitable 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 innovate and prosper, and fostering a diversified talent pipeline.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$2,486,167	$2,608,791	$2,936,537	$3,129,584	6.6%
Operating Expenses	$2,591,329	$1,802,520	$4,543,185	$4,550,177	0.2%
Department Charges	-$80,807	-$80,807	-$80,807	-$119,398	-47.8%
Total Expenditures	**$4,996,689**	**$4,330,504**	**$7,398,915**	**$7,560,363**	**2.2%**

[1] FY 2026 includes the realignment of 1.00 FTE and $188,611 from Strategy and Budget to Economic Development.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$32,239
Capture efficiencies from realignment Realize efficiencies from the realignment of duties within Economic Development. This action results in the elimination of a vacant position.	-1.00	-$162,114
Transfer position from Strategy and Budget Realign one position from Strategy and Budget to more directly integrate economic forecasting with the initiatives, economic planning, and administration of the city's Special Revenue Funds within Economic Development. There is a corresponding entry in Strategy and Budget.	1.00	$188,611
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 2025. 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.	–	$90,095
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$5,625
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.	–	$6,992
Net Change	–	**$161,448**

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	$405,618,848	≥$300,500,000	≥$300,500,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	2,160	≥2,000	≥4,000
Leverage private investment in major redevelopment projects through public improvements	Ratio of private to public investment (overall projects)	6.7:1[1]	≥10:1	≥10:1
	Ratio of private to public investment (in Corridors of Opportunity)	6.7:1	≥3:1	≥3:1
Support minority small businesses	The number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions	38	≥30	≥30

[1] No public-private partnership investments outside of Corridors of Opportunity were approved in FY 2024.

Economic Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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	–
Assistant City Manager/Economic Development Director	1.00	1.00	1.00	–	-1.00
Assistant Director	–	1.00	1.00	2.00	1.00
Assistant Economic Development Director	3.00	–	–	–	–
Budget & Finance Analyst Lead	–	–	1.00	1.00	–
Deputy Economic Development Director	1.00	1.00	1.00	1.00	–
Economic Development Director	–	–	–	1.00	1.00
Economic Development Division Manager	–	2.00	2.00	–	-2.00
Economic Development Operations Manager	–	–	–	1.00	1.00
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**[1]	**–**

[1] FY 2026 includes the realignment of 1.00 FTE from Strategy and Budget to Economic Development.

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Improve Cultural Facilities	$14,587,211	PAYGO	316
Support Small Business Development	$1,500,000	PAYGO	316
Revitalize Business Corridors	$500,000	PAYGO	316
Total	**$16,587,211**		

CITY OF CHARLOTTE

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Finance

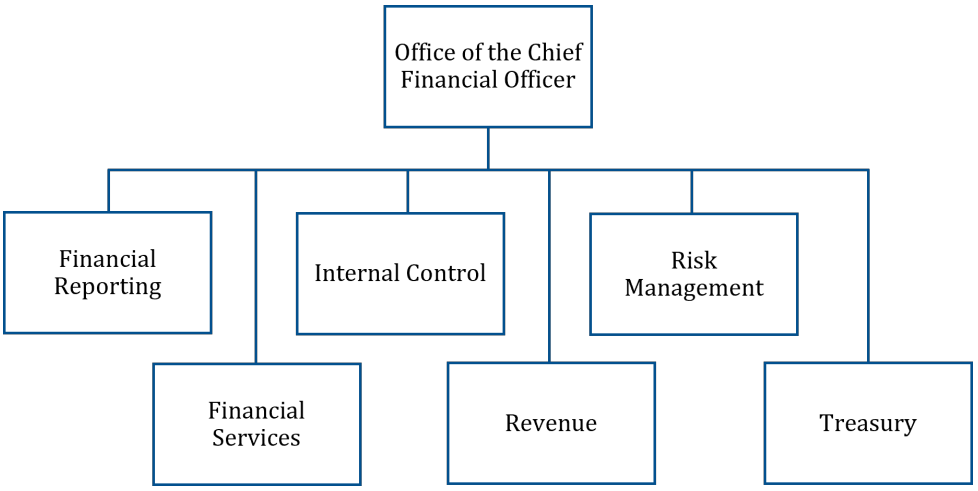
Mission Statement

Finance develops and maintains a sound financial and internal control structure in alignment with the city's strategic goals. Finance emphasizes 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

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual[1]	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$8,284,026	$8,009,159	$8,880,912	$9,064,967	2.1 %
Operating Expenses	$4,200,325	$3,173,403	$3,419,091	$3,288,349	-3.8 %
Department Charges	-$95,764	-$489,482	-$310,248	-$326,073	-5.1 %
Interfund Activity Support	$84,700	$87,708	$77,190	$84,909	10.0 %
Total Expenditures	**$12,473,287**	**$10,780,788**	**$12,066,945**	**$12,112,152**	**0.4 %**

[1] FY 2024 included the realignment of 9.00 FTEs and $2,114,841 from Finance to Charlotte Water for revenue billing services.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$161,612
Capture savings related to realignment Capture savings related to management and administration of duties for Charlotte Firefighters' Retirement System (CFRS) by dedicating 50 percent of one position to support CFRS. This action will not impact service levels.	–	-$56,300
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of three vacant positions.	-3.00	-$457,459
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 2025. 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.	–	$331,884
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$57,694
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.	–	$7,776
Net Change	**-3.00**	**$45,207**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	76%	≥70%	≥70%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Accountant I	1.00	–	–	–	–
Accountant II	5.00	–	–	–	–
Accountant III	3.00	–	–	–	–
Accountant IV	5.00	–	–	–	–
Accountant	–	8.00	8.00	8.00	–
Accountant Lead	–	4.00	4.00	4.00	–
Accountant Senior	–	5.00	7.00	5.00	-2.00
Accounting Analyst	–	5.00	4.00	4.00	–
Accounting Specialist Senior	6.00	–	–	–	–
Accounting Supervisor	–	1.00	1.00	1.00	–
Accounting Technician	11.00	9.00	9.00	8.00	-1.00
Administrative Assistant Senior	–	1.00	1.00	–	-1.00
Administrative Officer I	1.00	–	–	–	–
Administrative Officer II	3.00	–	–	–	–
Administrative Secretary I	1.00	–	–	–	–
Assistant Chief Accountant	1.00	1.00	1.00	1.00	–
Assistant Financial Services Manager	2.00	3.00	3.00	3.00	–
Budget & Finance Analyst	–	2.00	2.00	2.00	–
Budget & Finance Analyst Senior	–	–	–	1.00	1.00
Budget & Finance Manager	–	1.00	1.00	1.00	–
Business Analysis Manager	1.00	–	–	–	–
Business Analyst	2.00	1.00	1.00	1.00	–
Business Analyst Associate	1.00	–	–	–	–
Business Analyst Coordinator	2.00	–	–	–	–
Business Analyst Senior	3.00	–	–	–	–
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	–
Deputy Director II	1.00	1.00	1.00	1.00	–
Financial Accountant I	2.00	2.00	2.00	2.00	–
Financial Accountant II	4.00	4.00	3.00	3.00	–
Financial Accountant III	6.00	6.00	6.00	5.00	-1.00
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	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Investment Manager	1.00	1.00	1.00	1.00	–
Revenue Collections Agent	3.00	3.00	3.00	3.00	–
Department Total FTE	**82.00**	**75.00[1]**	**76.00**	**73.00**	**-3.00**

[1] FY 2024 included the realignment of 9.00 FTEs from the Finance to Charlotte Water for revenue billing services.

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Fire

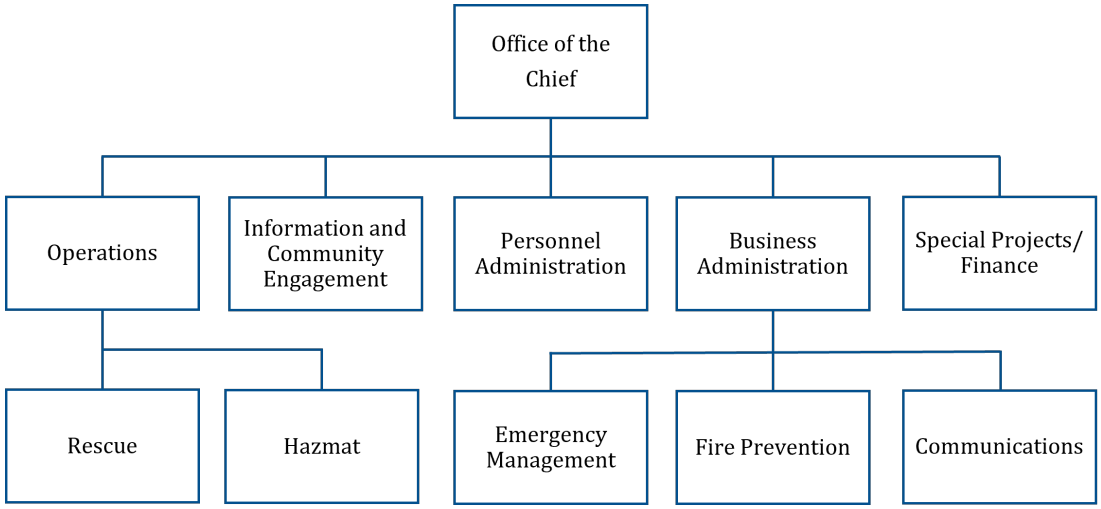
Mission Statement

The Charlotte Fire Department is called to serve all people by minimizing the risk to life and property through professional response, mitigation, prevention, education, planning, and community partnerships.

Department Overview

- Respond to calls for emergency services
- Ensure emergency preparedness
- Provide public outreach and education to prevent fires and other emergencies
- Investigate the origin and cause of fires

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental	$1,650,559	$1,855,539	$2,068,035	$2,074,401	0.3%
Licenses, Fees, and Fines	$1,992,041	$2,814,638	$4,171,560	$5,125,780	22.9%
Charges for Current Services	$2,256,692	$2,143,944	$3,555,660	$3,591,515	1.0%
Miscellaneous	$33,264	$33,264	$33,264	$33,264	–%
Interfund Fire Charges	$8,535,368	$8,969,567	$10,676,789	$13,103,490	22.7%
Other	$72,178	$72,555	$25,000	$40,000	60.0%
Private Contributions	$37,441	$39,151	$60,000	$60,000	–%
Total Revenues	**$14,577,543**	**$15,928,658**	**$20,590,308**	**$24,028,450**	**16.7%**
Expenditures					
Personnel Services	$144,173,198	$157,020,734	$173,528,144	$187,100,775	7.8%
Operating Expenses	$17,681,317	$17,753,068	$21,631,111	$20,741,147	-4.1%
Department Charges	-$287,440	-$288,927	-$282,745	-$43,575	84.6%
Total Expenditures	**$161,567,075**	**$174,484,875**	**$194,876,510**	**$207,798,347**	**6.6%**
Net Expenditures	**$146,989,532**	**$158,556,217**	**$174,286,202**	**$183,769,897**	**5.4%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent merit pool in November); a three percent merit pool for salaried employees; and a 1.5 percent market adjustment in September plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees (PSPP). PSPP employees that have received all eligible steps prior to FY 2026 will also receive a 1.5 percent lump sum payment from one-time funding outside of the General Fund.	–	$4,361,176
Provide funds for software maintenance Technical adjustment to provide funds for contractual increases in software maintenance for computer-aided dispatch and records management systems.	–	$20,621
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for centralized services received at the Charlotte Development Center. These costs will be reimbursed by user fee revenue, resulting in no General Fund impact.	–	$33,618
Annualize ladder companies at Firehouses 20 and 45 Technical adjustment annualizing personnel costs for ladder companies at Firehouses 20 and 45 and Battalion 9 command staff, which were added in FY 2025.	–	$1,767,981
Annualize ladder company at Charlotte Airport Technical adjustment annualizing personnel costs for the ladder company at the Airport, which was added in FY 2025. These costs will be reimbursed by Aviation, resulting in no General Fund impact.	–	$944,657
Capture savings from fluctuation in fuel pricing Adjust department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to fuel based on the anticipated cost of fuel.	–	-$177,935
Add position to support fire investigations Add one Fire Investigator to reduce investigator overtime and provide greater investigator coverage within the city.	1.00	$111,337
Add positions to support regional emergency management Add two Emergency Planners to the Charlotte-Mecklenburg Emergency Management Office to advance emergency management and preparedness in Charlotte-Mecklenburg and the surrounding region. These positions are grant funded by the Urban Area Security Initiative program, resulting in no General Fund impact.	2.00	$–
Provide funds for retiree health investment account program for new recruits Provide funds for contributions to new recruits' retiree health savings investment account. 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.	–	$92,950

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Provide funding for firefighter coverage of airport terminal and firefighter training Provide funds for added firefighter coverage at the Airport terminal and required annual firefighter training. These costs will be reimbursed by Aviation, resulting in no General Fund impact.	–	$308,692
Increase city contribution to Charlotte Firefighters' Retirement System (CFRS) Increase the employer contribution to CFRS by an additional four percentage points in FY 2026. This results in a total employer contribution rate of 29.31 percent of compensation.	–	$4,304,309
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 2025. 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.	–	$421,866
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$1,025,951
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.	–	-$293,386
Net Change	**3.00**	**$12,921,837**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Provide training and development for emergency operations members	Percent of emergency operations managers trained	100%	100%	100%
Attract a diverse workforce	Percent of applicant base that are minorities and/or females	46%	≥45%	≥45%
Strategic Priority Area: Safe Communities				
Provide timely response to calls for service	Percent of calls for Fire response responded to within six minutes	77%	≥90%	≥90%
	Percent of 911 calls answered within 10 seconds	99%	≥90%	≥90%
	Percent of structure fire calls with fourth-due fire company (effective firefighting force) response time within 10 minutes 20 seconds	89%	≥90%	≥90%
Deliver efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	98%	≥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	100%	100%	100%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Battalion Fire Chief	37.00	38.00	40.00	40.00	–
Deputy Fire Chief	3.00	3.00	3.00	3.00	–
Division Fire Chief	8.00	8.00	9.00	9.00	–
Fire Captain	252.00	249.00	264.00	264.00	–
Fire Captain - Special Assignment	7.00	16.00	16.00	16.00	–
Fire Chief	1.00	1.00	1.00	1.00	–
Fire Fighter Engineer	201.00	207.00	219.00	219.00	–
Fire Fighter I	229.00	244.00	271.00	306.00	35.00
Fire Fighter II	366.00	380.00	380.00	345.00	-35.00
Public Safety Total FTE	**1,104.00**	**1,146.00**	**1,203.00**	**1,203.00**	**–**

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	4.00	3.00	3.00	–
Administrative Officer	–	–	2.00	2.00	–
Administrative Officer I	5.00	–	–	–	–
Administrative Officer II	3.00	–	–	–	–
Administrative Officer III	4.00	–	–	–	–
Administrative Officer IV	1.00	–	–	–	–
Administrative Officer V	1.00	–	–	–	–
Administrative Officer Lead	–	–	1.00	1.00	–
Administrative Officer Senior	–	2.00	2.00	2.00	–
Behavioral Health Coordinator	1.00	–	–	–	–
Behavioral Health Specialist Senior	–	1.00	1.00	1.00	–
Budget & Finance Analyst	–	1.00	1.00	1.00	–
Budget & Finance Analyst Lead	–	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	–
Budget & Finance Specialist	–	1.00	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	–
Data Analytics Specialist Senior	–	–	–	1.00	1.00
Emergency Management Planner	5.00	5.00	4.00	6.00	2.00
Emergency Management Planning Manager	1.00	1.00	2.00	2.00	–
Facilities Services Coordinator	4.00	4.00	4.00	4.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Fire Communication Services Supervisor	1.00	1.00	1.00	1.00	–
Fire EMS Instructor Coordinator	1.00	1.00	1.00	1.00	–
Fire Equipment Technician	3.00	3.00	3.00	3.00	–
Fire Inspector	8.00	13.00	28.00	22.00	-6.00
Fire Inspector Certified	30.00	26.00	22.00	28.00	6.00
Fire Inspector Senior	6.00	7.00	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	–
Fire Telecommunicator I	24.00	24.00	–	–	–
Fire Telecommunicator I Lead	7.00	7.00	–	–	–
Fire Telecommunicator II	6.00	6.00	–	–	–
Fire Telecommunicator III	2.00	2.00	–	–	–
Fire Telecommunicator Lead	–	–	6.00	6.00	–
Fire Telecommunicator Senior	–	–	7.00	7.00	–
Fire Telecommunicator Supervisor	–	–	2.00	2.00	–
GIS Coordinator	1.00	1.00	1.00	1.00	–
Human Resources Generalist	–	3.00	3.00	3.00	–
Human Resources Specialist	–	–	–	1.00	1.00
Human Resources Specialist Senior	–	2.00	2.00	2.00	–
Inventory & Warehouse Assistant	–	–	2.00	2.00	–
Inventory & Warehouse Coordinator	–	–	2.00	1.00	-1.00
Management Analyst	1.00	1.00	1.00	2.00	1.00
Management Analyst Senior	1.00	1.00	1.00	–	-1.00
Office Assistant V	3.00	–	–	–	–
Office Assistant Senior	–	2.00	2.00	1.00	-1.00
Public Information Officer	1.00	1.00	1.00	–	-1.00
Public Information Specialist Senior	–	–	–	1.00	1.00
Storekeeper	2.00	2.00	–	–	–
Stores Supervisor	1.00	2.00	–	–	–
General Employee Total FTE	**136.00**	**140.00**	**155.00**	**158.00**	**3.00**
DEPARTMENT TOTAL FTE	**1,240.00**	**1,286.00**	**1,358.00**	**1,361.00**	**3.00**

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Complete Gender Equity Improvement in Fire Facilities	$700,000	COPs	330
Construct Fire Facilities	$25,600,000	COPs	349
Total	**$26,300,000**		

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General Services

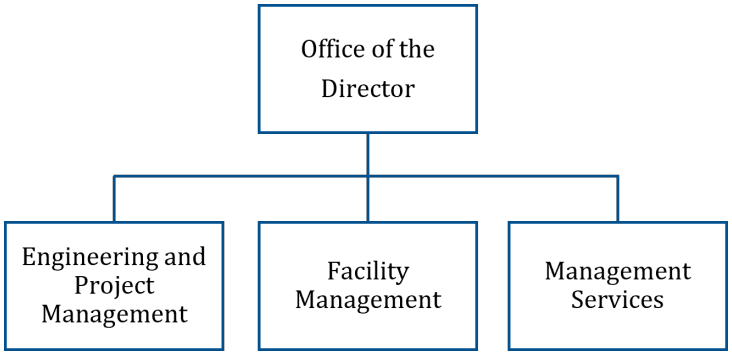
Mission Statement

General Services delivers infrastructure projects, manages facilities operations, and provides other support services to meet city operation needs.

Department Overview

- Design, construct, and maintain capital infrastructure projects
- Maintain city facilities, landscape, and other environmental services
- Provide administrative support for services including real estate, capital finance, and budget

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual[1]	FY 2025 Budget[2]	FY 2026 Adopted[3]	Percent Change FY 2025 FY 2026
Revenues					
Licenses, Fees, and Fines	$815	$–	$–	$–	–%
Intergovernmental - Local	$4,765,991	$4,118,089	$1,065,463	$1,041,668	-2.2%
Charges for Current Services	$1,221,498	$961,840	$966,900	$1,094,385	13.2%
Miscellaneous	$646,126	$648,433	$669,995	$629,995	-6.0%
Administrative Charges	$1,261,162	$2,041,941	$1,463,000	$66,000	-95.5%
Other	$30,380	$276,438	$60,000	$52,206	-13.0%
Sales of Assets	$1,166,432	$756,899	$968,000	$–	-100.0%
Total Revenues	**$9,092,404**	**$8,803,640**	**$5,193,358**	**$2,884,254**	**-44.5%**
Expenditures					
Personnel Services	$44,438,876	$47,649,198	$38,707,625	$40,479,546	4.6%
Operating Expenses	$32,114,502	$31,595,005	$13,200,189	$14,538,147	10.1%
Capital Outlay	$177,237	$340,955	$74,000	$74,000	–%
Department Charges	-$50,698,552	-$53,219,819	-$24,918,637	-$20,717,172	16.9%
Total Expenditures	**$26,032,063**	**$26,365,339**	**$27,063,177**	**$34,374,521**	**27.0%**
Net Expenditures	**$16,939,659**	**$17,561,699**	**$21,869,819**	**$31,490,267**	**44.0%**

[1] FY 2024 included the realignment of the Charlotte Business Inclusion Division within of General Services to form the new Charlotte Business Inclusion Office. This realignment included a transfer of 9.00 FTEs and $1,098,496 from General Services to Charlotte Business Inclusion.

[2] 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 $2,320,487 from the Fleet Division within General Services to form the new Fleet Management Fund.

[3] FY 2026 includes 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.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$779,273
Transition costs into the city's Cost Allocation Plan Technical adjustment to transition two procurement positions funded by CATS into the city's Cost Allocation Plan. This accounting action results in an increase in expenditures that will be primarily offset by revenue from the city's Cost Allocation Plan.	–	$214,981
Provide funds for contractual increases for landscape management Technical adjustment to provide funds for contractual increases in the city's landscape maintenance contract and cemetery grounds maintenance contract.	–	$95,510
Provide funds for contractual increases for custodial services Technical adjustment to provide funds for contractual increases in custodial services contracts for Old City Hall, Charlotte-Mecklenburg Government Center, and the Belmont Center.	–	$31,652
Provide funds for contractual increases Technical adjustment to provide funds for contractual lease increases for Animal Care and Control at the CLT Airport.	–	$27,957
Adjust departmental charges Technical adjustment to department charges to enable General Services to be reimbursed for the cost of positions that provide services directly to specific departments and capital projects. This adjustment is a routine action that occurs at the beginning of each budget cycle.	–	-$107,357
Transfer maintenance of city facilities to the Cost Allocation Plan Technical adjustment to transition the recovery of costs associated with the maintenance of city facilities from department charges to the city's Cost Allocation Plan. This is an accounting change, offset by decreases in department budgets for building maintenance.	–	$2,462,884
Capture savings and relocate staff to improve efficiencies Realize efficiencies in General Services by relocating cemetery staff to a single, centralized location. This action will not result in an impact to existing service levels.	–	-$33,500
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of a vacant position.	-1.00	-$125,661
Capture efficiencies from realignment Realize efficiencies in the administration of Animal Care and Control services from the realignment of those services from Police to General Services. This action results in the elimination of a vacant position.	-1.00	-$90,806

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Support citywide project controls and compliance Add one Engineering Project Manager Senior to enhance General Services' capacity to support project management citywide. The position will assist in project reporting, budgeting, scheduling, quality control, and risk analysis. The cost of this position will be partially reimbursed by the Capital Investment Plan.	1.00	$17,121
Realign Procurement Division from General Services to the newly formed Contract Procurement Department Centralize the management and administration of contracting and procurement services. This efficiency action combines the Procurement Division within General Services with the Charlotte Business INClusion Office to create the Contracting and Procurement Department. There is a corresponding entry in Contracting and Procurement.	-57.00	-$6,643,235
Transfer position to Planning Realign one position to Planning to centralize management of the Tree Canopy Program. There is a corresponding entry in Planning.	-1.00	-$118,213
Realign Animal Care and Control services from Police Realign funds and personnel from Police to transfer the management and administration of Animal Care & Control. There is a corresponding entry in Police.	90.00	$9,257,045
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 2025. 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.	–	$907,879
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$331,792
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.	–	$304,022
Net Change	**31.00**	**$7,311,344**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects delivered within established budget	86%	≥90%	≥90%
Provide efficient facility operations	Complete building maintenance service work orders within 30 days of request	New Measure	New Measure	≤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	New Measure	≥75%
	Percent of neonatal puppies and kittens placed in foster homes or transferred to rescue partners within 72 hours of admission	New Measure	New Measure	≥85%
	Average length of stay for adult canines (4+ months old)	New Measure	New Measure	<10 days
Strategic Priority Area: Transportation and Planning				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects constructed by established target dates	75%	≥85%	≥85%
	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	74%	≥75%	≥75%

[1] Placeable does not include animals identified as owner requested euthanasia, or animals deemed unplaceable due to major medical or behavioral limitations identified by Animal Care and Control Leadership.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	5.00	4.00	4.00	–
Administrative Assistant Senior	–	2.00	2.00	2.00	–
Administrative Officer I	13.00	–	–	–	–
Administrative Officer II	14.00	–	–	–	–
Administrative Officer III	9.00	–	–	–	–
Administrative Officer IV	4.00	–	–	–	–
Administrative Officer V	2.00	–	–	–	–
Administrative Officer	–	8.00	7.00	7.00	–
Administrative Officer Lead	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	2.00	3.00	1.00	-2.00
Administrative Secretary I	1.00	–	–	–	–
Administrative Services Manager	1.00	1.00	1.00	1.00	–
Administrative Specialist	–	4.00	3.00	2.00	-1.00
Animal Control Bureau Manager	–	–	–	1.00	1.00
Animal Control Officer	–	–	–	18.00	18.00
Animal Control Officer Lead	–	–	–	10.00	10.00
Animal Control Officer Senior	–	–	–	6.00	6.00
Animal Control Supervisor	–	–	–	7.00	7.00
Animal Health Technician	–	–	–	9.00	9.00
Animal Health Technician Lead	–	–	–	1.00	1.00
Animal Shelter Manager	–	–	–	1.00	1.00
Animal Trainer	–	–	–	1.00	1.00
Arborist	3.00	3.00	3.00	3.00	–
Assistant Arborist	1.00	1.00	1.00	–	-1.00
Assistant Field Operations Supervisor	8.00	8.00	7.00	7.00	–
Budget & Finance Analyst	–	2.00	2.00	2.00	–
Budget & Finance Analyst Lead	–	3.00	3.00	3.00	–
Budget & Finance Analyst Senior	–	5.00	4.00	4.00	–
Budget & Finance Manager	–	2.00	–	–	–
Building Maintenance Assistant	–	–	2.00	2.00	–
Building Maintenance Lead	–	–	–	1.00	1.00
Building Services Manager	1.00	1.00	1.00	1.00	–
Business Development Program Manager	1.00	–	–	–	–
Business Inclusion Specialist	–	1.00	1.00	–	-1.00
Business Inclusion Specialist Lead	–	1.00	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	1.00	–	–	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Chief Maintenance Mechanic	6.00	6.00	5.00	4.00	-1.00
Chief Resilience & Sustainability Officer	–	1.00	–	–	–
City Engineer	1.00	1.00	1.00	1.00	–
Construction Contracts Admin Coordinator Lead	5.00	–	–	–	–
Construction Inspector	26.00	29.00	29.00	28.00	-1.00
Construction Inspector Senior	6.00	7.00	7.00	7.00	–
Construction Manager	1.00	1.00	1.00	1.00	–
Construction Supervisor	6.00	7.00	7.00	7.00	–
Contract Technician	2.00	2.00	2.00	2.00	–
Contracts Admin Coordinator	18.00	–	–	–	–
Contracts Admin Specialist	2.00	–	–	–	–
Contracts Admin Specialist Lead	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	8.00
Deputy Director I	2.00	2.00	1.00	1.00	–
Deputy Director II	–	–	2.00	2.00	–
Director of General Services	1.00	1.00	1.00	1.00	–
Drafting Technician	5.00	4.00	4.00	4.00	–
Economic Development Program Manager	2.00	–	–	–	–
Electrician Lead	1.00	1.00	1.00	1.00	–
Electrician Senior	4.00	4.00	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	3.00	–	–	–
Engineer Planning/Design	3.00	3.00	3.00	3.00	–
Engineer Senior	2.00	2.00	2.00	2.00	–
Engineering Contracts Manager	2.00	–	–	–	–
Engineering Contracts Specialist	8.00	–	–	–	–
Engineering Division Manager	2.00	3.00	3.00	3.00	–
Engineering Program Manager	7.00	5.00	6.00	8.00	2.00
Engineering Project Coordinator	5.00	3.00	3.00	3.00	–
Engineering Project Manager	25.00	23.00	22.00	21.00	-1.00
Engineering Project Manager Senior	15.00	15.00	15.00	16.00	1.00
Environmental Compliance Specialist	1.00	–	–	–	–
Equipment Operator I	1.00	–	–	–	–
Equipment Operator II	6.00	–	–	–	–
Equipment Operator III	2.00	–	–	–	–
Equipment Operator	–	7.00	7.00	7.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Equipment Operator Senior	–	2.00	2.00	2.00	–
Equipment Parts Team Leader	2.00	2.00	–	–	–
Equipment Shop Manager	6.00	6.00	–	–	–
Equipment Shop Supervisor	11.00	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	3.00	5.00	2.00
Fleet Specification Analyst	3.00	3.00	–	–	–
General Services Division Manager	3.00	3.00	4.00	4.00	–
General Services Landscape Program Manager	–	–	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	4.00	–	–	–
Heavy Equipment Service Evt Lead	1.00	1.00	–	–	–
Heavy Equipment Service Technician Associate	1.00	1.00	–	–	–
Heavy Equipment Service Technician Lead	6.00	6.00	–	–	–
Heavy Equipment Service Technician Master	14.00	15.00	–	–	–
Heavy Equipment Service Technician Senior	26.00	25.00	–	–	–
Horticulturist	1.00	1.00	1.00	1.00	–
Human Resources Specialist Senior	–	3.00	3.00	3.00	–
HVAC Technician	–	2.00	2.00	2.00	–
HVAC Technician Lead	–	–	–	1.00	1.00
HVAC Technician Senior	9.00	9.00	7.00	6.00	-1.00
Inventory & Warehouse Coordinator	–	–	1.00	–	-1.00
Kennel Attendant	–	–	–	13.00	13.00
Kennel Supervisor	–	–	–	2.00	2.00
Labor Crew Chief II	6.00	6.00	7.00	7.00	–
Laborer	2.00	2.00	–	–	–
Landscape Architect	1.00	1.00	1.00	1.00	–
Landscape Crew Member	1.00	1.00	–	–	–
Landscape Division Manager	1.00	1.00	–	–	–
Landscape Supervisor	2.00	2.00	1.00	1.00	–
Light Equipment Service Technician Associate	2.00	2.00	–	–	–
Light Equipment Service Technician Lead	3.00	3.00	–	–	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Light Equipment Service Technician Master	13.00	13.00	–	–	–
Light Equipment Service Technician Senior	12.00	12.00	–	–	–
Locksmith	1.00	1.00	1.00	1.00	–
Management Analyst	3.00	3.00	2.00	–	-2.00
Office Assistant	–	–	–	1.00	1.00
Office Assistant V	1.00	–	–	–	–
Office Assistant Senior	–	1.00	1.00	4.00	3.00
Operations Supervisor	6.00	7.00	6.00	5.00	-1.00
Pesticide Applicator	1.00	1.00	1.00	1.00	–
Plumber	–	–	–	3.00	3.00
Procurement Agent	–	8.00	8.00	–	-8.00
Procurement Agent Lead	–	17.00	–	–	–
Procurement Agent Senior	–	9.00	9.00	–	-9.00
Procurement Manager	–	5.00	5.00	–	-5.00
Procurement Officer	–	4.00	21.00	–	-21.00
Procurement Officer Senior	–	2.00	2.00	–	-2.00
Procurement Services Assistant Division Manager	1.00	1.00	1.00	–	-1.00
Procurement Services Division Manager	1.00	1.00	1.00	–	-1.00
Public Information Specialist Senior	2.00	2.00	2.00	3.00	1.00
Purchasing Agent	3.00	–	–	–	–
Real Estate Agent II	8.00	8.00	8.00	8.00	–
Real Estate Agent III	1.00	–	–	–	–
Real Estate Division Manager	1.00	1.00	1.00	1.00	–
Real Estate Program Manager	2.00	3.00	3.00	3.00	–
Resilience & Sustainability Officer	1.00	–	–	–	–
Safety Supervisor	1.00	1.00	1.00	1.00	–
Service Order Specialist	10.00	10.00	–	–	–
Small Business Program Specialist	6.00	–	–	–	–
Stores Supervisor	1.00	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	9.00	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	5.00	2.00	-3.00
Technology Support Specialist	1.00	1.00	–	–	–
Technology Support Specialist Senior	1.00	1.00	–	–	–
Tree Trimmer	7.00	7.00	8.00	8.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Veterinarian	–	–	–	3.00	3.00
Department Total FTE	**461.00**	**457.00[1]**	**328.00[2]**	**359.00[3]**	**31.00**

[1] FY 2024 included the realignment of 9.00 FTEs from General Services to the Charlotte Business Inclusion Office.

[2] 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.

[3] FY 2026 includes the realignment of 90.00 FTEs from the Animal Care & Control Division within Police to General Services and the realignment of 57.00 FTEs from the Procurement Division within General Services to form the Contracting and Procurement Department.

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all proposed FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Proposed	Funding Type	Page Number
Maintain City-Owned Facilities	$6,110,172	PAYGO	##
Replace Trees	$2,000,000	PAYGO	##
Support Environmental Services Program	$1,000,000	PAYGO	##
Repair City-Owned Parking Lots/Decks	$600,000	PAYGO	##
Maintain Government Center Parking Deck	$200,000	PAYGO	##
Renovate Median Landscapes	$250,000	PAYGO	##
Trim and Remove Trees	$2,675,000	PAYGO	##
Construct Capital Building Improvements	$6,188,624	Multiple	##
Implement ADA Transition Plan in Facilities	$3,000,000	COPs	##
Reserved for Animal Care and Control	$7,500,000	COPs	##
Total	**$32,023,796**		

Housing and Neighborhood Services

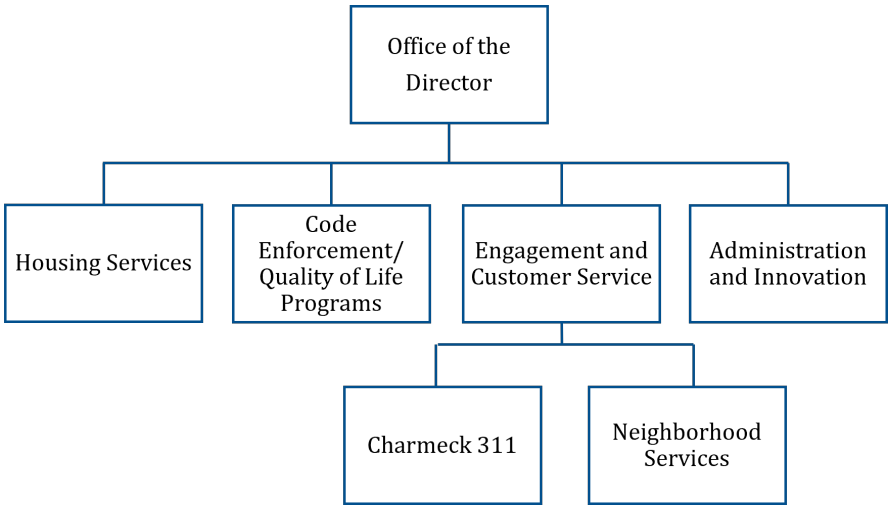
Mission Statement

Housing and Neighborhood Services focuses on creating 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: Focuses on the integration and improvement of neighborhoods to create vibrant, connected communities, and manages 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



Housing and Neighborhood Services

Budget Overview

	FY 2023 Actual[1]	FY 2024 Actual	FY 2025 Budget[2]	FY 2026 Adopted[3]	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental - Local	$1,407,896	$1,577,319	$1,700,441	$1,562,097	-8.1%
Licenses, Fees, and Fines	$577,233	$340,833	$438,000	$480,000	9.6%
Charges for Current Services	$567,469	$644,421	$688,000	$650,000	-5.5%
Total Revenues	**$2,552,598**	**$2,562,573**	**$2,826,441**	**$2,692,097**	**-4.8%**
Expenditures					
Personnel Services	$20,500,425	$20,674,558	$23,294,197	$22,959,817	-1.4%
Operating Expenses	$12,053,083	$4,021,963	$5,546,789	$4,408,141	-20.5%
Department Charges	-$2,516,801	-$2,650,816	-$1,852,410	-$1,852,410	–%
Total Expenditures	**$30,036,707**	**$22,045,705**	**$26,988,576**	**$25,515,548**	**-5.5%**
Net Expenditures	**$27,484,109**	**$19,483,132**	**$24,162,135**	**$22,823,451**	**-5.5%**

[1] FY 2023 included an $8,000,000 investment in a Naturally Occurring Affordable Housing project that was indirectly funded through American Rescue Plan Act funds.

[2] FY 2025 included realignment of 3.00 FTEs and $443,391 from Housing and Neighborhood Services to Human Resources, and $2,900,000 in programmatic funding from PAYGO to Housing and Neighborhood Services' operating budget.

[3] FY 2026 includes 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 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$510,106
Provide funds for contractual lease increases Technical adjustment to provide funds for the contractual lease increase at the CharMeck 311 call center.	–	$21,466
Reallocate affordable housing administration costs to Community Development Block Grant funds Absorb affordable housing services administration within corresponding Community Development Block Grant allocations.	–	-$390,000
Capture efficiencies from realignment of engagement resources Realize efficiencies due to realignment of engagement resources. This action results in the elimination of two positions.	-2.00	-$296,555
Capture efficiencies from realignment of youth programs Realize efficiencies due to realignment of youth programming to the newly formed Office of Youth Opportunities, and the realignment of other duties within Housing and Neighborhood Services. This action results in the elimination of one position.	-1.00	-$195,554
Realign youth programming to the Office of Special Initiatives Realign funds and personnel from Housing and Neighborhood Services to support the newly formed Office of Youth Opportunities. There is a corresponding entry in Special Initiatives.	-8.00	-$1,627,723
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 2025. 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.	–	$311,321
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$176,584
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.	–	$17,327
Net Change	**-11.00**	**-$1,473,028**

Housing and Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Provide excellent customer service to residents	Percent of 311 calls answered within 60 seconds	New Measure	New Measure	≥50%
	Percent of all 311 calls abandoned by the caller	28%	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	97%	≥85%	≥85%
Strategic Priority Area: Great Neighborhoods				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	≥90%	≥90%
Preserve and increase affordable housing	Number of new or preserved affordable homeownership opportunities funded	New Measure	≥325	≥325
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	New Measure	≥500	≥500
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to neighborhoods for improvement projects such as art and beautification, festivals, special events, and public safety	New Measure	≥30	≥30
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	New Measure	100	100

Housing and Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
311 Contact Center Program Administrator	3.00	2.00	2.00	1.00	-1.00
311 Contact Center Program Analyst	9.00	10.00	10.00	10.00	–
311 Contact Center Representative	36.75	41.75	39.00	32.00	-7.00
311 Contact Center Representative Lead	5.00	5.00	5.00	5.00	–
311 Contact Center Representative Senior	26.00	21.00	26.75	33.75	7.00
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	–
311 Program Manager	3.00	4.00	4.00	4.00	–
Administrative Assistant	–	2.00	2.00	2.00	–
Administrative Assistant Senior	–	3.00	3.00	1.00	-2.00
Administrative Officer I	5.00	–	–	–	–
Administrative Officer II	4.00	–	–	–	–
Administrative Officer III	4.00	–	–	–	–
Administrative Officer IV	2.00	–	–	–	–
Administrative Officer V	2.00	–	–	–	–
Administrative Officer	–	–	–	2.00	2.00
Administrative Officer Lead	–	2.00	2.00	(1.00)	-3.00
Administrative Officer Manager	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	5.00	3.00	3.00	–
Administrative Specialist	–	7.00	7.00	5.00	-2.00
Assistant Director	2.00	2.00	–	–	–
Budget & Finance Analyst Lead	–	2.00	2.00	2.00	–
Budget & Finance Manager	–	1.00	1.00	1.00	–
Business Analyst Senior	–	–	1.00	–	-1.00
Business Services Manager	–	–	1.00	1.00	–
Code Enforcement Coordinator	4.00	4.00	4.00	4.00	–
Code Enforcement Inspector	35.00	38.00	37.00	36.00	-1.00
Code Enforcement Inspector Lead	11.00	12.00	12.00	11.00	-1.00
Code Enforcement Supervisor	5.00	5.00	6.00	8.00	2.00
Community & Commerce Specialist	1.00	1.00	–	–	–
Community Engagement Specialist	8.00	8.00	7.00	4.00	-3.00
Community Engagement Specialist Lead	5.00	5.00	6.00	6.00	–
Community Relations Administrator	1.00	–	–	–	–
Community Relations Manager	1.00	1.00	–	–	–
Content Webmaster	1.00	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	–
Deputy Director I	1.00	1.00	2.00	1.00	-1.00
Director of Housing & Neighborhood Services	1.00	1.00	1.00	1.00	–
Housing & Neighborhood Services Division Manager	6.00	5.00	3.00	3.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Housing & Neighborhood Services Operations Manager	2.00	2.00	2.00	3.00	1.00
Housing & Neighborhood Services Operations Manager Senior	1.00	2.00	4.00	5.00	1.00
Housing & Neighborhood Services Program Coordinator	6.00	5.00	5.00	5.00	–
Housing & Neighborhood Services Program Manager	4.00	5.00	6.00	5.00	-1.00
Housing Area Supervisor	1.00	1.00	1.00	–	-1.00
Housing Services Supervisor	1.00	2.00	2.00	2.00	–
Human Resources Generalist Senior	–	–	–	1.00	1.00
Neighborhood Development Specialist	3.00	3.00	3.00	3.00	–
Office Assistant IV	8.00	–	–	–	–
Office Assistant V	4.00	–	–	–	–
Office Assistant	–	6.00	6.00	6.00	–
Procurement Agent	–	1.00	1.00	1.00	–
Procurement Agent Senior	–	1.00	1.00	1.00	–
Public Information Specialist Senior	1.00	1.00	1.00	–	-1.00
Public Service Coordinator	–	–	–	1.00	1.00
Training Specialist	2.00	1.00	1.00	–	-1.00
Department Total FTE	**226.75**	**233.75**	**235.75**[1]	**224.75**[2]	**-11.00**

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

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

Housing and Neighborhood Services

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Support Innovative Housing	$1,580,000	PAYGO	311
Support Naturally Occurring Affordable Housing	$250,000	PAYGO	311
Support Alternatives to Violence	$300,000	PAYGO	312
Offer In Rem Remedy	$250,000	PAYGO	313
Total	**$2,380,000**		

CITY OF CHARLOTTE

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Human Resources

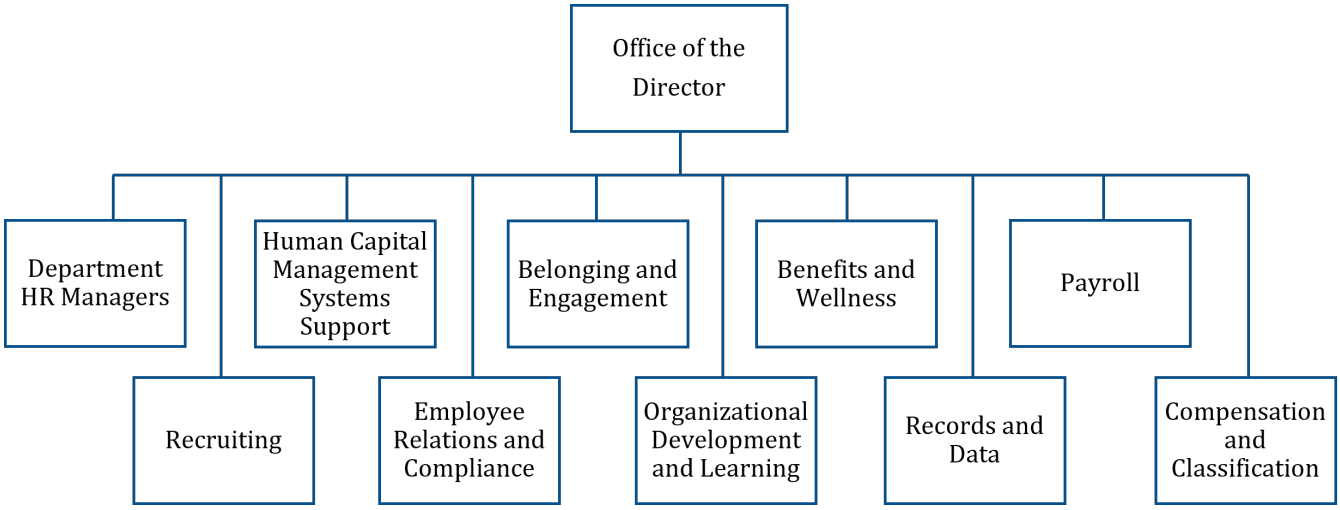
Mission Statement

A commitment to help employees thrive through an enriched employee experience. The Department of Human Resources strives 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

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget[1]	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$6,611,185	$8,107,798	$8,401,494	$8,792,405	4.7%
Operating Expenses	$887,741	$869,614	$1,059,526	$1,063,912	0.4%
Department Charges	-$1,020,648	-$1,130,031	-$1,305,432	-$1,216,574	6.8%
Total Expenditures	**$6,478,278**	**$7,847,381**	**$8,155,588**	**$8,639,743**	**5.9%**

[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 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$200,036
Transition the tuition assistance program to the city's Cost Allocation Plan Technical adjustment to transition the city's pre-paid tuition assistance program expenditures into the city's Cost Allocation Plan. This accounting action is offset by an increase in revenue from the Cost Allocation Plan.	–	$139,496
Transfer support for CATS to the Cost Allocation Plan Technical adjustment to transition cost recovery for central service support from department charges to the city's Cost Allocation Plan. This accounting action is offset by an increase in revenue from the Cost Allocation Plan.	–	$88,858
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of a vacant position.	-1.00	-$118,213
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 2025. 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.	–	$123,110
Update healthcare expenditures Increase employer contribution to the city’s Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$46,482
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.	–	$4,386
Net Change	**-1.00**	**$484,155**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	96%	≥80%	≥85%
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	6	≥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 leveraged career coaching and new skills training	188	≥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	104	≥50	≥50

Human Resources

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Accountant II	1.00	–	–	–	–
Administrative Officer I	5.00	–	–	–	–
Administrative Officer II	3.00	–	–	–	–
Administrative Officer III	2.00	–	–	–	–
Administrative Officer IV	3.00	–	–	–	–
Administrative Officer V	8.00	–	–	–	–
Administrative Officer Lead	–	1.00	1.00	1.00	–
Administrative Officer Manager	–	2.00	4.00	5.00	1.00
Administrative Officer Senior	–	1.00	4.00	4.00	–
Business Analyst	1.00	2.00	2.00	2.00	–
Business Systems Analyst	–	–	1.00	–	-1.00
Business Systems Analyst Senior	–	–	1.00	–	-1.00
Chief Benefits Officer	–	–	1.00	1.00	–
Community Relations Manager	–	–	1.00	–	-1.00
Deputy Director I	1.00	1.00	2.00	2.00	–
Director of Human Resources	1.00	1.00	1.00	1.00	–
Human Resources Analyst	16.00	13.00	14.00	13.00	-1.00
Human Resources Analyst Associate	1.00	–	–	–	–
Human Resources Division Manager	6.00	5.00	3.00	3.00	–
Human Resources Generalist	–	2.00	4.00	5.00	1.00
Human Resources Generalist Senior	–	4.00	2.00	2.00	–
Human Resources Management System Analyst	1.00	1.00	–	2.00	2.00
Human Resources Manager	–	5.00	5.00	5.00	–
Human Resources Manager Senior	–	2.00	1.00	1.00	–
Human Resources Program Manager	–	2.00	2.00	3.00	1.00
Human Resources Specialist	–	3.00	2.00	3.00	1.00
Human Resources Specialist Senior	–	6.00	4.00	3.00	-1.00
Management Analyst Senior	1.00	1.00	2.00	1.00	-1.00
Payroll Specialist	2.00	2.00	3.00	2.00	-1.00
Payroll Supervisor	1.00	1.00	1.00	1.00	–
Department Total FTE	**53.00**	**55.00**	**61.00[1]**	**60.00**	**-1.00**

[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.

Innovation and Technology

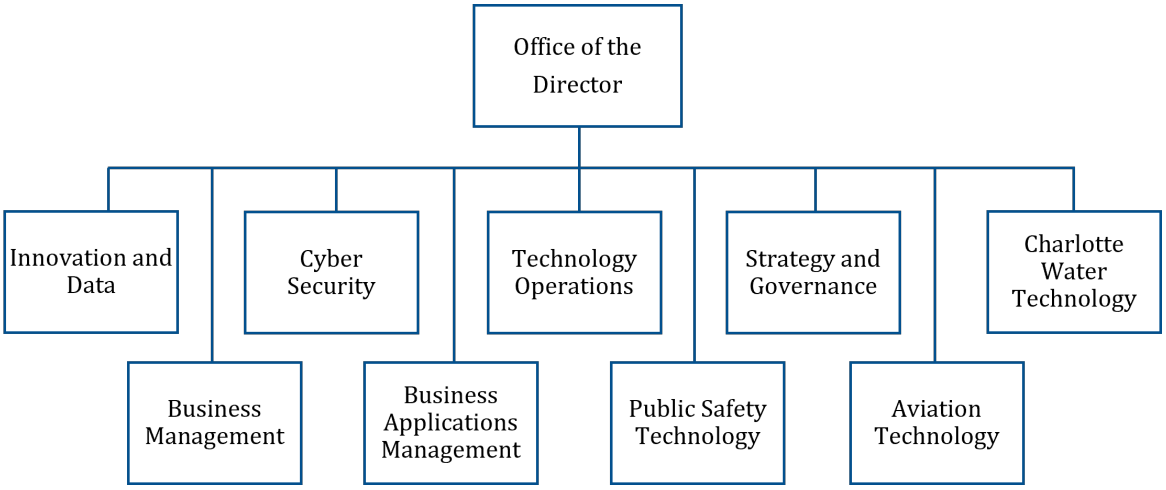
Mission Statement

To innovate, deliver, and secure technologies that empower Charlotte.

Department Overview

- Enable access and use of civic data to empower the community
- Strengthen cyber security measures to protect citywide data and technology from evolving threats
- Deliver high-quality and efficient solutions and services to meet community needs
- Explore, adopt, and integrate innovative technologies to enhance city operations and services
- Drive strategic alignment by developing long-term technology plans and initiatives

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual[1]	FY 2025 Budget[2]	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Radio Services	$3,720,826	$–	$–	$–	–%
Intergovernmental - Local	$1,759	$155	$–	$–	–%
Licenses, Fees, and Fines	$15,069	$15,528	$18,000	$17,000	-5.6%
Total Revenues	**$3,737,654**	**$15,683**	**$18,000**	**$17,000**	**-5.6%**
Expenditures					
Personnel Services	$30,395,453	$29,348,610	$31,620,325	$32,948,466	4.2%
Operating Expenses	$23,377,627	$19,455,261	$21,197,398	$23,738,574	12.0%
Department Charges	-$5,258,834	-$1,840,168	-$2,774,178	-$3,028,094	-9.2%
Total Expenditures	**$48,514,246**	**$46,963,703**	**$50,043,545**	**$53,658,946**	**7.2%**
Net Expenditures	**$44,776,592**	**$46,948,020**	**$50,025,545**	**$53,641,946**	**7.2%**

[1] FY 2024 included the realignment of 22.00 FTEs and $3,631,195 from the Public Safety Communications Division within Innovation and Technology's operating budget to the newly created Public Safety Communications Fund.

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

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$474,655
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.	–	$486,599
Provide funds for software licensing, support, and maintenance Technical adjustment to provide funds for contractual increases in licensing, support, and maintenance costs for software that supports various city services including: Granicus, which is used to produce the City Council meeting agenda; Accela, which supports the land development permitting process; and other business process software such as Microsoft Office and Adobe.	–	$327,781
Provide funds for contractual lease increase Technical adjustment to provide funds for the contractual lease increase at the city's data center.	–	$13,766
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for services provided to the Charlotte Development Center. These funds will be provided by user fee revenue, resulting in no General Fund impact.	–	-$48,770
Reduce non-essential department expenditures for software applications Adjust planned expenditures for software applications based on identified efficiencies. This action is based on planned utilization and will not result in service level impacts.	–	-$215,000
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of three vacant positions.	-3.00	-$406,512
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.	–	$1,535,955
Support cybersecurity and network operations Provide funds to ensure the city's technology networks and data are adequately protected and maintained.	–	$374,042
Support enterprise application costs Provide funds to ensure city employees maintain access to various business applications and retain enhanced vendor troubleshooting support.	–	$90,385

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Convert cybersecurity services contract Add two Cyber Security Analysts to transition cyber security threat monitoring services from a contract to direct city administration. The cost of these positions are offset by savings from discontinuing the contract.	2.00	$–
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 2025. 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.	–	$789,644
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$156,972
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.	–	$35,884
Net Change	**-1.00**	**$3,615,401**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Improve effectiveness, efficiency, and accessibility though process improvements	Number of citywide process improvements implemented annually	3.0	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥1 Resident-Focused: ≥1
Secure the city's information technology systems	Percent of city-networked PCs having the most current anti-virus release installed	99%	100%	100%
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	100%	99.999% availability	99.999% availability
	Percent of PC issues causing user downtime that are repaired or replaced by the IT Service Desk within four hours	99%	≥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+	32%	≥10%	≥10%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Active Directory Administrator	1.00	1.00	1.00	1.00	–
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer II	2.00	–	–	–	–
Administrative Officer III	4.00	–	–	–	–
Administrative Officer	–	1.00	1.00	1.00	–
Administrative Secretary I	1.00	–	–	–	–
Application Administrator	8.00	7.00	7.00	9.00	2.00
Application Administrator Associate	1.00	1.00	1.00	–	-1.00
Application Administrator Lead	3.00	3.00	3.00	3.00	–
Application Administrator Senior	17.00	18.00	18.00	18.00	–
Application Development Support Manager	4.00	4.00	3.00	4.00	1.00
Application Development Support Supervisor	7.00	7.00	7.00	7.00	–
Assistant I&T Director	–	–	2.00	2.00	–
Budget & Finance Analyst Senior	–	1.00	1.00	1.00	–
Business Systems Analyst	3.00	5.00	4.00	5.00	1.00
Business Systems Analyst Senior	5.00	6.00	4.00	4.00	–
Business Systems Coordinator	10.00	9.00	9.00	9.00	–
Business Systems Manager	3.00	2.00	2.00	1.00	-1.00
Business Systems Manager Senior	1.00	1.00	2.00	1.00	-1.00
Business Systems Supervisor	3.00	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	1.00	3.00	3.00	6.00	3.00
Cyber Security Analyst Lead	2.00	3.00	3.00	3.00	–
Cyber Security Analyst Senior	5.00	4.00	4.00	4.00	–
Cyber Security Manager	2.00	2.00	2.00	2.00	–
Data Analytics Specialist	2.00	1.00	1.00	1.00	–
Data Analytics Specialist Senior	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	1.00	–	-1.00
Database Administrator	8.00	8.00	8.00	8.00	–
Database Administrator Senior	4.00	4.00	4.00	4.00	–
Deputy Chief Information Officer	2.00	2.00	2.00	2.00	–
GIS Analyst	5.00	4.00	4.00	4.00	–
GIS Coordinator	1.00	1.00	1.00	1.00	–
I&T Asset Administrator	2.00	2.00	2.00	1.00	-1.00
I&T Asset Analyst	1.00	–	–	–	–
I&T Change Process Coordinator	1.00	1.00	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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	–
I&T Data Analytics Specialist Senior	–	2.00	2.00	2.00	–
I&T Data Services Administrator	2.00	2.00	2.00	2.00	–
I&T Data Services Analyst	1.00	2.00	2.00	2.00	–
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	4.00	5.00	1.00
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	1.00
I&T Project Coordinator	–	1.00	1.00	1.00	–
I&T Project Coordinator Senior	1.00	2.00	2.00	–	-2.00
I&T Project Manager	3.00	3.00	3.00	3.00	–
I&T Project Manager Senior	4.00	5.00	5.00	5.00	–
I&T Quality Assurance Analyst	1.00	–	–	–	–
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	1.00	–	–	–
Management Analyst	1.00	1.00	–	–	–
Management Analyst Senior	–	–	1.00	1.00	–
Network Administrator	2.00	2.00	2.00	3.00	1.00
Network Engineer	6.00	6.00	6.00	4.00	-2.00
Network Technician	2.00	2.00	2.00	2.00	–
Procurement Agent Lead	–	1.00	–	–	–
Procurement Agent Senior	–	2.00	2.00	2.00	–
Procurement Officer	–	–	1.00	1.00	–
Radio System Specialist	3.00	–	–	–	–
Radio System Specialist Senior	7.00	–	–	–	–
Radio System Supervisor	2.00	–	–	–	–
Radio System Technician	4.00	–	–	–	–
Server Administrator	2.00	2.00	2.00	2.00	–
Server Engineer	5.00	5.00	5.00	3.00	-2.00
Software Developer	5.00	5.00	5.00	5.00	–
Software Developer Lead	4.00	5.00	5.00	5.00	–
Software Developer Senior	7.00	7.00	7.00	6.00	-1.00
Technology Services Officer	5.00	5.00	4.00	4.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Technology Support Coordinator	5.00	5.00	6.00	5.00	-1.00
Technology Support Specialist	9.00	5.00	5.00	3.00	-2.00
Technology Support Specialist Senior	4.00	5.00	5.00	5.00	–
Technology Support Supervisor	–	–	–	1.00	1.00
Wireless Communications Manager	1.00	–	–	–	–
Department Total FTE	**221.00**	**208.00[1]**	**206.00[2]**	**205.00**	**-1.00**

[1] FY 2024 included the realignment of 22.00 FTEs from the Public Safety Communications Division within Innovation and Technology's operating budget to the newly created Public Safety Communications Fund.

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

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Enhance Innovation and Technology Assets	$2,016,722	PAYGO	308
Replace Radios	$3,000,000	PAYGO	312
Upgrade Business System Software (ERP)	$9,657,474	Multiple	333
Total	**$14,674,196**		

Internal Audit

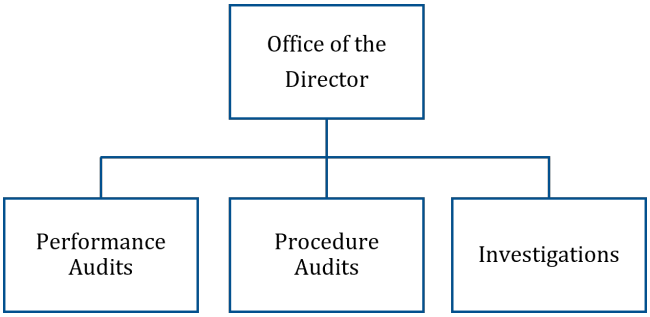
Mission Statement

To provide reasonable assurance the city has an operating and effective system of internal controls.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$1,170,640	$1,306,172	$1,656,651	$1,714,276	3.5%
Operating Expenses	$177,345	$176,124	$141,125	$112,072	-20.6%
Total Expenditures	**$1,347,985**	**$1,482,296**	**$1,797,776**	**$1,826,348**	**1.6%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$24,012
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. This action captures savings through various contracts for internal control services. This action will not result in an impact to existing service levels.	–	-$20,000
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure.	–	-$8,723
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 2025. 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.	–	$25,231
Update healthcare expenditures Increase employer contribution to the city’s Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$8,382
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.	–	-$330
Net Change	**–**	**$28,572**

Internal Audit

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	75%	≥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 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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	5.00	4.00	-1.00
Department Total FTE	**11.00**	**11.00**	**11.00**	**11.00**	**–**

CITY OF CHARLOTTE

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Mayor and City Council

Mission Statement

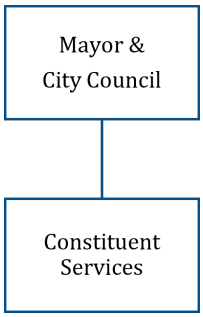
Set policies and provide guidance to the City Manager to support smart growth, address key strategic areas, and meet resident needs such as:

- 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

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

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$818,217	$850,319	$928,377	$2,193,128	136.2%
Operating Expenses	$254,118	$262,823	$178,065	$510,050	186.4%
Total Expenditures	**$1,072,335**	**$1,113,142**	**$1,106,442**	**$2,703,178**	**144.3%**

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

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees. This action also supports a compensation increase for Elected Officials sufficient to match the FY 2025 base salaries of Mecklenburg County Elected Officials.	–	$38,232
Realign Constituent Services from Communication & Marketing Realign funds and personnel from Communication & Marketing to transfer the management and administration of Constituent Services. There is a corresponding entry in Communication & Marketing.	10.00	$1,284,705
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 2025. 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.	–	$50,542
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$16,764
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.	–	$206,493
Net Change	**10.00**	**$1,596,736**

Mayor and City Council

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant Senior	–	–	–	1.00	1.00
Constituent Services Division Manager	–	–	–	1.00	1.00
Mayor & City Council Support Specialist	–	–	–	5.00	5.00
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]**	**10.00**

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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**	**12.00**	**22.00[1]**	**10.00**

[1] FY 2026 includes 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

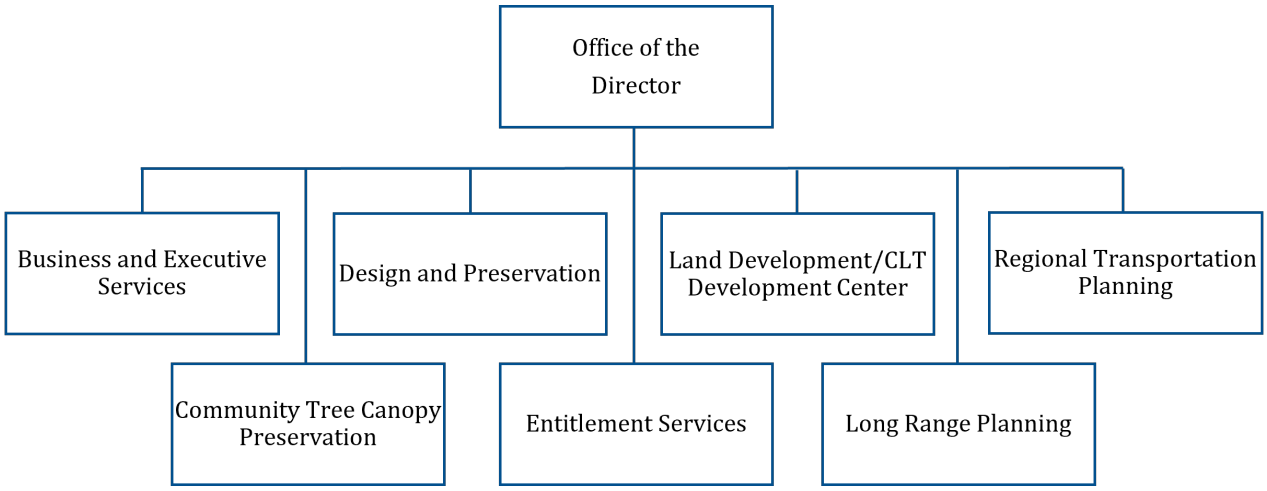
Mission Statement

The Charlotte Planning, Design and Development Department shapes, connects, and designs great places to preserve our built and natural spaces, plan for growth, and guide development of our thriving communities.

Department Overview

- Provide planning and regulatory services in support of the city's priorities to advance affordable housing and economic development initiatives
- Provide 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 (Charlotte Regional Transportation Planning Organization, CRTPO)
- Develop 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
- Offer Urban Design and strategic planning functions that facilitate high quality development and transformative capital investments

Organizational Chart



Planning, Design, and Development

Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Licenses, Fees, and Fines	$1,586,179	$655,056	$1,412,175	$1,236,310	-12.5%
Charges for Current Services	$7,226,741	$6,559,995	$8,491,220	$8,027,530	-5.5%
Total Revenues	**$8,812,920**	**$7,215,051**	**$9,903,395**	**$9,263,840**	**-6.5%**
Expenditures					
Personnel Services	$12,416,907	$14,589,204	$16,920,035	$18,109,926	7.0%
Operating Expenses	$1,336,900	$1,746,825	$1,767,598	$1,790,831	1.3%
Department Charges	-$1,505,126	-$2,008,097	-$2,304,370	-$2,876,893	-24.8%
Total Expenditures	**$12,248,681**	**$14,327,932**	**$16,383,263**	**$17,023,864**	**3.9%**
Net Expenditures	**$3,435,761**	**$7,112,881**	**$6,479,868**	**$7,760,024**	**19.8%**

Planning, Design, and Development

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$277,934
Adjust Charlotte Regional Transportation Planning Organization reimbursement Align reimbursement for personnel costs supporting the Charlotte Regional Transportation Planning Organization based on anticipated utilization.	–	-$152,429
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.	–	-$143,365
Align operation levels to cost recovery rate Align resources dedicated to permitting services with anticipated utilization of those services to optimize cost recovery and maintain no impact to the General Fund.	-2.00	-$426,003
Add position to support the Charlotte Regional Transportation Planning Organization Add one Budget & Finance Analyst Senior to support the Charlotte Regional Transportation Planning Organization. This position will support the oversight and management of federal, state, and local grants. This position is grant funded, resulting in no General Fund impact.	1.00	$–
Add position to support the Tree Canopy Preservation Program Add one Planning Project Coordinator to support the management of the Tree Canopy Preservation Program. The costs of this position will be reimbursed by the program, resulting in no General Fund impact.	1.00	$–
Transfer position from General Services Realign one position from General Services to centralize management of the Tree Canopy Preservation Program. There is a corresponding entry in General Services.	1.00	$118,213
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 2025. 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.	–	$786,504

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$148,514
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.	–	$31,233
Net Change	**1.00**	**$640,601**

Planning, Design, and Development

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Great Neighborhoods				
Create and enhance community vibrancy and identity in the Corridors of Opportunity	Annual number of Corridors of Opportunity placemaking projects completed	4	≥5	≥5
Empower and provide funding for neighborhoods/ artists/creatives to enhance their neighborhood and/or business with placemaking projects	Percent of Placemaking Grants completed annually	New Measure	≥75%	≥75%
Strategic Priority Area: Transportation and Planning				
Partner with customers to approve development plans in an efficient and collaborative manner that help build a safe and thriving community	Percent of land development reviews and inspections completed by targeted timeframe within compliance	90.74%	≥90%	≥90%
	Percent of rezoning cases reviewed by staff by the designated deadline	100%	≥90%	≥90%
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	98%	100%	100%

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	1.00	1.00	1.00	–
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer I	6.00	–	–	–	–
Administrative Officer II	3.00	–	–	–	–
Administrative Officer III	1.00	–	–	–	–
Administrative Officer IV	1.00	–	–	–	–
Administrative Officer V	1.00	–	–	–	–
Administrative Officer	–	1.00	2.00	2.00	–
Administrative Officer Senior	–	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	–
Assistant Director II	–	–	–	1.00	1.00
Budget & Finance Analyst	–	1.00	1.00	1.00	–
Budget & Finance Analyst Lead	–	1.00	2.00	2.00	–
Budget & Finance Analyst Senior	–	–	–	1.00	1.00
Budget & Finance Manager	–	1.00	1.00	–	-1.00
Business Services Manager	–	–	–	1.00	1.00
Business Systems Analyst Associate	1.00	–	–	–	–
Chief Urban Forester	1.00	–	–	–	–
Code Enforcement Inspector	4.00	7.00	7.00	6.00	-1.00
Code Enforcement Inspector Lead	2.00	2.00	1.00	1.00	–
Code Enforcement Supervisor	–	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	–
Construction Inspector	5.00	5.00	5.00	5.00	–
Construction Inspector Senior	1.00	2.00	2.00	2.00	–
Construction Manager	1.00	2.00	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	2.00	5.00	5.00	5.00	–
Engineering Services Supervisor	1.00	1.00	1.00	1.00	–
GIS Analyst	–	–	1.00	–	-1.00
Office Assistant V	1.00	–	–	–	–
Office Assistant Senior	–	1.00	1.00	1.00	–
Planner	17.00	16.00	16.00	18.00	2.00
Planner Associate	12.00	20.00	19.00	16.00	-3.00
Planner Technician	1.00	1.00	1.00	1.00	–
Planning Division Manager	5.00	6.00	7.00	7.00	–
Planning Program Manager	7.00	10.00	12.00	12.00	–
Planning Project Coordinator	15.00	18.00	20.00	23.00	3.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Planning Project Manager	9.00	8.00	10.00	9.00	-1.00
Planning Project Manager Senior	7.00	8.00	8.00	8.00	–
Urban Forestry Specialist	7.00	7.00	5.00	5.00	–
Urban Forestry Supervisor	1.00	1.00	–	–	–
Department Total FTE	**118.00**	**139.00**	**144.00**	**145.00**	**1.00**

Planning, Design, and Development

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Advance Community Area Planning Initiatives	$1,000,000	PAYGO	314
Total	**$1,000,000**		

Police

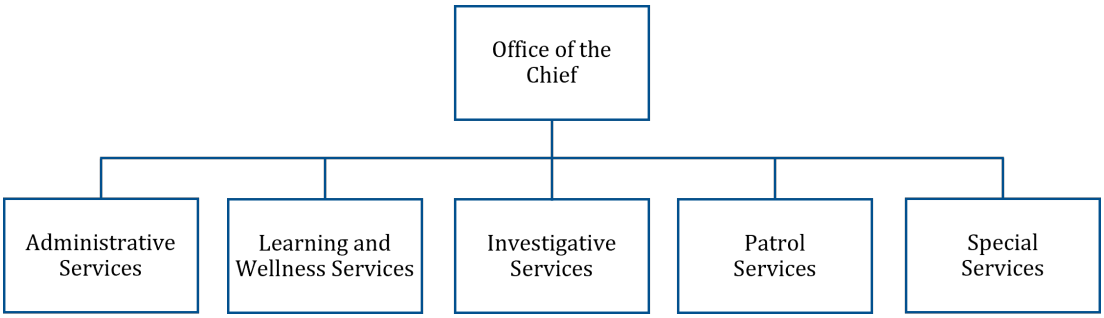
Mission Statement

The Charlotte-Mecklenburg Police Department implements solutions and expands collaborative relationships within our organization and community to increase public safety through enhanced trust, fairness, and respect.

Department Overview

- 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
- Increases public safety through crime management, community collaboration, professional accountability, and employee wellness

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1][2][3]	Percent Change FY 2025 FY 2026
Revenues					
Law Enforcement Services	$25,953,009	$26,321,553	$28,097,023	$29,868,327	6.3%
Interfund Police Charges	$11,981,257	$13,754,927	$13,902,010	$15,215,887	9.5%
Licenses, Fees, and Fines	$1,601,753	$1,902,954	$2,357,666	$2,665,953	13.1%
Convention Center Traffic	$250,000	$250,000	$250,000	$–	-100.0%
Charges for Services	$77,324	$66,082	$80,000	$115,000	43.8%
Other	$143,166	$34,039	$140,000	$55,000	-60.7%
Total Revenues	**$40,006,509**	**$42,329,555**	**$44,826,699**	**$47,920,167**	**6.9%**
Expenditures					
Personnel Services	$253,562,891	$292,090,383	$310,718,249	$316,497,060	1.9%
Operating Expenses	$48,568,171	$47,502,768	$54,300,465	$50,161,203	-7.6%
Department Charges	-$456,629	-$464,526	-$527,180	-$463,393	12.1%
Total Expenditures	**$301,674,433**	**$339,128,625**	**$364,491,534**	**$366,194,870**	**0.5%**
Net Expenditures	**$261,667,924**	**$296,799,070**	**$319,664,835**	**$318,274,703**	**-0.4%**

[1] FY 2026 includes the realignment of 90.00 FTEs and $9,257,045 for Animal Care & Control within Police to General Services.

[2] FY 2026 includes the realignment of 1.00 FTE and $110,163 from Police to a new office in Special Initiatives.

[3] Beginning FY 2026 the Convention Center Traffic funding will be both collected in and paid from the Convention Center Tax Fund.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent merit pool in November); a three percent merit pool for salaried employees; and a 1.5 percent market adjustment in September plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees (PSPP). PSPP employees that have received all eligible steps prior to FY 2026 will also receive a 1.5 percent lump sum payment from one-time funding outside of the General Fund.	–	$8,154,239
Support separation allowance for law enforcement officers Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62.	–	$591,496
Provide funds for contractual increases Technical adjustment to provide funds for custodial services, leases at CLT Airport and North Division, and security services at Police Headquarters.	–	$96,627
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.	–	$37,873
Provide funds for court support Technical adjustment to continue support for the District Attorney's Office. This action increases funding for the full cost of two Assistant District Attorneys and three Legal Assistants to support property crime cases, and the partial cost of four Assistant District Attorneys to support drug crime cases.	–	$11,723
Convert Community Policing Crisis Response Team contract Add 13 Behavioral Health Specialists to transition the clinical services provided by the Community Policing Crisis Response Team from a contract to direct city administration. This action results in efficiencies that reduce the overall cost of the service.	13.00	-$281,382
Capture efficiencies from realignment Realize efficiencies in the administration of Animal Care and Control services from the realignment of those services from Police to General Services. This action results in the elimination of two vacant positions.	-2.00	-$189,941
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure.	–	-$113,228
Provide funds for retiree health investment account program for new recruits Provide funds for contributions to new recruits' retiree health savings investment account. 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.	–	$167,050

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Capture savings from fluctuation in fuel pricing Adjust department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to fuel based on the anticipated cost of fuel.	–	-$430,826
Support crime analysis Provide funds to supplement the Police Department's internal resources for evidence analysis with outsourcing to external partners when feasible.	–	$100,000
Support technology lifecycle management program Provide additional funds to replace critical technology for Police operations, including the replacement of telephone lines to emergency call boxes across the city.	–	$150,000
Realign youth programming to the Office of Special Initiatives Realign funds and personnel from Police to support the newly formed Office of Youth Opportunities. There is a corresponding entry in Special Initiatives.	-1.00	-$110,163
Realign Animal Care & Control services to General Services Realign funds and personnel to General Services to transfer the management and administration of Animal Care & Control. There is a corresponding entry in General Services.	-90.00	-$9,257,045
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 2025. 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.	–	$1,334,801
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$1,823,948
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.	–	-$381,836
Net Change	**-80.00**	**$1,703,336**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Attract a diverse workforce	Percent of applicant base that are minorities and/or females	60.4%	≥60%	≥60%
Strategic Priority Area: Safe Communities				
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds or less	73.6%[1]	≥90%	≥90%
Provide alternative response options for Police calls	Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team	4.8% decrease[2]	≥15% increase	≥15% increase
Provide timely response to calls for service	Average Police response time to priority 1 emergency calls for service	7.5 minutes	<7 minutes	<7 minutes
Provide alternatives to incarceration for youth	Percent change in number of juvenile diversions	10% decrease[3]	≥5% increase	≥5% increase

[1] FY 2024 Actual impacted by personnel shortages. The city implemented several measures in the FY 2025 budget such as the addition of 10 Police Telecommunicators, three Police Telecommunicator Seniors, one Police Telecommunicator Supervisor, one Quality Assurance Analyst, and funds for renovations for 911 call center expansion.

[2] The FY 2024 Actual of 4.8 percent decrease means that 4.8 percent fewer response events occurred in FY 2024 than in FY 2023.

[3] The FY 2024 Actual of 10 percent decrease means that 10 percent fewer juvenile diversions occurred in FY 2024 than in FY 2023.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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	30.00	28.00	-2.00
Police Lieutenant	52.00	52.00	52.00	53.00	1.00
Police Sergeant	157.00	164.00	165.00	166.00	1.00
Police Officer	1,685.00	1,673.00	1,672.00	1,671.00	-1.00
Sworn Total	**1,942.00**	**1,937.00[1]**	**1,937.00**	**1,936.00[1]**	**-1.00**

[1] Reductions in Law Enforcement Officers were due to civilianization of vacant positions to relieve officers from clerical and administrative functions. This is an ongoing process and part of a SAFE Charlotte recommendation.

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
311 Contact Center Program Analyst	2.00	2.00	2.00	3.00	1.00
Administrative Assistant	–	3.00	2.00	2.00	–
Administrative Assistant Senior	–	3.00	2.00	2.00	–
Administrative Officer I	25.00	–	–	–	–
Administrative Officer II	15.00	–	–	–	–
Administrative Officer III	10.00	–	–	–	–
Administrative Officer IV	6.00	–	–	–	–
Administrative Officer V	2.00	–	–	–	–
Administrative Officer	–	8.00	9.00	8.00	-1.00
Administrative Officer Lead	–	2.00	2.00	1.00	-1.00
Administrative Officer Manager	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	2.00	4.00	4.00	–
Administrative Secretary I	1.00	–	–	–	–
Administrative Services Manager	2.00	2.00	–	–	–
Administrative Specialist	–	14.00	13.00	11.00	-2.00
Animal Control Bureau Manager	1.00	1.00	1.00	–	-1.00
Animal Control Officer	19.00	19.00	19.00	–	-19.00
Animal Control Officer Lead	11.00	11.00	11.00	–	-11.00
Animal Control Officer Senior	6.00	6.00	6.00	–	-6.00
Animal Control Officer Supervisor	7.00	–	–	–	–
Animal Control Supervisor	–	6.00	7.00	–	-7.00
Animal Health Technician	5.00	6.00	9.00	–	-9.00
Animal Health Technician Lead	–	1.00	1.00	–	-1.00
Animal Services Officer	–	–	–	–	–
Animal Shelter Manager	1.00	1.00	1.00	–	-1.00
Animal Trainer	1.00	1.00	1.00	–	-1.00
Behavioral Health Specialist	1.00	1.00	1.00	15.00	14.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Behavioral Health Specialist Senior	–	1.00	1.00	1.00	–
Budget & Finance Analyst	–	2.00	3.00	3.00	–
Budget & Finance Analyst Lead	–	3.00	3.00	1.00	-2.00
Budget & Finance Analyst Senior	–	3.00	3.00	4.00	1.00
Budget & Finance Manager	–	1.00	1.00	2.00	1.00
Budget & Finance Specialist	–	2.00	2.00	2.00	–
Business Services Manager	1.00	1.00	–	–	–
Building Maintenance Lead	–	–	–	–	–
Chief Criminalist	3.00	3.00	3.00	3.00	–
Civilian Crash Investigator	–	–	16.00	16.00	–
Community Relations Manager	1.00	1.00	1.00	1.00	–
Community Relations Specialist	2.00	2.00	2.00	2.00	–
Construction Contracts Admin Coordinator Lead	1.00	–	–	–	–
Contract Technician	1.00	1.00	1.00	–	-1.00
Contracts Admin Coordinator	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	7.00	8.00	–	-8.00
Data Analytics Manager	1.00	1.00	1.00	1.00	–
Data Analytics Specialist	10.00	12.00	12.00	9.00	-3.00
Data Analytics Specialist Lead	3.00	3.00	3.00	1.00	-2.00
Data Analytics Specialist Senior	2.00	2.00	2.00	1.00	-1.00
Data Analytics Supervisor	1.00	1.00	1.00	3.00	2.00
Division Training Specialist	2.00	2.00	2.00	1.00	-1.00
DNA Analysis Team Leader	2.00	2.00	2.00	2.00	–
Domestic Violence Counselor	4.00	4.00	4.00	4.00	–
Facilities Services Coordinator	–	–	–	1.00	1.00
Field Operations Supervisor	1.00	2.00	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	2.00	1.00	1.00	–
Human Resources Generalist	–	4.00	4.00	5.00	1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Human Resources Generalist Senior	–	3.00	2.00	2.00	–
Human Resources Specialist	–	5.00	4.00	3.00	-1.00
Human Resources Specialist Senior	–	3.00	5.00	5.00	–
Kennel Attendant	9.00	9.00	13.00	–	-13.00
Kennel Supervisor	2.00	2.00	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	8.00	9.00	12.00	3.00
Management Analyst Senior	2.00	1.00	2.00	3.00	1.00
Non-Emergency Police Service Manager	1.00	1.00	1.00	1.00	–
Office Assistant IV	11.00	–	–	–	–
Office Assistant V	6.00	–	–	–	–
Office Assistant	–	6.00	5.00	4.00	-1.00
Office Assistant Senior	–	9.50	9.50	7.50	-2.00
Operations Supervisor	1.00	1.00	1.00	1.00	–
Police Aircraft Mechanic	1.00	1.00	1.00	2.00	1.00
Police Assistant Administrative Director	–	–	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	2.00	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	15.00	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	4.00	2.00	2.00	–	-2.00
Police Records Technician	1.00	3.00	3.00	5.00	2.00
Police Support Technician	16.00	16.00	16.00	16.00	–
Police Telecommunications Supervisor	14.00	14.00	15.00	15.00	–
Police Telecommunicator	125.50	95.00	105.00	105.00	–
Police Telecommunicator Senior	–	30.00	33.00	33.00	–
Polygraph Examiner	2.00	2.00	1.00	1.00	–
Procurement Agent Senior	–	1.00	1.00	1.00	–
Procurement Officer	–	1.00	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Public Information Specialist	2.00	3.00	3.00	3.00	–
Public Information Specialist Senior	2.00	3.00	3.00	2.00	-1.00
Public Service Coordinator	1.00	2.00	2.00	2.00	–
Public Services Division Manager	1.00	–	–	–	–
Quality Assurance Analyst	1.00	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	–
Recreation Specialist	1.00	1.00	1.00	1.00	–
Safety Coordinator	1.00	1.00	1.00	1.00	–
Safety Specialist	–	3.00	3.00	3.00	–
Special Events Coordinator	1.00	1.00	1.00	–	-1.00
Training Specialist	3.00	3.00	3.00	3.00	–
Vendor Management Supervisor	–	1.00	1.00	1.00	–
Veterinarian	1.00	2.00	3.00	–	-3.00
Veterinary Technician	1.00	–	–	–	–
Non-LEO Total FTE	**514.50**	**521.50**	**561.50**	**482.50**	**-79.00**
Department Total FTE	**2,456.50**	**2,458.50**	**2,498.50**	**2,418.50[1]**	**-80.00**

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

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects

Project/Program	FY 2026 Adopted	Funding Type	Page Number
Renovate the Law Enforcement Center for 911 Expansion	$2,000,000	COPs	350
Total	**$2,000,000**		

CITY OF CHARLOTTE

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Solid Waste Services

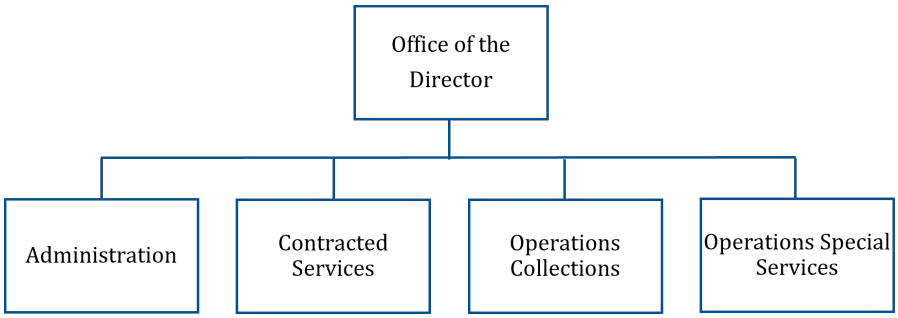
Mission Statement

To protect the public health of the City of Charlotte by partnering with the community to provide safe, competitive, and efficient services that deliver environmentally friendly and equitable collection programs.

Department Overview

- Deliver weekly curbside collection service city-wide for garbage, yard waste, and bulky waste
- Provide bi-weekly curbside collection of recyclables
- Collect weekly garbage, recycling, and bulky waste for multi-family communities
- Collect weekly small business garbage and provide refuse and recycling collection from public receptacles
- Remove litter and dead animals from city streets and rights-of-way
- Participate 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental - State	$685,166	$715,485	$712,000	$712,000	–%
Licenses, Fees, and Fines	$31,985,209	$35,279,567	$39,865,431	$45,109,161	13.2%
Miscellaneous	$43,798	$50,379	$65,000	$120,000	84.6%
Total Revenues	**$32,714,173**	**$36,045,431**	**$40,642,431**	**$45,941,161**	**13.0%**
Expenditures					
Personnel Services	$26,661,334	$29,247,410	$31,914,779	$33,059,321	3.6%
Operating Expenses	$48,521,582	$52,344,631	$56,202,390	$59,925,111	6.6%
Department Charges	-$1,384,554	-$1,430,553	-$1,730,838	-$1,777,644	-2.7%
Total Expenditures	**$73,798,362**	**$80,161,488**	**$86,386,331**	**$91,206,788**	**5.6%**
Net Expenditures	**$41,084,189**	**$44,116,057**	**$45,743,900**	**$45,265,627**	**-1.0%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$686,764
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.	–	$668,665
Provide funds for contractual increases in residential dumpster contract Technical adjustment to provide funds for contractual cost increases in the residential dumpster collection contract.	–	$688,248
Provide funds for tipping fee increases Technical adjustment to provide funds for tipping fee increases for garbage and yard waste disposal costs.	–	$434,734
Provide funds for temporary staffing Technical adjustment to provide funds for a contractual increase in the cost of temporary staffing.	–	$8,189
Adjust funding for right of way maintenance Adjust funding for right-of-way cleaning and street sweeping. Locations for service reductions will be strategically identified through trend analysis to minimize service level impacts.	–	-$89,250
Capture savings from fluctuation in fuel pricing Adjust department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to fuel based on the anticipated cost of fuel.	–	-$143,272
Reduce non-essential department expenditures Adjust non-personnel budget based on anticipated utilization. This action captures savings through various contractual services. This action will not result in an impact to existing service levels.	–	-$154,059
Capture savings from efficiencies in service delivery Enact efficiencies related to elimination of yard waste and bulky item holiday service delivery collections. This adjustment will be absorbed within typical collection scheduling and will have minimal impacts to service.	–	-$335,449
Support additional sanitation equipment drivers Provide funds for the realignment of six Sanitation Technicians to Sanitation Equipment Operator Seniors to promote service sustainability and support consistent staffing needs.	–	$73,976
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 2025. 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.	–	$582,119

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$244,384
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.	–	$2,155,408
Net Change	**–**	**$4,820,457**

Solid Waste Services

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	$181/ton (FY 2024 North Carolina Average $326/ton)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	$98.7/ton (FY 2024 North Carolina Average $143/ton)	< North Carolina statewide average	< North Carolina statewide average
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	44	≥46	≥56
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	100%	100%	100%
Strategic Priority Area: Great Neighborhoods				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.65	≤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.	45	≥33	≥33

Solid Waste Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer I	5.00	–	–	–	–
Administrative Officer II	2.00	–	–	–	–
Administrative Officer III	6.00	–	–	–	–
Administrative Officer IV	2.00	–	–	–	–
Administrative Officer V	2.00	–	–	–	–
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	–
Administrative Specialist	–	1.00	–	–	–
Budget & Finance Analyst	–	–	1.00	1.00	–
Budget & Finance Analyst Lead	–	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	–	1.00	1.00	1.00	–
Business Services Manager	–	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	8.00	–	-8.00
Contracts Admin Coordinator	1.00	–	–	–	–
Contracts Admin Specialist	1.00	–	–	–	–
Customer/Revenue Service Specialist	–	2.00	2.00	2.00	–
Deputy Director Solid Waste	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	–
Equipment Operator III	15.00	–	–	–	–
Field Operations Supervisor	4.00	4.00	4.00	4.00	–
Human Resources Generalist	–	2.00	2.00	2.00	–
Human Resources Generalist Senior	–	1.00	1.00	1.00	–
Human Resources Manager	–	1.00	–	–	–
Human Resources Manager Senior	–	–	1.00	1.00	–
Inventory & Warehouse Assistant	–	–	1.00	1.00	–
Labor Crew Chief II	17.00	17.00	17.00	18.00	1.00
Management Analyst Senior	1.00	1.00	2.00	2.00	–
Office Assistant IV	2.00	–	–	–	–
Office Assistant V	2.00	–	–	–	–
Office Assistant	–	1.00	1.00	1.00	–
Operations Supervisor	3.00	3.00	3.00	2.00	-1.00
Procurement Agent	–	1.00	1.00	1.00	–
Safety Coordinator	1.00	1.00	1.00	1.00	–
Safety Specialist	–	2.00	2.00	2.00	–
Safety Supervisor	–	1.00	1.00	1.00	–
Safety Technician	–	5.00	5.00	5.00	–
Sanitation Equipment Operator	69.00	71.00	71.00	76.00	5.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Sanitation Equipment Operator Senior	70.00	87.00	87.00	93.00	6.00
Sanitation Team Leader	5.00	–	–	–	–
Sanitation Technician	56.00	55.00	55.00	43.00	-12.00
Sanitation Technician Senior	35.00	36.00	36.00	36.00	–
Solid Waste Services Operations Manager	1.00	1.00	1.00	1.00	–
Storekeeper	1.00	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	–	-1.00
Vendor Management Supervisor	–	1.00	1.00	2.00	1.00
Vendor Management Technician	–	–	–	8.00	8.00
Department Total FTE	**315.00**	**320.00**	**321.00**	**321.00**	**–**

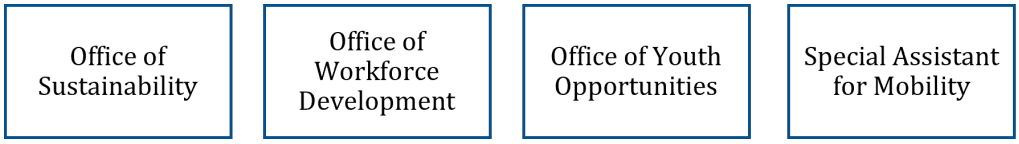
Special Initiatives

Overview

Special Initiatives consists of three separate offices, the Office of Sustainability, 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: Coordinate administration of the Strategic Energy Action Plan across departments and lead the city's sustainability efforts
- Office of Workforce Development: Organize and oversee implementation of the HIRE Charlotte strategic jobs framework
- Office of Youth Opportunities: Connect youth (ages 13-24) to meaningful career development and exploration opportunities within the city and with outside agencies and businesses
- Special Assistant for Mobility: Lead interdepartmental efforts to further the objectives of the Strategic Mobility Plan

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget[1]	FY 2026 Adopted[2]	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$–	$–	$1,856,095	$3,122,928	68.3%
Operating Expenses	$–	$–	$389,025	$1,276,764	228.2%
Total Expenditures	**$–**	**$–**	**$2,245,120**	**$4,399,692**	**96.0%**

[1] FY 2025 included the realignment of the following to offices within Special Initiatives: 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.

[2] FY 2026 includes 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 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$42,214
Realign youth programming from Community Relations Realign funds and personnel from Community Relations to support the newly formed Office of Youth Opportunities within Special Initiatives. There is a corresponding entry in Community Relations.	2.00	$215,337
Realign youth programming from Police Realign funds and personnel from Police to support the newly formed Office of Youth Opportunities within Special Initiatives. There is a corresponding entry in Police.	1.00	$110,163
Realign youth programming from Housing & Neighborhood Services Realign funds and personnel from Housing & Neighborhood Services to support the newly formed Office of Youth Opportunities within Special Initiatives. There is a corresponding entry in Housing & Neighborhood Services.	8.00	$1,627,723
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 2025. 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.	–	$84,740
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$9,144
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.	–	$65,251
Net Change	**11.00**	**$2,154,572**

Special Initiatives

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	41%	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	3%; 10%	Percentage ≥ Previous fiscal year	Percentage ≥ Previous fiscal year
Strategic Priority Area: Workforce and Business Development				
Leverage joint resources between the city and Central Piedmont Community College (CPCC) to support multiple workforce development initiatives through placement of graduated CPCC students into full-time city job vacancies	Number of participants placed directly from workforce development programs to a full-time job with the City of Charlotte	3	≥3	≥3
Increase economic mobility, social capital, and career opportunities for youth	Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	125	≥150	≥150

Special Initiatives

Full-Time Equivalent (FTE) Position Summary

Office of Sustainability

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Chief Resilience and Sustainability Officer	–	–	1.00	1.00	–
Energy Sustainability Coordinator	–	–	2.00	2.00	–
Energy Sustainability Coordinator Senior	–	–	2.00	2.00	–
Department Total FTE	**–**	**–**	**5.00[1]**	**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 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer Lead	–	–	1.00	1.00	–
Human Resources Generalist Senior	–	–	1.00	1.00	–
Human Resources Program Manager	–	–	1.00	1.00	–
Human Resources Specialist	–	–	1.00	–	-1.00
Management Analyst	–	–	1.00	1.00	–
Special Assistant to the City Manager	–	–	1.00	1.00	–
Workforce Development Specialist	–	–	–	1.00	1.00
Department Total FTE	**–**	**–**	**6.00[1]**	**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 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer Lead	–	–	–	1.00	1.00
Administrative Officer Senior	–	–	–	2.00	2.00
Community Engagement Specialist	–	–	–	4.00	4.00
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 includes 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 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Special Assistant to the City Manager	–	–	1.00	1.00	–
Department Total FTE	**–**	**–**	**1.00**	**1.00**	**–**

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects			
Project/Program	**FY 2026 Adopted**	**Funding Type**	**Page Number**
Advance the Strategic Energy Action Plan	$250,000	PAYGO	309
Reduce Juvenile Crime	$250,000	PAYGO	313
Increase Building Sustainability	$2,500,000	COPs	329
Total	**$3,000,000**		

CITY OF CHARLOTTE

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Strategy and Budget

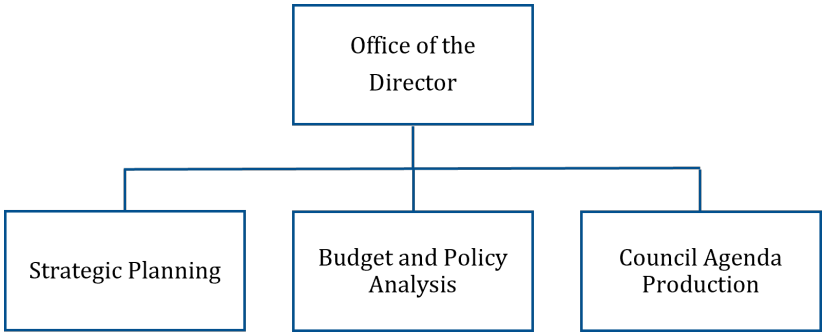
Mission Statement

To 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

- Develop and monitor the city's current fiscal year budget to ensure a balanced budget at year-end
- Plan for the current and future needs of the city through the utilization of a long-range capital investment program
- Implement strategic initiatives and economic analysis that support operational efficiency and data-driven public service delivery
- Administer the organization's performance management and strategic planning processes
- Develop and recommend changes/improvements to city policy
- Coordinate the development of agendas for City Council Business Meetings

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$2,132,066	$2,373,142	$2,619,472	$2,572,389	-1.8%
Operating Expenses	$178,920	$203,451	$209,081	$209,402	0.2%
Department Charges	$–	-$68,145	-$61,986	-$49,589	20.0%
Total Expenditures	**$2,310,986**	**$2,508,448**	**$2,766,567**	**$2,732,202**	**-1.2%**

[1] FY 2026 includes the realignment of 1.00 FTE and $188,611 from Strategy and Budget to Economic Development.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$41,315
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of a vacant position.	-1.00	-$99,095
Transfer position to Economic Development Realign one position from Strategy and Budget to more directly integrate economic forecasting with the initiatives, economic planning, and administration of the city's Special Revenue Funds within Economic Development. There is a corresponding entry in Economic Development.	-1.00	-$188,611
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 2025. 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.	–	$198,751
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$12,954
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.	–	$321
Net Change	**-2.00**	**-$34,365**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Prepare high quality budget documents that follow best practices	Recipient of the GFOA Distinguished Budget award	Received	Receive Award	Receive Award
Promote strong financial management	Percent of variance between forecasted and actual revenue received	2.9%	≤2.5%	≤2.5%
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	Six budget listening sessions	Four budget listening sessions	Four budget listening sessions
	Gather community feedback via the city's Community Input Survey about budget priorities and services	462	≥1,000 surveys completed	≥1,000 surveys completed

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer II	1.00	–	–	–	–
Assistant Director II	–	–	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	1.00	–	-1.00
Financial Process Manager	1.00	–	–	–	–
Strategy & Budget Analyst	3.00	5.00	4.00	4.00	–
Strategy & Budget Analyst Associate	3.00	2.00	4.00	1.00	-3.00
Strategy & Budget Analyst Lead	1.00	–	2.00	2.00	–
Strategy & Budget Analyst Senior	3.00	3.00	1.00	3.00	2.00
Strategy & Budget Manager	1.00	2.00	1.00	1.00	–
Department Total FTE	**16.00**	**16.00**	**17.00**	**15.00**[1]	**-2.00**

[1] FY 2026 includes the realignment of 1.00 FTE from Strategy and Budget to Economic Development.

CITY OF CHARLOTTE

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Transportation

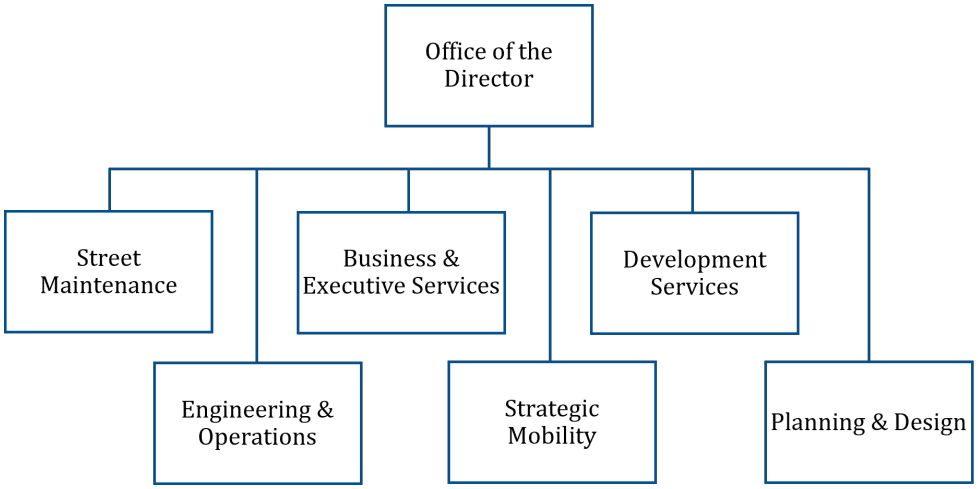
Mission Statement

To 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

- Maintain and preserve a multi-modal transportation system of 314 square miles, including more than 5,611 lane miles of streets, 967 traffic signals, 2,561 miles of sidewalks, 253 miles of bicycle facilities, and 200,000 traffic signs
- Keep pace with growth and foster economic vitality by providing transportation choices through transportation planning and capital investment, land development, right-of-way management, special events, neighborhood services, and curb lane management
- Provide 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Intergovernmental - State	$953,192	$1,073,178	$950,000	$975,520	2.7%
Licenses, Fees, Fines	$5,556,756	$7,699,595	$8,089,486	$10,039,294	24.1%
Charges for Current Services	$2,599,850	$2,689,597	$2,739,030	$2,817,945	2.9%
Other	$35,066	$17,307	$10,600	$17,000	60.4%
Total Revenues	**$9,144,864**	**$11,479,677**	**$11,789,116**	**$13,849,759**	**17.5%**
Expenditures					
Personnel Services	$33,587,483	$35,363,544	$40,861,274	$42,355,025	3.7%
Operating Expenses	$11,419,618	$10,857,278	$12,828,664	$12,907,391	0.6%
Department Charges	-$15,582,089	-$15,699,775	-$16,838,700	-$17,655,785	-4.9%
Total Expenditures	**$29,425,012**	**$30,521,047**	**$36,851,238**	**$37,606,631**	**2.0%**
Net Expenditures	**$20,280,148**	**$19,041,370**	**$25,062,122**	**$23,756,872**	**-5.2%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$827,550
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 personnel costs.	–	$39,085
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.	–	$26,809
Adjust department charges for Charlotte Development Center services Technical adjustment to department charges for centralized services received at the Charlotte Development Center. These costs will be reimbursed by user fee revenue, resulting in no General Fund impact.	–	$45,640
Update departmental charges for resurfacing activities Adjust departmental charges for street resurfacing activities, including pavement and concrete repair, asphalt preservation, and pavement marking application. This action aligns current staff time and costs with Charlotte's increased street mile inventory over time and does not impact the city's resurfacing efforts.	–	-$487,000
Realign sidewalk repair and replacement departmental charges Realign a portion of Street Maintenance sidewalk repair and replacement costs to the Capital Investment Plan sidewalk program funding. This action increases departmental charges for sidewalk panel repairs and replacements on both city and state-maintained streets that are performed by Transportation's Street Maintenance Division. This funding adjustment has no impact to sidewalk repair and replacement efforts.	–	-$500,000
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. This action captures savings in concrete and storage space expenditures.	–	-$40,100
Capture savings from fluctuation in fuel pricing Adjust department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to fuel based on the anticipated cost of fuel.	–	-$220,644
Align operation levels to cost recovery rate Align resources dedicated to reimbursable services with anticipated utilization of those services to optimize cost recovery and maintain no impact to the General Fund.	-1.00	-$213,078
Capture efficiencies from realignment Realize efficiencies from the realignment of duties within Transportation. This action results in the elimination of a vacant part-time position.	-0.75	-$53,603

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Capture efficiencies from investments in Enterprise Resource Planning Realize efficiencies in the city's management and administration from investments in Enterprise Resource Planning infrastructure. This action results in the elimination of two vacant positions.	-2.00	-$112,396
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 2025. 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.	–	$754,682
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$290,596
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.	–	$397,852
Net Change	**-3.75**	**$755,393**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
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	196	≥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	19	≥3 corridors	≥3 corridors
	Miles of new sidewalks	14.23	≥10	≥10
	Miles of new bikeways	7.18	≥10	≥10
	Number of new pedestrian safety projects	25	≥25	≥25
	Number of new signals (city and developer funded)	50	≥10	≥10
	Number of upgraded signals (city and developer funded)	24	≥15	≥15
Maintain existing infrastructure	Percent of emergency signal service requests responded to within one hour during regular shift	80%	≥95%	≥95%
	Percent of signal service requests responded to within two hours during on-call shift	100%	≥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%
	Perform asphalt maintenance and/or restoration activities on city maintained street segments	New Measure	New Measure	≥12%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	2.00	2.00	2.00	–
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer I	8.00	–	–	–	–
Administrative Officer II	4.00	–	–	–	–
Administrative Officer III	5.00	–	–	–	–
Administrative Officer IV	3.00	–	–	–	–
Administrative Officer V	1.00	–	–	–	–
Administrative Officer	–	2.00	2.00	2.00	–
Administrative Officer Lead	–	2.00	2.00	2.00	–
Administrative Officer Manager	–	–	–	1.00	1.00
Administrative Officer Senior	–	2.00	2.00	2.00	–
Administrative Specialist	–	2.00	2.00	2.00	–
Budget & Finance Analyst	–	–	1.00	1.00	–
Budget & Finance Analyst Lead	–	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	–	2.00	2.00	2.00	–
Budget & Finance Manager	–	1.00	1.00	1.00	–
Budget & Finance Specialist	–	2.00	2.00	2.00	–
Business Services Manager	1.00	1.00	1.00	–	-1.00
Chief Construction Inspector	1.00	1.00	1.00	1.00	–
Community Engagement Specialist	–	1.00	1.00	1.00	–
Community Engagement Specialist Lead	–	–	–	1.00	1.00
Construction Inspector	7.00	7.00	7.00	6.00	-1.00
Construction Inspector Senior	6.00	5.00	5.00	5.00	–
Construction Supervisor	2.00	3.00	3.00	3.00	–
Content Webmaster	1.00	1.00	1.00	1.00	–
Contract Administration Coordinator	1.00	–	–	–	–
Contract Estimator	2.00	2.00	1.00	1.00	–
Contract Estimator Supervisor	1.00	1.00	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 Senior	2.00	2.00	2.00	2.00	–
Engineer Senior	5.00	5.00	3.00	3.00	–
Engineering Assistant	4.00	7.00	8.00	8.00	–
Engineering Program Manager	8.00	8.00	8.00	6.00	-2.00
Engineering Project Coordinator	9.00	10.00	10.00	10.00	–
Engineering Project Manager	12.00	14.00	13.00	13.00	–
Engineering Project Manager Senior	13.00	15.00	17.00	17.00	–
Engineering Services Investigator	3.00	–	–	–	–
Engineering Services Supervisor	4.00	4.00	3.00	3.00	–
Equipment Operator II	46.00	–	–	–	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Equipment Operator III	24.00	–	–	–	–
Equipment Operator	–	46.00	46.00	45.00	-1.00
Equipment Operator Senior	–	24.00	24.00	24.00	–
Field Operations Supervisor	10.00	10.00	10.00	10.00	–
GIS Analyst	1.00	1.00	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
Human Resources Specialist	–	1.00	1.00	1.00	–
Human Resources Specialist Senior	–	2.00	2.00	2.00	–
Inventory & Warehouse Coordinator	–	–	1.00	1.00	–
Inventory & Warehouse Specialist	–	–	3.00	3.00	–
ITS Program Coordinator	2.00	2.00	2.00	2.00	–
Labor Crew Chief I	17.00	17.00	17.00	17.00	–
Labor Crew Chief II	42.00	42.00	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 IV	3.00	–	–	–	–
Office Assistant	–	3.00	3.00	3.00	–
Operations Supervisor	7.00	7.00	7.00	7.00	–
Public Service Coordinator	1.00	1.00	1.00	1.00	–
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	1.00	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	3.00	–	–	–
Stores Supervisor	1.00	1.00	–	–	–
Street Crew Member	48.00	47.00	47.00	47.00	–
Street Maintenance Operations Manager	1.00	1.00	1.00	–	-1.00
Traffic Counter II	0.75	0.75	0.75	–	-0.75
Traffic Electronics Technician I	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	2.00	1.00	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Transportation Engineering Division Manager	4.00	4.00	4.00	4.00	–
Transportation Electrician Technician I	–	–	3.00	3.00	–
Transportation Electrician Technician II	6.00	6.00	6.00	6.00	–
Transportation Electrician Technician II Lead	2.00	2.00	2.00	2.00	–
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	3.00	–
Transportation Planning Division Manager	1.00	1.00	1.00	1.00	–
Transportation Planning Program Manager	4.00	4.00	5.00	3.00	-2.00
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	–
Vendor Management Coordinator	–	1.00	1.00	1.00	–
Department Total FTE	**407.75**	**412.75**	**411.75**	**408.00**	**-3.75**

FY 2026 Capital Investment Plan Projects

The table below provides a summary of all FY 2026 capital investments associated with the department. The table includes the project or program name, the FY 2026 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 2026 is not a GO Bond year, so no 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 2026 Capital Investment Plan Projects			
Project/Program	**FY 2026 Adopted**	**Funding Type**	**Page Number**
Complete Transportation Project Feasibility	$550,000	PAYGO	314
Purchase Transportation Equipment	$100,000	PAYGO	314
Total	**$650,000**		



Non-Departmental Accounts

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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 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Alliance Center for Education The Alliance Center for Education, formerly known as The Bethlehem Center, provides out-of-school-time services to low-income children and youth and serves grades K-12 year-round.	$90,000	$90,000	$90,000
Support Minority and Women-Owned Business Development Funding to support programs such as AMP Up Charlotte and NXT| CLT that advance business growth and education for minority and women-owned businesses.	$–	$450,000	$450,000
Arts and Culture Contribution Support arts and culture agencies and programming throughout the city. These funds will contribute to the city's vibrant, equitable, thriving arts and culture ecosystem.	$4,000,000	$11,000,000	$11,000,000
Bengali Women's Forum Provide constructive programming around current affairs and social concerns affecting the Asian American community.	$10,000	$10,000	$–
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.	$576,853	$569,990	$540,330
Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.	$77,712	$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.	$457,585	$432,155	$535,760
Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.	$50,000	$50,000	$–

COMMUNITY INVESTMENTS (continued)	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
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.	$3,796,450	$3,550,167	$4,278,263
Greater Enrichment of Charlotte The Greater Enrichment Program provides out-of-school-time programming for low-income K-6th grade students and their parents and has multiple sites across Charlotte through partnerships within the community and Charlotte-Mecklenburg Schools.	$200,000	$200,000	$200,000
Knothole Foundation The Knothole Foundation is committed to increasing access and opportunities for underserved youth through a focus on life-skill development, academic support, and skills instruction.	$–	$–	$75,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	$2,500	$2,500	$2,500
My Brother's Keeper Charlotte-Mecklenburg My Brother's Keeper CLT-Meck program was launched to address persistent opportunity gaps faced by boys and young men of color and to help ensure all young people can reach their full potential.	$50,000	$50,000	$50,000
Race Matters for Juvenile Justice Race Matters for Juvenile Justice offers workshops designed to build the capacity of educators, health practitioners, child welfare advocates, judicial officers, elected officials, law enforcement, and other community leaders who are interested in understanding and eliminating racial inequities, disparities, and disproportionality within the community.	$51,468	$51,468	$–
Safe Alliance Provides counseling and guidance for crime victims and their families.	$397,038	$397,038	$397,038
SAFE Charlotte Grant Supplement Previously provided local funds to complement Community Development Block Grant funding.	$137,500	$–	$–

COMMUNITY INVESTMENTS (continued)	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
TreesCharlotte Public-private nonprofit collaboration aimed at improving tree canopy coverage throughout the city. Beginning in FY 2026, the organization is to be funded out of the city's Neighborhood Development Grants Fund.	$250,000	$250,000	$–[1]
Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current businesses through impactful educational training opportunities that stimulate growth.	$50,000	$50,000	$–[2]
Total Community Investments	**$10,197,106**	**$17,233,318**	**$17,698,891**

[1] Funding realigned to the city's Neighborhood Grants program to support sustainable preservation, maintenance, and regeneration of Charlotte's tree canopy. This action aligns the most appropriate funding sources with the most appropriate uses and does not impact service levels.

[2] FY 2026 funding realigned to American Rescue Plan Act Workforce Development funding.

INFRASTRUCTURE INVESTMENTS	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Street Resurfacing Supplement General Fund contribution to the Powell Bill Fund to support street resurfacing.	$1,000,000	$513,800	$513,800
Other Transfers to Capital Funds Support the maintenance and growth of the city's infrastructure.	$65,358	$–	$–
Refresh Computers Support the lifecycle management of personal computers and laptops used by employees in General Fund departments. This accounting change eliminates the need to borrow funds from the Municipal Debt Service Fund by providing ongoing cash funding.	$–	$944,000	$1,129,517
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	$214,383	$214,383	$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program. Additional funding supports North Carolina Utilities Commission-approved rate increases for Duke Energy from 2024 to present, and growth in the streetlighting network.	$12,158,517	$11,333,760	$14,359,805
Total Infrastructure Investments	**$13,438,258**	**$13,005,943**	**$16,217,505**

Non-Departmental

ORGANIZATIONAL INVESTMENTS	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Annual Audit	$61,916	$65,328	$69,901
Represents the pro rata amount charged to the General Fund for the city's annual financial audit.			
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	$129,444	$135,917	$145,037
NC League of Municipalities	$119,395	$128,209	$128,209
US Conference of Mayors	$26,216	$26,216	$29,703
National League of Cities	$30,185	$31,091	$32,024
NC Metropolitan Mayors Coalition	$20,425	$20,425	$20,425
Centralina Council of Governments	$210,907	$210,907	$277,903
African American Mayors Association	$25,000	$25,000	$25,000
Charlotte Regional Business Alliance[1]	$210,803	$171,809	$174,556
City Storm Water	$4,550,427	$–	$–
Beginning in FY 2025, the General Fund will no longer contribute funds to the Storm Water enterprise fund for the public streets right-of-way. This action aligns the budget with the Code of Ordinances, which was amended by City Council in 2016 to exempt the city's public streets right-of-way from paying Storm Water fees. To phase this transition, the Pay-As-You-Go Fund provided half the FY 2024 contribution in FY 2025.			
Citywide Attrition Rate	$–	-$1,100,000	-$1,100,000
Attrition rate based on projected savings from staff turnover held centrally for all General Fund departments.			
Contributions and Grants	$113,000	$167,999	$184,799
Provides a reserve for any miscellaneous grants or contributions received during the year.			
Intergovernmental Support	$115,203	$117,650	$123,650
Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.			

[1] Funding allocated as a part of citywide membership fees. This action aligns the most appropriate funding sources with the most appropriate uses and does not impact service levels.

ORGANIZATIONAL INVESTMENTS (continued)	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Municipal Equipment Beginning in FY 2025, reimbursement to the Municipal Debt Service Fund for annual capital equipment purchases, such as police cars, fire trucks, and solid waste trucks, was realigned to the Pay-As-You-Go Fund to better match capital needs with capital funding sources. Revenue was transferred as well, resulting in no impact to the General Fund. This is an accounting change that will not impact service levels.	$21,665,411	$–	$–
Personnel Reduction General Fund personnel savings identified during FY 2025.	$–	-$1,326,110	$–
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	$645,291	$200,000	$650,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	$–	$1,000,000	$1,200,000
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.	$1,307,516	$1,261,467	$1,279,532
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.	$3,021,795	$3,549,277	$4,030,914
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	$336,713	$335,401	$344,381
Total Organizational Investments	**$32,589,647**	**$5,020,586**	**$7,616,034**

Non-Departmental

EMPLOYEE INVESTMENTS	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Employee Compensation Initiatives In FY 2026, funding is provided to address compensation compression resulting from FY 2026 compensation initiatives. This adjustment also includes compression funding to increase the city's minimum pay to $49,920 for non-temporary, full-time employees, effective November 1, 2025.	$470,047	$864,178	$551,389
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.	$556,226	$439,134	$439,820
Health Care Premium Relief Program Funds to ensure city employees with family income below $70,500 are able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.02 percent of their weekly salary.	$–	$10,000	$10,000
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of $33 per employee.	$385,440	$386,826	$386,645
Total Employee Investments	**$1,411,713**	**$1,700,138**	**$1,387,854**
TOTAL NON-DEPARTMENTAL	**$57,636,724**	**$36,959,985**	**$42,920,284**

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Nongeneral Funds

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Enterprise Funds

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Aviation

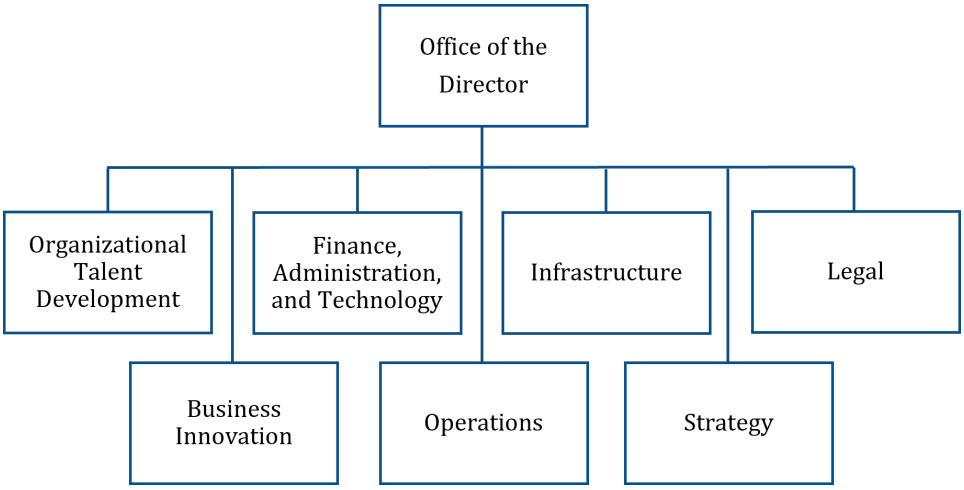
Mission Statement

We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible costs.

Department Overview

- Ensure continuous operation of the Airport's complex facilities, infrastructure, technology, and fleet providing over 700 daily departures and serving approximately 58.9 million passengers
- Develop the Aviation Capital Investment Plan and provide 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Terminal Area	$89,027,815	$107,253,521	$146,445,718	$169,223,319	15.6%
Airfield	$43,166,798	$52,953,262	$68,078,146	$73,740,874	8.3%
Concessions	$67,491,902	$72,765,328	$69,131,555	$79,174,531	14.5%
Rental Car	$20,327,359	$22,872,854	$23,148,509	$24,874,147	7.5%
Parking	$94,711,067	$115,290,083	$120,000,000	$130,000,000	8.3%
Fixed Base Operator	$36,511,802	$34,522,462	$41,840,867	$41,840,867	–%
Other	$22,198,321	$39,186,040	$21,452,156	$29,036,312	35.4%
Total Operating Revenues	**$373,435,064**	**$444,843,550**	**$490,096,951**	**$547,890,050**	**11.8%**
Passenger Facility Charge Fund	**$66,511,268**	**$76,956,786**	**$119,801,715**	**$121,880,888**	**1.7%**
Contract Facility Charge Fund	**$12,763,300**	**$14,342,124**	**$17,535,447**	**$22,314,000**	**27.3%**
Discretionary Fund	**$89,447,057**	**$150,162,873**	**$103,805,161**	**$148,374,099**	**42.9%**
Total Revenues	**$542,156,689**	**$686,305,333**	**$731,239,274**	**$840,459,037**	**14.9%**

Budget Overview (continued)

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures					
Personnel Services	$75,134,382	$89,617,786	$101,917,642	$115,512,188	13.3%
Operating Expenses	$118,462,216	$137,078,996	$173,727,579	$187,144,102	7.7%
Capital Outlay	$136,100	$180,260	$34,000	$78,000	129.4%
Grants, Contributions, and Other	$26,109,771	$28,785,755	$33,490,256	$37,545,548	12.1%
Department Charges	-$4,532,152	-$5,750,852	-$5,256,961	-$7,148,096	-36.0%
Operating Expenditures	**$215,310,317**	**$249,911,945**	**$303,912,516**	**$333,131,742**	**9.6%**
Discretionary and Debt Support[1]	**$202,207,672**	**$394,482,808**	**$365,116,443**	**$400,187,484**	**9.6%**
Reserved for Future Years	$124,638,700	$41,910,580	$62,210,315	$107,139,811	72.2%
Total Expenditures	**$542,156,689**	**$686,305,333**	**$731,239,274**	**$840,459,037**	**14.9%**

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

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$2,218,572
Support for additional terminal cleaning services at the airport Technical adjustment to increase funds to enhance janitorial services, waste hauling, pest control, and floor cleaning to meet the expanding footprint of the terminal building.	–	$4,595,083
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.	–	$3,402,513
Increase utility expenses Technical adjustment for the cost of utility and telecommunication services provided at the airport.	–	$3,259,951
Preserve assets through contractual services Technical adjustment to support contractual increases in the areas of building automation, elevator and escalator maintenance, and camera system management.	–	$2,011,186
Update costs for city services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$500,076
Adjust department charges to the Aviation Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects. This is a routine action that occurs at the beginning of each budget cycle.	–	-$1,891,135
Maintain contingency funds Provide funds to ensure continuity of operations and personnel services during emergencies and other unanticipated events.	–	$4,450,615
Advance strategic growth Provide funds for 21 positions to support revenue-generating activities and provide redundancy to single points of failure in the areas of technology system support, capital program support, and risk management.	21.00	$1,422,892
Provide additional funding for landside support Provide funds to support increases to public parking, staffing contracts, and credit card processing fees.	–	$1,259,111
Enhance airport safety and security Provide funding for the federally mandated Safety Management System Program which evaluates and mitigates airfield safety risks and supports annual maintenance of radio systems.	–	$462,655
Maintain assets through maintenance services Provide funds for eight positions to provide maintenance services to the terminal building, airfield, and airport vehicle fleet.	8.00	$438,661

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Enhance customer experience Provide funds for nine positions to provide additional coverage for terminal operations, landside operations, and customer insights.	9.00	$400,979
Support safety and security Provide funds for five positions to enhance safety and strengthen employee training and continue staffing transitions.	5.00	$326,959
Promote positive partnerships Provide funds for two positions to support commercial and community engagement and management of common use equipment in the terminal facility.	2.00	$139,242
Support employee success Provide funds for two positions to aid in organizational development.	2.00	$133,063
Increase funding for capital equipment Increase funding of capital equipment in the annual operating budget.	–	$44,000
Increase contribution to Capital Investment Plan Increase transfer to capital projects based on Aviation's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget.	–	$80,000,529
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 2025. 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.	–	$4,564,519
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$674,130
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.	–	$806,162
Net Change	**47.00**	**$109,219,763**

Aviation

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Maintain Airport's financial ratings	Debt service coverage ratio	7.8x	Generate debt service coverage ratio of ≥2.0x	Generate debt service coverage ratio of ≥2.0x
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	$1.78	< $12.19	< $13.21
Strive toward 100% zero carbon buildings and fleet by 2030 and low-carbon city by 2050	Progress to provide fully operational electric transit fleet services	EV buses make up 21% of CLT's transit fleet	Convert ≥ 34% of transit fleet to electric	Convert ≥ 48% of transit fleet to electric
Strategic Priority Area: Great Neighborhoods				
Engage with and support the community	Number of meetings with Aviation Neighborhood Committee conducted Annually	1.5	4	4
	Number of residents completing the Aviation Academy (8-month program)	35	≥25	≥25
Strategic Priority Area: Workforce and Business Development				
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	6	≥8	≥8
	Number of students in summer and/or year-long internship opportunities	12	≥10	≥10

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Accountant II	3.00	–	–	–	–
Accountant III	3.00	–	–	–	–
Accountant IV	1.00	–	–	–	–
Accountant	–	4.00	3.00	2.00	-1.00
Accountant Lead	–	1.00	1.00	1.00	–
Accountant Senior	–	4.00	4.00	6.00	2.00
Accounting Supervisor	–	2.00	2.00	2.00	–
Accounting Technician	2.00	1.00	1.00	1.00	–
Administrative Assistant	–	11.00	14.00	16.00	2.00
Administrative Assistant Senior	–	1.00	–	–	–
Administrative Officer I	12.00	–	–	–	–
Administrative Officer II	19.00	–	–	–	–
Administrative Officer III	19.00	–	–	–	–
Administrative Officer IV	7.00	–	–	–	–
Administrative Officer V	6.00	–	–	–	–
Administrative Officer	–	4.00	6.00	6.00	–
Administrative Officer Lead	–	2.00	2.00	3.00	1.00
Administrative Officer Manager	–	4.00	4.00	5.00	1.00
Administrative Officer Senior	–	8.00	11.00	10.00	-1.00
Administrative Specialist	–	1.00	–	–	–
Airfield Maintenance Crew Chief	6.00	6.00	7.00	7.00	–
Airfield Maintenance Technician I	11.00	11.00	10.00	10.00	–
Airfield Maintenance Technician II	10.00	10.00	11.00	11.00	–
Airfield Maintenance Technician III	14.00	14.00	19.00	19.00	–
Airport Bus Maintenance Assistant	–	–	7.00	7.00	–
Airport Business Manager I	–	8.00	7.00	7.00	–
Airport Business Manager II	–	10.00	10.00	11.00	1.00
Airport Business Revenue Manager	2.00	–	–	–	–
Airport Chief Maintenance Mechanic	–	–	28.00	28.00	–
Airport Development Manager	2.00	–	–	–	–
Airport Division Manager	3.00	–	–	–	–
Airport Economic Development Specialist	–	–	1.00	2.00	1.00
Airport Engineer	2.00	2.00	2.00	3.00	1.00
Airport Financial Services Manager	1.00	–	–	–	–
Airport Manager I	17.00	–	–	–	–
Airport Manager II	7.00	–	–	–	–
Airport Manager III	4.00	–	–	–	–
Airport Noise Abatement Coordinator	–	1.00	1.00	1.00	–
Airport Operations Manager I	–	13.00	15.00	16.00	1.00
Airport Operations Manager II	–	12.00	13.00	13.00	–
Airport Operations Manager III	–	3.00	1.00	–	-1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Airport Operations Officer I	23.00	20.00	23.00	22.00	-1.00
Airport Operations Officer II	46.00	59.00	65.00	75.00	10.00
Airport Operations Officer III	48.00	57.00	11.00	11.00	–
Airport Operations Officer IV	–	–	54.00	55.00	1.00
Airport Operations Supervisor I	17.00	23.00	23.00	23.00	–
Airport Operations Supervisor II	20.00	22.00	21.00	24.00	3.00
Airport Planning Manager	–	–	1.00	1.00	–
Airport Planning Program Manager	–	–	2.00	2.00	–
Airport Planning Project Coordinator	–	–	3.00	3.00	–
Airport Services Representative	33.00	31.00	31.00	23.00	-8.00
Airport Shuttlebus Dispatcher	6.00	–	–	–	–
Airport Shuttlebus Driver	104.00	108.00	122.00	128.00	6.00
Application Administrator	–	1.00	2.00	2.00	–
Application Administrator Senior	4.00	5.00	5.00	4.00	-1.00
Application Development Support Manager	1.00	1.00	1.00	1.00	–
Assistant Airport Director I	–	4.00	6.00	4.00	-2.00
Assistant Airport Director II	–	6.00	8.00	12.00	4.00
Assistant Airport Director III	–	2.00	1.00	1.00	–
Assistant Field Operations Supervisor	1.00	1.00	1.00	1.00	–
Assistant Maintenance Mechanic	9.00	8.00	7.00	7.00	–
Aviation Project Controls Manager	–	1.00	1.00	1.00	–
Aviation Project Coordinator	–	2.00	6.00	8.00	2.00
Budget & Finance Analyst	–	2.00	2.00	2.00	–
Budget & Finance Analyst Lead	–	2.00	3.00	3.00	–
Budget & Finance Analyst Senior	–	1.00	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	–
Business Inclusion Specialist Lead	–	3.00	3.00	3.00	–
Business Inclusion Supervisor	–	1.00	3.00	2.00	-1.00
Business Systems Analyst	1.00	–	–	–	–
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	5.00	6.00	1.00
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	20.00	–	–	–
Community Engagement Specialist	–	–	–	1.00	1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Community Engagement Specialist Lead	–	1.00	2.00	2.00	–
Community Programs Coordinator	1.00	–	–	–	–
Construction Inspector	3.00	3.00	3.00	3.00	–
Construction Inspector Senior	1.00	3.00	3.00	3.00	–
Content Webmaster	–	1.00	1.00	1.00	–
Contracts Admin Coordinator	6.00	–	–	–	–
Contracts Admin Specialist	5.00	–	–	–	–
Contracts Admin Specialist Lead	2.00	–	–	–	–
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 Aviation Director Business Innovation	1.00	–	–	–	–
Deputy Aviation Director Operations	1.00	–	–	–	–
Deputy Aviation Director	1.00	–	–	–	–
Deputy Director Airport	–	4.00	4.00	4.00	–
Director of Aviation	1.00	1.00	1.00	1.00	–
Dispatcher	–	6.00	7.00	7.00	–
Economic Development Specialist	1.00	1.00	–	–	–
Electrician	10.00	10.00	9.00	9.00	–
Electrician Lead	2.00	2.00	4.00	4.00	–
Electrician Senior	13.00	13.00	14.00	14.00	–
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	–
Engineer Planning/Design	3.00	2.00	2.00	3.00	1.00
Engineering Assistant	1.00	–	–	–	–
Engineering Program Manager	3.00	3.00	4.00	4.00	–
Engineering Project Coordinator	7.00	6.00	4.00	5.00	1.00
Engineering Project Manager	6.00	7.00	9.00	10.00	1.00
Engineering Project Manager Senior	–	3.00	3.00	3.00	–
Environmental Compliance Specialist	1.00	2.00	1.00	1.00	–
Environmental Compliance Supervisor	–	–	1.00	1.00	–
Environmental Program Coordinator	1.00	1.00	–	–	–
Equipment Operator	–	3.00	3.00	3.00	–
Equipment Operator I	1.00	–	–	–	–
Equipment Operator II	2.00	–	–	–	–
Equipment Shop Supervisor	1.00	2.00	2.00	2.00	–
Facilities & Property Supervisor	2.00	3.00	3.00	4.00	1.00
Field Operations Supervisor	3.00	–	–	–	–
Financial Accountant III	–	–	–	1.00	1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
GIS Analyst	2.00	2.00	2.00	1.00	-1.00
GIS Coordinator	1.00	1.00	1.00	2.00	1.00
GIS Supervisor	1.00	1.00	1.00	1.00	–
GIS Technician	1.00	1.00	2.00	2.00	–
Graphic Artist Senior	1.00	1.00	1.00	1.00	–
Heavy Equipment Service Technician Associate	7.00	8.00	1.00	–	-1.00
Heavy Equipment Service Technician Lead	2.00	2.00	3.00	4.00	1.00
Heavy Equipment Service Technician Master	2.00	2.00	2.00	2.00	–
Heavy Equipment Service Technician Senior	9.00	9.00	11.00	13.00	2.00
Human Resources Generalist	–	6.00	6.00	7.00	1.00
Human Resources Generalist Senior	–	1.00	2.00	2.00	–
Human Resources Manager	–	1.00	1.00	1.00	–
Human Resources Specialist	–	1.00	1.00	–	-1.00
Human Resources Specialist Senior	–	4.00	4.00	3.00	-1.00
HVAC Technician	7.00	7.00	10.00	10.00	–
HVAC Technician Lead	3.00	3.00	3.00	3.00	–
HVAC Technician Senior	14.00	14.00	14.00	14.00	–
I&T Asset Administrator	–	1.00	1.00	2.00	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
I&T Infrastructure Manager	–	2.00	1.00	1.00	–
I&T Infrastructure Supervisor	1.00	–	–	1.00	1.00
I&T Portfolio Manager	1.00	1.00	–	–	–
I&T Program Manager	–	–	1.00	1.00	–
I&T Project Manager	2.00	2.00	2.00	2.00	–
I&T Project Manager Senior	–	–	2.00	2.00	–
I&T Systems Architect	1.00	1.00	1.00	1.00	–
Information Technology Administrator	1.00	–	–	–	–
Inventory & Warehouse Assistant	–	–	5.00	5.00	–
Inventory & Warehouse Coordinator	–	–	1.00	1.00	–
Inventory & Warehouse Manager	–	–	1.00	1.00	–
Inventory & Warehouse Specialist	–	–	3.00	3.00	–
Labor Crew Chief I	1.00	–	–	–	–
Labor Crew Chief II	2.00	–	–	–	–
Light Equipment Service Technician	1.00	–	–	–	–
Locksmith	3.00	3.00	4.00	4.00	–
Lost & Found Coordinator	–	4.00	4.00	4.00	–
Management Analyst	2.00	6.00	8.00	9.00	1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Management Analyst Senior	2.00	4.00	5.00	9.00	4.00
Marketing Coordinator	–	1.00	1.00	1.00	–
Marketing Lead	–	–	3.00	3.00	–
Marketing Specialist	–	2.00	1.00	1.00	–
Mobility and Access Manager	1.00	1.00	–	–	–
Network Administrator	3.00	3.00	4.00	3.00	-1.00
Network Engineer	1.00	1.00	1.00	1.00	–
Network Technician	1.00	1.00	1.00	3.00	2.00
Office Assistant	–	1.00	–	–	–
Office Assistant Senior	–	2.00	2.00	2.00	–
Office Assistant III	1.00	–	–	–	–
Office Assistant IV	10.00	–	–	–	–
Office Assistant V	2.00	–	–	–	–
Operations Supervisor	6.00	5.00	3.00	3.00	–
Planner	–	3.00	–	–	–
Planning Division Manager	–	1.00	–	–	–
Planning Program Manager	–	1.00	–	–	–
Planner Associate	1.00	–	–	–	–
Planning Project Manager Senior	1.00	2.00	–	–	–
Principal Planner	3.00	–	–	–	–
Procurement Agent	–	3.00	3.00	3.00	–
Procurement Agent Senior	–	3.00	3.00	3.00	–
Procurement Officer	–	4.00	2.00	2.00	–
Procurement Officer Senior	–	–	2.00	2.00	–
Process Improvement Manager	1.00	–	–	–	–
Public Information Specialist	5.00	5.00	4.00	4.00	–
Public Information Specialist Senior	1.00	1.00	2.00	2.00	–
Public Service Coordinator	3.00	3.00	3.00	3.00	–
Real Estate Agent I	1.00	2.00	2.00	2.00	–
Real Estate Agent II	1.00	1.00	2.00	1.00	-1.00
Real Estate Agent III	1.00	1.00	1.00	1.00	–
Safety Coordinator	1.00	2.00	2.00	2.00	–
Safety Coordinator Senior	–	1.00	1.00	1.00	–
Safety Supervisor	1.00	–	–	–	–
Server Administrator	1.00	1.00	1.00	2.00	1.00
Server Engineer	1.00	1.00	1.00	1.00	–
Service Order Specialist	1.00	1.00	1.00	1.00	–
Storekeeper	4.00	3.00	–	2.00	2.00
Storekeeper Senior	3.00	3.00	–	–	–
Stores Supervisor	1.00	1.00	–	–	–
Superintendent of Airport Facilities	1.00	–	–	–	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Superintendent of Airport Operations	1.00	–	–	–	–
Systems Maintenance Mechanic	7.00	11.00	11.00	12.00	1.00
Systems Maintenance Mechanic Lead	1.00	1.00	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	3.00
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	–
Tenant Services Coordinator Lead	–	–	4.00	4.00	–
Tenant Services Specialist	–	–	–	1.00	1.00
Tenant Services Specialist Senior	–	3.00	2.00	2.00	–
Training Specialist	1.00	1.00	1.00	2.00	1.00
Transit Maintenance Assistant	2.00	7.00	–	–	–
Transportation Planning Division Manager	1.00	–	–	–	–
Web Content Administrator	1.00	–	–	–	–
Department Total FTE	**759.00**	**829.00**	**907.00**	**954.00**	**47.00**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Contribution from Aviation Operating Fund	$29,373,705	$87,790,723	$51,727,298	$44,594,168	-13.8%
Contribution from Passenger Facility Charges	$52,113,190	$59,529,398	$71,241,949	$76,967,758	8.0%
Proceeds from Sale of Debt	$–	$96,780,985	$–	$–	–%
Premium from Sale of Debt	$–	$26,228,908	$–	$1,500,000	100.0%
Interest on Investments	$–	$7,919,533	$–	$–	–%
Total Revenues	**$81,486,895**	**$278,249,547**	**$122,969,247**	**$123,061,926**	**0.1%**
Expenditures					
Retirement of Debt	$21,550,000	$31,705,000	$42,890,000	$48,035,000	12.0%
Interest on Debt	$59,765,895	$71,901,193	$79,553,048	$73,423,926	-7.7%
Cost of Bond Sale	$125,000	$2,696,813	$–	$1,500,000	100.0%
Fees and Other Charges	$46,000	$31,500	$526,199	$103,000	-80.4%
Payment to Refunding Escrow Agent	$–	$135,755,644	$–	$–	–%
Reserved for Future Years	$–	$36,159,397	$–	$–	–%
Total Expenditures	**$81,486,895**	**$278,249,547**	**$122,969,247**	**$123,061,926**	**0.1%**

Charlotte Area Transit System

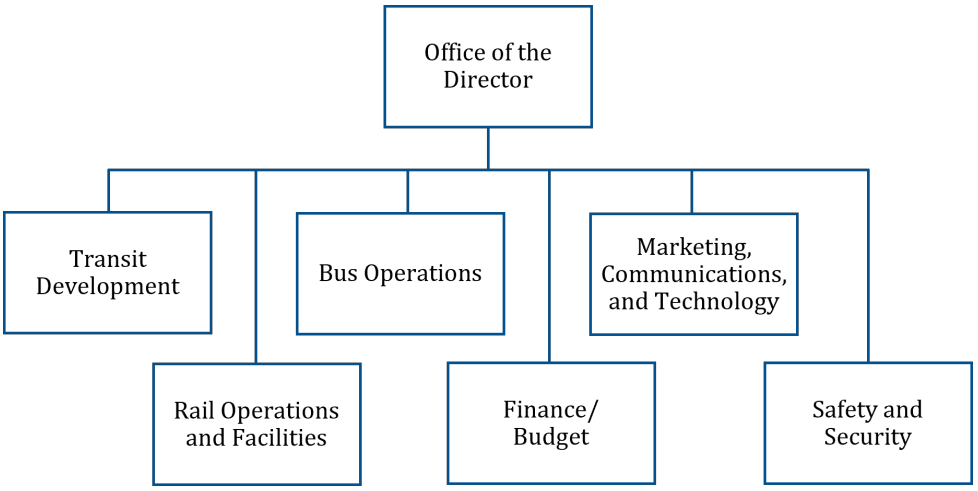
Mission Statement

To create a seamless transit experience that improves the lives of individuals, moves people forward, fuels economic growth, builds a connected region, and fosters an inclusive, innovative, responsive, and sustainable future for all.

Department Overview

- Provide core transportation services via bus, vanpool, light rail, streetcar, and Americans with Disabilities Act (ADA) paratransit service
- Service the community with a fleet of buses, including battery electrics and hybrid buses, ADA equipped buses, vanpool vans, light rail cars, and streetcars
- Plan for the build-out of the 2030 Transit Corridor System Plan

Organizational Chart



Charlotte Area Transit System

Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues[1]					
Article 43 Sales Tax	$154,684,327	$155,805,413	$165,022,903	$167,333,658	1.4%
Federal Grants	$24,646,905	$42,175,699	$27,228,334	$38,293,583	40.6%
Interlocal Agreements	$211,508	$211,508	$211,508	$211,508	–%
State Grants	$9,390,943	$9,354,631	$9,208,761	$9,528,761	3.5%
Advertising	$2,742,473	$4,481,569	$5,000,000	$6,800,000	36.0%
Other Charges	$454,768	$2,441,431	$2,780,635	$3,028,000	8.9%
Passenger Fares	$14,058,915	$14,600,170	$16,242,520	$18,500,000	13.9%
Interest Earnings	$3,746,846	$4,833,153	$2,500,000	$7,727,212	209.1%
Miscellaneous Revenue	-$672,983	$2,741,156	$258,000	$458,000	77.5%
Private Contributions	$50,000	$–	$–	$–	–%
Sale of Assets	-$152,596	$216,683	$150,000	$300,000	100.0%
Transit PAYGO Transfer	$29,430,130	$30,307,400	$31,270,856	$32,057,920	2.5%
Fund Balance	$12,806,859	$3,308,242	$23,232,456	$5,000,000	-78.5%
Total Revenues	**$251,398,095**	**$270,477,055**	**$283,105,973**	**$289,238,642**	**2.2%**

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

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Expenditures[1]					
Personnel Services[2]	$116,133,692	$137,778,615	$151,830,272	$159,561,470	5.1%
Operating Expenses	$78,182,519	$73,242,125	$103,676,313	$96,417,641	-7.0%
City Administrative Costs	$8,644,715	$8,002,315	$9,226,522	$9,557,752	3.6%
Department Charges	-$1,469,779	-$1,087,862	-$3,895,687	-$990,162	74.6%
Transfer to Other funds	$100,000	$84,447	$184,447	$191,941	4.1%
Subtotal Operating	**$201,591,147**	**$218,019,640**	**$261,021,867**	**$264,738,642**	**1.4%**
Transfer to Debt Service	$15,168,881	$14,437,556	$12,084,106	$14,500,000	20.0%
Transfer to Control Account	$34,638,067	$12,276,600	$10,000,000	$10,000,000	–%
Total Expenditures	**$251,398,095**	**$244,733,796**	**$283,105,973**	**$289,238,642**	**2.2%**

[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.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$1,332,222
Update costs for City Support Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$331,230
Capture vacancy savings Align CATS' personnel budget in FY 2026 to anticipated costs, including personnel attrition.	–	-$4,310,314
Capture operational efficiencies Align the operating budget to reflect anticipated costs based on recent and anticipated budget utilization.	–	-$6,809,724
Update department charges to the capital program Update personnel costs attributable to the management of capital projects.	–	$2,905,525
Adjust contribution to debt service program Add funds for debt service based on projected needs within CATS' Capital Investment Plan. This is a routine action that occurs at the beginning of each budget cycle.	–	$2,415,894
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 2025. 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. This adjustment also includes making thirteen Special Transportation Driver positions full-time from part-time.	3.25	$6,950,860
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$499,886
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.	–	$2,817,090
Net Change	**3.25**	**$6,132,669**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 Target
Strategic Priority Area: Well-Managed Government				
Customer-focused services	Overall customer satisfaction (Percent of responding customer rating service as satisfied or above)	70%	>88%	>88%
	Net Promoter Score (Percentage of surveyed customers who rate the service favorably)	25%	>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	42%	>40%	>40%
Strategic Priority Area: Transportation and Planning				
Maintain financial stability	Percent of total operating costs subsidized by taxpayers	88.6%	<80%	<80%
	Net debt service coverage ratio	1.42	>1.15	>1.15
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	14,903,051	>16,179,350	≥17,079,129
	On-time performance (bus)	79%	>85%	>85%
Provide effective service	Passengers per revenue hour (bus)	0.1	>13	>13.6
	Passengers per revenue hour (light rail)	1.1	>120.4	>131.7

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Accountant	–	2.00	2.00	2.00	–
Accountant Lead	–	3.00	3.00	3.00	–
Accountant Senior	–	4.00	4.00	4.00	–
Accountant II	7.00	–	–	–	–
Accountant III	3.00	–	–	–	–
Accountant IV	2.00	–	–	–	–
Accounting Supervisor	–	5.00	4.00	4.00	–
Administrative Assistant	–	4.00	6.00	6.00	–
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer	–	8.00	11.00	12.00	1.00
Administrative Officer Lead	–	2.00	5.00	6.00	1.00
Administrative Officer Manager	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	3.00	2.00	1.00	-1.00
Administrative Officer I	9.00	–	–	–	–
Administrative Officer II	11.00	–	–	–	–
Administrative Officer III	4.00	–	–	–	–
Administrative Officer IV	5.00	–	–	–	–
Administrative Officer V	4.00	–	–	–	–
Administrative Services Manager	1.00	–	–	–	–
Administrative Specialist	–	4.00	3.00	2.00	-1.00
Application Administrator	1.00	1.00	1.00	1.00	–
Application Administrator Senior	–	–	2.00	2.00	–
Application Development Support Manager	–	–	–	1.00	1.00
Application Development Support Supervisor	1.00	1.00	2.00	1.00	-1.00
Asset Manager	–	1.00	–	–	–
Assistant Field Operations Supervisor	1.00	1.00	9.00	9.00	–
Budget & Finance Analyst Lead	–	1.00	1.00	1.00	–
Budget & Finance Analyst Senior	–	6.00	6.00	6.00	–
Budget & Finance Manager	–	–	2.00	2.00	–
Building Maintenance Assistant	2.00	6.00	6.00	6.00	–
Building Maintenance Lead	–	–	–	1.00	1.00
Building Maintenance Supervisor	–	–	1.00	–	-1.00
Business Inclusion Specialist	–	1.00	1.00	1.00	–
Business Systems Analyst	–	1.00	1.00	2.00	1.00
Business Systems Analyst Senior	1.00	1.00	5.00	4.00	-1.00
Business Systems Coordinator	1.00	1.00	2.00	2.00	–
Business Systems Manager Senior	1.00	1.00	2.00	2.00	–
Business Systems Specialist Senior	1.00	1.00	–	–	–
Business Systems Supervisor	–	–	1.00	1.00	–
Chief Maintenance Mechanic	–	–	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Chief Rail Controller	2.00	–	–	–	–
Chief Transit Development Officer	–	–	1.00	–	-1.00
Chief Transit Planning Officer	–	–	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	26.00	24.00	20.00	20.00	–
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	–
Customer/Revenue Service Specialist	4.00	3.00	2.00	2.00	–
Deputy Director I	1.00	1.00	–	–	–
Deputy Director II	1.00	2.00	–	–	–
Deputy Director of Transit	–	–	3.00	4.00	1.00
Director of Transit	1.00	1.00	1.00	1.00	–
Dispatcher	–	9.00	10.00	10.00	–
Division Training Specialist	–	5.00	5.00	6.00	1.00
Energy Sustainability Coordinator	–	2.00	2.00	2.00	–
Engineer Light Rail Transit Systems	1.00	1.00	–	–	–
Engineer Senior	4.00	5.00	5.00	5.00	–
Engineering Program Manager	–	1.00	1.00	1.00	–
Engineering Project Coordinator	2.00	4.00	4.00	4.00	–
Equipment Operator I	6.00	–	–	–	–
Equipment Parts Manager	1.00	–	–	–	–
Facilities Services Coordinator	1.00	1.00	–	–	–
Facilities & Property Supervisor	3.00	3.00	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	1.00
Human Resources Generalist Senior	–	2.00	3.00	2.00	-1.00
Human Resources Manager	–	1.00	1.00	–	-1.00
Human Resources Manager Senior	–	–	–	1.00	1.00
Human Resources Specialist Senior	–	3.00	3.00	1.00	-2.00
HVAC Technician	–	–	2.00	–	-2.00
HVAC Technician Senior	–	–	–	2.00	2.00
I&T Infrastructure Supervisor	1.00	1.00	–	–	–
I&T Project Manager	1.00	1.00	1.00	1.00	–
I&T Project Manager Senior	–	–	1.00	1.00	–
Inventory & Warehouse Assistant	–	–	11.00	11.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Inventory & Warehouse Manager	–	–	1.00	1.00	–
Inventory & Warehouse Specialist	–	–	1.00	1.00	–
Labor Crew Chief II	8.00	9.00	–	–	–
Maintenance Training Supervisor	1.00	–	–	–	–
Management Analyst	5.00	3.00	2.00	2.00	–
Management Analyst Senior	1.00	3.00	3.00	3.00	–
Marketing Lead	–	–	1.00	1.00	–
Marketing Representative	1.00	–	–	–	–
Marketing Specialist	–	1.00	1.00	1.00	–
Mobility & Access Manager	–	1.00	1.00	1.00	–
Network Engineer	1.00	1.00	–	–	–
Office Assistant	–	4.00	4.00	4.00	–
Office Assistant Senior	–	3.00	1.00	1.00	–
Office Assistant III	10.00	–	–	–	–
Office Assistant IV	6.00	–	–	–	–
Office Assistant V	4.00	–	–	–	–
Operations Supervisor	2.00	8.00	6.00	6.00	–
Public Information Specialist	4.00	6.00	5.00	5.00	–
Public Information Specialist Senior	2.00	2.00	2.00	2.00	–
Public Service Coordinator	2.00	2.00	2.00	3.00	1.00
Purchasing Agent	1.00	–	–	–	–
Quality Assurance Analyst	1.00	1.00	1.00	1.00	–
Rail Car Maintenance Supervisor	10.00	11.00	11.00	11.00	–
Rail Car Technician	54.00	54.00	52.00	53.00	1.00
Rail Car Technician Lead	3.00	3.00	3.00	2.00	-1.00
Rail Controller	14.00	14.00	14.00	14.00	–
Rail Controller Manager	–	–	3.00	4.00	1.00
Rail Controller Manager Senior	–	–	1.00	–	-1.00
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	–	-1.00
Rail Maintenance of Way Supervisor	10.00	10.00	10.00	10.00	–
Rail Operations Manager	2.00	3.00	2.00	3.00	1.00
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	1.00
Real Estate Program Manager	–	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	6.00	–
Safety Supervisor	4.00	3.00	3.00	3.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Software Developer Lead	1.00	1.00	1.00	1.00	–
Special Transportation Dispatcher	9.00	–	–	–	–
Special Transportation Driver	100.75	97.75	95.75	99.00	3.25
Special Transportation Manager	1.00	1.00	1.00	1.00	–
Special Transportation Reservationist	–	7.00	7.00	7.00	–
Special Transportation Supervisor	1.00	2.00	4.00	3.00	-1.00
Storekeeper	5.00	11.00	–	–	–
Storekeeper Senior	1.00	2.00	–	–	–
Technology Services Officer	–	–	1.00	1.00	–
Technology Support Associate	2.00	2.00	2.00	2.00	–
Technology Support Coordinator	1.00	1.00	3.00	3.00	–
Technology Support Specialist	3.00	3.00	3.00	3.00	–
Technology Support Specialist Senior	2.00	2.00	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	6.00	5.00	4.00	4.00	–
Transit Accounting Manager	–	3.00	3.00	3.00	–
Transit Administration Manager	–	1.00	1.00	1.00	–
Transit Arts Program Manager	1.00	1.00	1.00	–	-1.00
Transit Asset Program Manager	–	–	2.00	2.00	–
Transit Corridor Assistant Project Manager	2.00	2.00	2.00	2.00	–
Transit Corridor Project Manager Senior	2.00	3.00	3.00	3.00	–
Transit Development Administrator	1.00	–	–	–	–
Transit Development Manager	–	1.00	–	–	–
Transit Energy Manager	1.00	1.00	1.00	1.00	–
Transit Energy Analyst	1.00	–	–	–	–
Transit Energy Coordinator	1.00	–	–	–	–
Trans Engineering Division Manager	–	1.00	1.00	1.00	–
Transit Facility Manager	–	–	1.00	1.00	–
Transit Maintenance Assistant	12.00	12.00	12.00	12.00	–
Transit Marketing & Communications Manager	–	1.00	1.00	1.00	–
Transit Marketing & Technology Manager	1.00	–	–	–	–
Transit Operations Manager	2.00	1.00	1.00	1.00	–
Transit Operations Services Manager	2.00	5.00	1.00	1.00	–
Transit Operations Training Manager	–	1.00	3.00	3.00	–
Transit Operations Training Supervisor	3.00	4.00	4.00	4.00	–
Transit Planning Manager	2.00	2.00	–	–	–
Transit Project Development Manager	2.00	1.00	2.00	2.00	–
Transit Quality Assurance Manager	1.00	1.00	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
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	–
Transportation Planner I	2.00	2.00	2.00	2.00	–
Transportation Planner II	4.00	6.00	5.00	5.00	–
Transportation Planner III	2.00	3.00	4.00	4.00	–
Department Total FTE	**610.75**	**644.75**	**660.75**	**664.00**	**3.25**

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.

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Transfers from CATS Operating Fund	$15,168,881	$14,437,556	$12,084,106	$14,500,000	20.0%
Transfers from CATS Capital Fund	$53,440	$–	$–	$–	–%
Transfers from CATS Debt Service Reserve Fund	$–	$156,313	$–	$–	–%
Federal Grants	$2,730,356	$2,927,840	$2,927,900	$2,927,275	–%
State Grants	$–	-$285,129	$–	$–	–%
Interest on Investments	$122	$437,400	$–	$–	–%
Fund Balance	$–	$285,129	$3,072,094	$666,581	-78.3%
Total Revenues	**$17,952,799**	**$17,959,109**	**$18,084,100**	**$18,093,856**	**0.1%**
Expenditures					
Principal Payments	$8,920,000	$9,365,000	$9,820,000	$10,295,000	4.8%
Interest Payments	$9,027,799	$8,591,109	$8,150,100	$7,684,856	-5.7%
Other Fees	$5,000	$3,000	$114,000	$114,000	–%
Total Expenditures	**$17,952,799**	**$17,959,109**	**$18,084,100**	**$18,093,856**	**0.1%**

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.

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Transfer from CATS Operating	$34,638,067	$12,276,560	$10,000,000	$10,000,000	–%
Interest on Investments	$2,563,452	$4,593,354	$–	$–	–%
Fund Balance	$–	$43,163,890	$12,344,174	$7,257,431	41.2%
Total Revenues	**$37,201,519**	**$60,033,804**	**$22,344,174**	**$17,257,431**	**22.8%**
Expenditures					
Transfer to CATS CIP	$–	$46,177,050	$12,344,174	$7,257,431	41.2%
Transfer to Other Funds	$790,077	$1,580,154	$–	$–	–%
Reserved for Future Years	$36,411,442	$12,276,600	$10,000,000	$10,000,000	%
Total Expenditures	**$37,201,519**	**$60,033,804**	**$22,344,174**	**$17,257,431**	**22.8%**

Charlotte Water

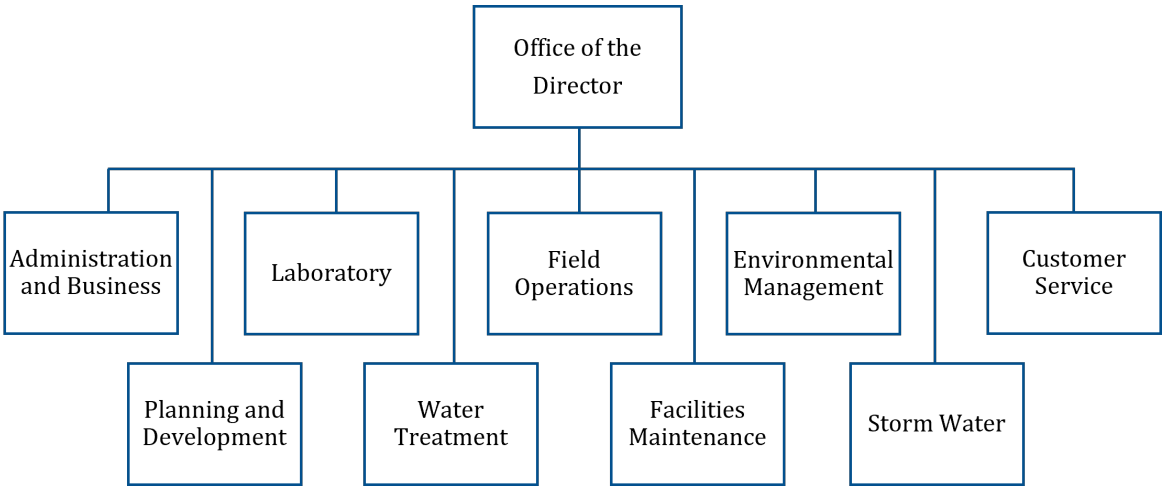
Mission Statement

Charlotte Water's mission is to consistently provide the highest quality water and wastewater services to our community.

Department Overview

- Attract, develop, and retain a highly skilled and collaborative workforce that is engaged, motivated, and dedicated
- Provide accessible, timely, and consistent customer service
- Understand and engage the customers and communities we serve
- Ensure reliable infrastructure to serve the community today and into the future
- Efficiently manage financial resources, balancing affordability and growth
- Protect and improve the environment

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual[1]	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Volumetric User Charges - Water	$146,430,278	$152,889,145	$164,944,276	$166,231,597	0.8%
Volumetric User Charges - Sewer	$210,711,598	$224,758,971	$233,946,037	$257,403,763	10.0%
Fixed User Charges - Water	$19,756,649	$21,129,423	$24,069,017	$26,254,401	9.1%
Fixed User Charges - Sewer	$17,715,564	$18,895,221	$21,548,419	$23,504,918	9.1%
Availability Fees - Water	$7,880,075	$8,450,333	$8,812,852	$8,925,865	1.3%
Availability Fees - Sewer	$46,016,619	$48,344,554	$56,768,970	$54,551,670	-3.9%
Connection Fees - Water	$15,346,412	$10,696,379	$14,500,000	$7,000,000	-51.7%
Connection Fees - Sewer	$9,204,138	$5,877,172	$7,500,000	$4,000,000	-46.7%
System Development Fees - Water	$22,738,660	$23,415,032	$18,500,000	$18,500,000	–%
System Development Fees - Sewer	$34,387,045	$39,296,585	$28,500,000	$28,500,000	–%
BOD, SS, and IW Surcharges	$5,018,780	$8,654,024	$7,100,000	$7,100,000	–%
Interest Earnings	$8,176,856	$6,909,397	$2,000,000	$3,000,000	50.0%
Specific Service Charges	$3,740,817	$4,262,925	$3,705,000	$3,913,000	5.6%
Other Operating Revenue	$4,938,232	$6,828,406	$5,040,000	$5,631,300	11.7%
Uncollectible Revenue	-$3,487,915	-$3,258,949	-$3,000,000	-$3,000,000	–%
Other Non-Operating Revenue	$3,146,514	$3,037,532	$3,000,000	$2,300,000	-23.3%
Fund Balance	$–	$–	$20,026,326	$37,421,025	86.9%
Total Revenues	**$551,720,322**	**$580,186,150**	**$616,960,897**	**$651,237,539**	**5.6%**
Expenditures					
Personnel Services	$92,456,072	$103,979,195	$118,211,569	$124,579,964	5.4%
Operating Expenses	$124,800,721	$116,017,219	$131,595,381	$149,511,227	13.6%
Capital Outlay	$856,740	$1,042,570	$805,000	$1,608,000	99.8%
Department Charges	-$21,715,805	-$22,747,805	-$28,402,032	-$29,045,596	-2.3%
City Administrative Support	$17,845,743	$22,224,811	$27,079,331	$28,740,522	6.1%
Transfer to Debt Service Funds	$140,805,663	$169,393,212	$167,671,648	$182,262,769	8.7%
Transfer to Capital Projects Fund	$161,799,996	$180,000,000	$200,000,000	$193,580,653	-3.2%
Reserved for Future Years	$34,871,192	$10,276,949	$–	$–	–%
Total Expenditures	**$551,720,322**	**$580,186,151**	**$616,960,897**	**$651,237,539**	**5.6%**

[1] FY 2024 included the realignment of 9.00 FTEs and $2,114,841 from the Finance Business System Division, within Finance to Charlotte Water.

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$2,336,268
Provide funds for repairs and paving contracts Increase funds for miscellaneous repairs and paving contracts associated with water and sewer distribution repairs.	–	$6,100,000
Provide funds for operational needs Update funding for operational needs in contracted services, fees for testing, and general office and plant expenses.	–	$3,504,975
Provide funds for energy cost and telecommunication increase Increase funds in response to energy utility rate and telecommunication increases.	–	$2,301,329
Update costs for city services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$1,661,191
Provide funds for commodities and services contractual increases Technical adjustment to update costs for information technology agreements, security and maintenance services, and laboratory equipment.	–	$1,509,669
Adjust department charges to the Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects, staff cost, and rent to Storm Water.	–	-$643,564
Provide funds for maintenance material and supplies Increase funds to operate and maintain existing infrastructure at plants and collection and distribution systems.	–	$1,099,968
Provide funds for operations and maintenance Provide funds for eleven positions to support operations and maintenance and to manage critical infrastructure in Charlotte Water. These positions will provide reliable and responsive customer service to internal customers, and contribute to a more resilient system, ensuring Charlotte Water can continue to provide safe and reliable service to customers.	11.00	$1,020,573
Provide funds to enhance utility operations Update costs to replace and upgrade testing and operational equipment in support of utility operations and provide maintenance related upgrades to facilities.	–	$803,000
Provide funds for interbasin transfer Provide funds for legal and technical support for the interbasin transfer modification request process.	–	$750,000
Provide funds for Stowe Regional Water Resource Recovery Facility Provide funds for eight Stowe Regional Water Resource Recovery Facility positions engaging in plant operations and administrative support. The positions will support the system resiliency and optimize operations management.	8.00	$721,911

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for repair and maintenance Increase funds to repair and maintain existing equipment at plants.	–	$524,750
Provide funds for Helping Hands Outreach (H2O) Provide funds to support the H2O charitable foundation that helps customers facing economic hardship.	–	$375,000
Provide funds for water and wastewater treatment chemical price increases Increase funds for department supplies in response to marketplace and supply chain volatility within treatment chemical supplier networks.	–	$336,164
Support acquisition and compliance duties Provide funds for one Procurement Agent for Charlotte Water. This position will assist in acquisition and compliance services for Charlotte Water.	1.00	$97,400
Provide funds for contract employees Provide funds to support contract staffing on the communications team.	–	$82,232
Increase overtime costs Provide additional funds to support overtime costs based on recent and anticipated utilization.	–	$77,800
Capture vacancy savings Align Charlotte Water's personnel budget in FY 2026 to anticipate costs, including personnel attrition.	–	-$808,027
Decrease contribution to Capital Investment Plan Decrease 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.	–	-$6,419,347
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.	–	$14,591,121
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 2025. 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.	–	$2,035,478
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$842,772
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.	–	$1,375,979
Net Change	**20.00**	**$34,276,642**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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	95.75%	≥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	3.5	≤3.0	≤3.0
Strategic Priority Area: Workforce and Business Development				
Create jobs, promote upward mobility, and advance equitable employment opportunities through apprenticeship and Co-op programs.	Number of apprentices and Co-op graduates hired	34	≥25	≥40

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Account Services Supervisor	–	1.00	1.00	1.00	–
Accountant II	2.00	–	–	–	–
Accountant III	1.00	–	–	–	–
Accountant IV	2.00	–	–	–	–
Administrative Assistant	–	3.00	3.00	2.00	-1.00
Administrative Assistant Senior	–	1.00	1.00	1.00	–
Administrative Officer	–	10.00	11.00	12.00	1.00
Administrative Officer Lead	–	4.00	3.00	3.00	–
Administrative Officer Manager	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	6.00	6.00	6.00	–
Administrative Specialist	–	3.00	3.00	4.00	1.00
Administrative Officer I	14.00	–	–	–	–
Administrative Officer II	8.00	–	–	–	–
Administrative Officer III	10.00	–	–	–	–
Administrative Officer IV	3.00	–	–	–	–
Administrative Officer V	1.00	–	–	–	–
Administrative Secretary I	2.00	–	–	–	–
Administrative Services Manager	1.00	–	–	–	–
Application Administrator	–	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	–
Application Development Support Supervisor	1.00	–	–	–	–
Budget & Finance Analyst	–	1.00	1.00	1.00	–
Budget & Finance Analyst Lead	–	1.00	3.00	3.00	–
Budget & Finance Analyst Senior	–	4.00	4.00	4.00	–
Budget & Finance Manager	–	2.00	2.00	2.00	–
Budget & Finance Specialist	–	3.00	4.00	4.00	–
Building Maintenance Assistant	1.00	1.00	2.00	3.00	1.00
Business Analysis Manager	–	1.00	–	–	–
Business Analysis Program Manager	1.00	–	–	–	–
Business Analyst	–	2.00	2.00	2.00	–
Business Analyst Coordinator	3.00	5.00	2.00	2.00	–
Business Analyst Senior	1.00	4.00	3.00	3.00	–
Business Inclusion Specialist	–	1.00	1.00	1.00	–
Business Inclusion Specialist Lead	–	1.00	1.00	1.00	–
Business Systems Analyst	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	1.00	2.00	2.00	2.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Business Systems Manager Senior	1.00	–	1.00	1.00	–
Business Systems Program Manager	–	1.00	1.00	1.00	–
Business Systems Supervisor	4.00	5.00	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	–
Chief Utilities Engineer	2.00	2.00	2.00	2.00	–
Construction Inspector	41.00	44.00	8.00	7.00	-1.00
Construction Manager	2.00	2.00	–	–	–
Construction Supervisor	5.00	5.00	–	–	–
Content Webmaster	1.00	1.00	–	–	–
Contracts Admin Coordinator	3.00	–	–	–	–
Contracts Admin Specialist	1.00	–	–	–	–
Customer/Revenue Service Assistant	17.00	18.00	7.00	1.00	-6.00
Customer/Revenue Service Assistant Senior	4.00	6.00	–	–	–
Customer/Revenue Service Specialist	5.00	5.00	3.00	1.00	-2.00
Customer Service Supervisor	–	1.00	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	–
Deputy Utilities Director II	4.00	–	–	–	–
Director of Utilities	1.00	1.00	1.00	1.00	–
Division Training Specialist	1.00	1.00	1.00	–	-1.00
Drafting Technician	3.00	3.00	3.00	3.00	–
Electrical Engineer	1.00	1.00	–	–	–
Electrical Engineer Senior	4.00	4.00	–	–	–
Engineer Plan Review	4.00	8.00	8.00	8.00	–
Engineer Planning/Design	2.00	2.00	2.00	1.00	-1.00
Engineer Senior	16.00	15.00	14.00	15.00	1.00
Engineering Assistant	14.00	17.00	17.00	16.00	-1.00
Engineering Contracts Manager	1.00	–	–	–	–
Engineering Division Manager	7.00	7.00	7.00	7.00	–
Engineering Program Manager	3.00	4.00	4.00	5.00	1.00
Engineering Project Coordinator	19.00	22.00	22.00	21.00	-1.00
Engineering Project Manager	12.00	12.00	12.00	13.00	1.00
Engineering Project Manager Senior	18.00	18.00	17.00	16.00	-1.00
Engineering Services Investigator	6.00	9.00	8.00	7.00	-1.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	–
Environmental Compliance Manager	3.00	3.00	3.00	3.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	–
Environmental Compliance Supervisor	3.00	3.00	3.00	3.00	–
Environmental Program Inspector	12.00	12.00	12.00	12.00	–
Equipment Operator	–	1.00	1.00	1.00	–
Equipment Operator Senior	–	13.00	–	–	–
Equipment Operator II	1.00	–	–	–	–
Equipment Operator III	12.00	–	–	–	–
Facilities & Property Supervisor	1.00	–	1.00	1.00	–
Facilities Services Coordinator	3.00	4.00	4.00	4.00	–
Field Operations Supervisor	18.00	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	–
GIS Supervisor	1.00	1.00	1.00	1.00	–
GIS Technician	–	–	1.00	1.00	–
Human Resources Generalist	–	2.00	2.00	2.00	–
Human Resources Generalist Senior	–	1.00	1.00	1.00	–
Human Resources Manager Senior	–	1.00	1.00	1.00	–
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	1.00	–	–	–
I&T Project Manager	–	–	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	6.00	–	–	–
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	–
Inventory & Warehouse Assistant	–	–	4.00	4.00	–
Inventory & Warehouse Coordinator	–	–	4.00	4.00	–
Inventory & Warehouse Supervisor	–	–	1.00	1.00	–
Lab Quality Assurance Administrator	1.00	1.00	1.00	1.00	–
Lab Quality Assurance Analyst	1.00	2.00	2.00	2.00	–
Labor Crew Chief I	49.00	51.00	–	–	–
Labor Crew Chief II	36.00	37.00	–	–	–
Laboratory Analyst I	2.00	2.00	2.00	2.00	–
Laboratory Analyst II	16.00	17.00	17.00	17.00	–
Laboratory Analyst III	7.00	8.00	8.00	8.00	–
Laboratory Manager	1.00	1.00	1.00	1.00	–
Laboratory Supervisor	5.00	5.00	5.00	5.00	–
Laborer	5.00	5.00	–	–	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Lift Station Technician	4.00	4.00	4.00	4.00	–
Management Analyst	2.00	2.00	2.00	2.00	–
Management Analyst Senior	3.00	4.00	2.00	2.00	–
Manhole Inspector	8.00	8.00	8.00	8.00	–
Meter Services Supervisor	2.00	2.00	3.00	3.00	–
Network Administrator	1.00	1.00	1.00	2.00	1.00
Network Engineer	1.00	–	–	–	–
Office Assistant	–	2.00	2.00	2.00	–
Office Assistant Senior	–	7.00	6.00	7.00	1.00
Office Assistant IV	3.00	–	–	–	–
Office Assistant V	7.00	–	–	–	–
Operations Supervisor	10.00	10.00	–	–	–
Plans Reviewer	7.00	7.00	7.00	7.00	–
Procurement Agent	–	6.00	6.00	7.00	1.00
Procurement Manager	–	1.00	1.00	1.00	–
Procurement Officer	–	3.00	3.00	3.00	–
Procurement Officer Senior	–	1.00	–	–	–
Public Information Specialist	–	–	1.00	1.00	–
Public Information Specialist Senior	2.00	2.00	3.00	3.00	–
Public Services Division Manager	1.00	1.00	1.00	1.00	–
Pump Station Technician	4.00	4.00	4.00	4.00	–
Pumping Station Supervisor	1.00	1.00	1.00	1.00	–
Purchasing Agent	5.00	–	–	–	–
Revenue Collection & Credit Officer	1.00	–	–	–	–
Quality Assurance Analyst	–	1.00	1.00	1.00	–
Real Estate Agent II	–	–	–	1.00	1.00
Real Estate Agent III	–	1.00	1.00	1.00	–
Safety Coordinator	1.00	1.00	–	–	–
Safety Coordinator Senior	3.00	4.00	5.00	5.00	–
Safety Supervisor	1.00	1.00	–	–	–
Server Administrator	1.00	1.00	1.00	2.00	1.00
Storekeeper	2.00	3.00	–	–	–
Stores Supervisor	1.00	1.00	–	–	–
Survey Party Chief	4.00	4.00	3.00	3.00	–
Survey Supervisor	1.00	1.00	1.00	1.00	–
Survey Technician	25.00	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	2.00	1.00	1.00	–
Technology Support Supervisor	1.00	1.00	1.00	1.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Training Specialist	7.00	5.00	5.00	6.00	1.00
Treatment Operations Coordinator	2.00	2.00	2.00	2.00	–
Treatment Plant Electrician	4.00	4.00	4.00	3.00	-1.00
Treatment Plant Maintenance Manager	2.00	2.00	2.00	2.00	–
Treatment Plant Maintenance Supervisor	6.00	8.00	8.00	9.00	1.00
Treatment Plant Mechanic Assistant	6.00	6.00	6.00	7.00	1.00
Treatment Plant Mechanic I	6.00	5.00	7.00	3.00	-4.00
Treatment Plant Mechanic II	15.00	15.00	10.00	12.00	2.00
Treatment Plant Mechanic III	8.00	9.00	10.00	12.00	2.00
Treatment Plant Mechanic IV	6.00	5.00	7.00	8.00	1.00
Utilities Budget & Finance Manager	–	–	1.00	1.00	–
Utilities Business Manager	1.00	1.00	1.00	1.00	–
Utilities Construction Inspector	–	–	37.00	38.00	1.00
Utilities Construction Manager	–	–	2.00	3.00	1.00
Utilities Construction Supervisor	–	–	5.00	5.00	–
Utilities Customer Service Assistant	–	–	1.00	–	-1.00
Utilities Customer Service Assistant Senior	–	–	7.00	14.00	7.00
Utilities Customer Service Specialist	–	–	9.00	10.00	1.00
Utilities Customer Service Supervisor	–	–	2.00	4.00	2.00
Utilities Electrical Engineer	–	–	2.00	2.00	–
Utilities Electrical Engineer Senior	–	–	5.00	5.00	–
Utilities Field Operations Supervisor	–	–	19.00	21.00	2.00
Utilities Instrument Technician	–	–	6.00	7.00	1.00
Utilities Labor Crew Chief I	–	–	50.00	50.00	–
Utilities Labor Crew Chief II	–	–	35.00	34.00	-1.00
Utilities Manager	6.00	7.00	6.00	6.00	–
Utilities Operations Manager	6.00	6.00	7.00	8.00	1.00
Utilities Operations Supervisor	–	–	10.00	10.00	–
Utilities Planner Scheduler	9.00	9.00	9.00	10.00	1.00
Utilities Procurement Manager	–	–	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	3.00	5.00	5.00	4.00	-1.00
Utilities Services Technician	5.00	5.00	5.00	5.00	–
Utilities Technician I	60.00	80.00	74.00	33.00	-41.00
Utilities Technician II	67.00	54.00	61.00	66.00	5.00
Utilities Technician III	2.00	2.00	1.00	40.00	39.00
Wastewater Chief Treatment Plant Operator	7.00	7.00	8.00	8.00	–
Wastewater Treatment Plant Operator I	3.00	6.00	9.00	10.00	1.00

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Wastewater Treatment Plant Operator II	3.00	2.00	2.00	2.00	–
Wastewater Treatment Plant Operator III	5.00	5.00	–	3.00	3.00
Wastewater Treatment Plant Operator IV	36.00	33.00	34.00	33.00	-1.00
Wastewater Treatment Plant Operator IV Senior	15.00	16.00	16.00	19.00	3.00
Wastewater Treatment Plant Supervisor	6.00	5.00	5.00	5.00	–
Wastewater Treatment Plant Supervisor Senior	–	1.00	1.00	1.00	–
Water Chief Treatment Plant Operator	9.00	9.00	9.00	9.00	–
Water Equipment Operator	–	–	13.00	13.00	–
Water Meter Repair Technician	8.00	8.00	7.00	7.00	–
Water Process Engineer	–	–	1.00	1.00	–
Water Quality Program Administrator	3.00	3.00	3.00	3.00	–
Water Quality Program Specialist	6.00	8.00	8.00	8.00	–
Water Quality Technician II	10.00	10.00	10.00	10.00	–
Water Quality Technician Lead	2.00	2.00	2.00	2.00	–
Water Service Technician	52.00	50.00	50.00	46.00	-4.00
Water Service Technician Senior	18.00	19.00	19.00	23.00	4.00
Water Treatment Plant Operator A	22.00	21.00	15.00	17.00	2.00
Water Treatment Plant Operator B	1.00	3.00	6.00	6.00	–
Water Treatment Plant Operator C	7.00	6.00	9.00	7.00	-2.00
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	**1,050.00**	**1,106.00**[1]	**1,106.00**	**1,126.00**	**20.00**

[1] FY 2024 included the realignment of 9.00 FTEs from the Finance Business Division, within Finance, to Charlotte Water.

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Operating Revenues					
Transfer from Charlotte Water Operating Fund	$140,805,663	$169,393,212	$167,671,648	$182,262,769	8.7%
Premium from Sale of Bonds	$59,411,262	$59,661,632	$–	$–	–%
Proceeds from Refunding	$344,680,000	$442,995,413	$–	$–	–%
Interest on Investments	$5,878	$12,651	$–	$–	–%
Other Interest	$7,709,852	$17,374	$–	$–	–%
Total Revenue	**$552,612,655**	**$672,080,282**	**$167,671,648**	**$182,262,769**	**8.7%**
Operating Expenditures					
Bond Retirement	$62,629,105	$74,970,000	$71,450,000	$65,990,000	-7.6%
Interest on Bonds	$66,842,257	$77,222,271	$83,064,165	$103,824,194	25.0%
Bank Charges	$194,165	$41,000	$143,000	$187,000	30.8%
Cost of Bond Sales	$15,714,495	$2,631,875	$1,000,000	$–	-100.0%
Equipment Lease - Purchase Principal	$8,276,023	$8,407,092	$5,162,915	$5,071,904	-1.8%
Equipment Lease - Purchase Interest	$370,528	$255,071	$796,419	$585,890	-26.4%
State Revolving Loan Principal	$1,453,512	$4,830,166	$4,850,991	$5,400,991	11.3%
State Revolving Loan Interest	$332,570	$1,328,475	$1,204,158	$1,202,790	-0.1%
Payment to Escrow Agent	$396,800,000	$500,000,000	$–	$–	–%
Reserved for Future Years	$–	$2,394,332	$–	$–	–%
Total Expenditures	**$552,612,655**	**$672,080,282**	**$167,671,648**	**$182,262,769**	**8.7%**

Storm Water

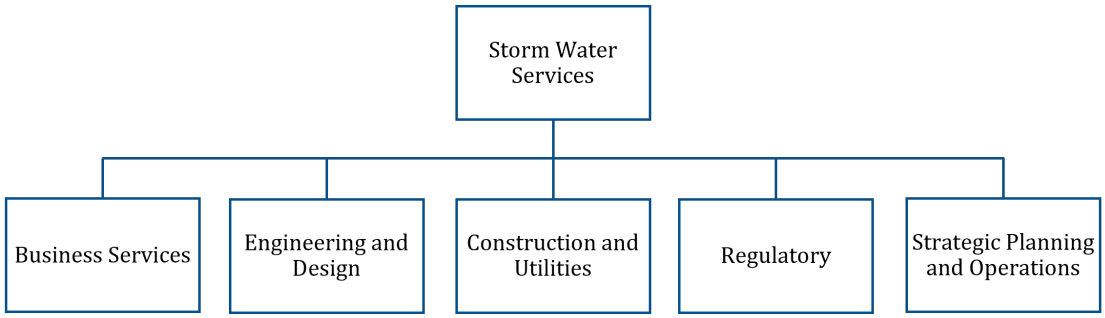
Mission Statement

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

Department Overview

- Oversee more than 100,000 storm drains and 6,200 miles of pipes and open streams
- Plan, design, construct, and maintain stormwater infrastructure to reduce flood risks and protect the traveling public
- Improve and protect surface waters as required by the federal Clean Water Act
- Ensure appropriate regulatory engagement, coordination, and oversight to support development activity
- Collect fees based on property owners' impervious surface area to fund capital projects and operating expenses

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Charges for Storm Water Fees	$78,705,655	$83,179,673	$84,318,012	$88,441,361	4.9%
Investment Earnings	$1,108,828	$1,654,435	$500,000	$500,000	–%
Regulatory Services Fees	$3,192,364	$3,975,907	$3,400,000	$3,850,000	13.2%
Expedited Plan Review	$329,260	$28,500	$200,000	$150,000	-25.0%
Other	$140,493	$175,995	$–	$–	–%
Fund Balance	$–	$–	$5,823,677	$11,072,643	90.1%
Total Revenues	**$83,476,600**	**$89,014,510**	**$94,241,689**	**$104,014,004**	**10.4%**
Expenditures					
Personnel Services	$22,772,559	$26,076,498	$30,793,251	$32,831,656	6.6%
Operating Expenses	$8,159,305	$9,163,502	$13,976,290	$13,805,707	-1.2%
Department Charges	-$9,493,252	-$11,188,234	-$11,895,669	-$11,926,976	-0.3%
Transfer to CIP	$36,250,000	$32,000,000	$41,000,000	$48,000,000	17.1%
Transfer to Debt Service	$18,797,680	$20,542,547	$20,367,817	$21,303,617	4.6%
Reserved for Future Years	$6,990,308	$12,420,197	$–	$–	–%
Total Expenditures	**$83,476,600**	**$89,014,510**	**$94,241,689**	**$104,014,004**	**10.4%**

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$567,486
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.	–	$275,780
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$68,043
Improve efficiencies of business operations Realize efficiencies in procurement operations and eliminate one position from Storm Water. This action will not result in an impact to existing service levels.	-1.00	-$94,871
Support project management, strategic planning, and business operations Provide funds for positions that will support capital projects and help manage drainage assets and business operations. The costs of some positions are partially funded by the Capital Investment Plan.	3.00	$342,972
Support regulatory compliance and reviews Add a position to support compliance with the city's National Pollutant Discharge Elimination System permit and comply with the requirements of the Federal Clean Water Act. The position will increase capacity to inspect privately-owned Storm Water Control Measures and coordination and enforcement of local stormwater ordinances.	1.00	$113,945
Increase 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.	–	$7,000,000
Increase contribution to debt service program Technical adjustment to adjust the transfer that supports Storm Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each budget cycle.	–	$935,800
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 2025. 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.	–	$355,633
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$191,694

FY 2026 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	–	$15,833
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.		
Net Change	**3.00**	**$9,772,315**

Performance Measure Highlights

Objective	Measure	FY 2024 Actual	FY 2025 Target	FY 2026 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 stormwater reviews to approval for commercial submittals	2.37 reviews	Average 2.5 reviews or less to approval	Average 2.5 reviews or less to approval
Ensure equitable service delivery	Number of high-priority initiatives accomplished per year	New Measure	1 or more	1 or more
Strategic Priority Area: Transportation and Planning				
Safely drain surface water runoff from rain	Miles of stormwater infrastructure system rehabilitated or installed	23.64 miles	≥20 miles over 3 years	≥20 miles over 3 years

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer Lead	–	1.00	1.00	1.00	–
Administrative Officer Senior	–	1.00	2.00	2.00	–
Administrative Specialist	–	1.00	1.00	1.00	–
Administrative Officer I	1.00	–	–	–	–
Administrative Officer III	2.00	–	–	–	–
Administrative Officer IV	2.00	–	–	–	–
Administrative Officer V	1.00	–	–	–	–
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	–
Budget & Finance Analyst Senior	–	1.00	1.00	1.00	–
Budget & Finance Manager	–	1.00	1.00	1.00	–
Business Systems Analyst	1.00	2.00	2.00	2.00	–
Business Systems Coordinator	–	1.00	1.00	1.00	–
Business Systems Supervisor	–	1.00	1.00	1.00	–
CCTV Crew Chief	2.00	3.00	3.00	3.00	–
CCTV Technician	2.00	3.00	3.00	3.00	–
Chief Construction Inspector	–	2.00	2.00	3.00	1.00
Chief Utilities Engineer	–	1.00	1.00	1.00	–
Construction Inspector	32.00	32.00	30.00	30.00	–
Construction Inspector Senior	11.00	12.00	13.00	13.00	–
Construction Manager	5.00	5.00	5.00	5.00	–
Construction Supervisor	9.00	10.00	10.00	11.00	1.00
Deputy Director II	1.00	1.00	1.00	1.00	–
Drainage Specialist	6.00	7.00	10.00	10.00	–
Engineer Plan Review	3.00	4.00	5.00	5.00	–
Engineer Senior	13.00	16.00	18.00	19.00	1.00
Engineering Assistant	6.00	6.00	6.00	6.00	–
Engineering Contracts Specialist	1.00	–	–	–	–
Engineering Division Manager	4.00	4.00	4.00	4.00	–
Engineering Program Manager	6.00	8.00	8.00	8.00	–
Engineering Project Coordinator	9.00	11.00	11.00	11.00	–
Engineering Project Manager	42.00	42.00	40.00	40.00	–
Engineering Project Manager Senior	16.00	17.00	17.00	17.00	–
Engineering Services Investigator	1.00	1.00	2.00	2.00	–
Environmental Program Coordinator	–	–	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	–
GIS Supervisor	2.00	1.00	1.00	1.00	–
GIS Technician	5.00	4.00	4.00	4.00	–

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

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Human Resources Generalist Senior	–	–	1.00	1.00	–
Labor Crew Chief I	–	–	1.00	1.00	–
Management Analyst	1.00	1.00	1.00	–	-1.00
Management Analyst Senior	–	–	–	1.00	1.00
Manhole Inspector	–	–	1.00	1.00	–
Operations Supervisor	–	–	1.00	1.00	–
Procurement Agent	–	1.00	1.00	–	-1.00
Public Information Specialist Senior	4.00	4.00	4.00	4.00	–
Public Information Specialist	–	–	–	1.00	1.00
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	–
Software Developer	1.00	–	–	–	–
Technology Support Specialist Senior	–	1.00	1.00	1.00	–
Utilities Budget & Finance Manager	–	–	1.00	1.00	–
Utilities Business Manager	1.00	1.00	–	–	–
Utilities Engineering Manager	1.00	1.00	1.00	1.00	–
Utilities Operations Manager	1.00	3.00	3.00	3.00	–
Utilities Planner Scheduler	–	1.00	1.00	1.00	–
Water Quality Modeler	1.00	1.00	1.00	1.00	–
Water Quality Program Administrator	6.00	6.00	4.00	4.00	–
Water Quality Program Administrator Senior	–	–	2.00	2.00	–
Water Quality Program Manager	1.00	1.00	1.00	1.00	–
Water Quality Program Specialist	4.00	5.00	6.00	6.00	–
Web Content Administrator	1.00	1.00	1.00	1.00	–
Wetland Specialist	3.00	3.00	2.00	2.00	–
Department Total FTE	**221.00**	**243.00**	**255.00**	**258.00**	**3.00**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Transfer from Storm Water Operating Fund	$18,797,680	$20,542,547	$20,367,817	$21,303,617	4.6%
Fund Balance	$163,527	$136,132	$–	$–	–%
Total Revenues	**$18,961,207**	**$20,678,679**	**$20,367,817**	**$21,303,617**	**4.6%**
Expenditures					
Bond Retirement	$9,380,722	$8,955,000	$9,780,586	$9,225,614	-5.7%
Interest on Bonds	$7,841,322	$7,446,828	$10,180,231	$12,013,303	18.0%
Lease/Purchase Agreement	$319,923	$429,497	$–	$–	–%
Interest of Lease Purchase Agreement	$1,245,921	$3,810,804	$–	$–	–%
Cost of Bond Sale	$135,769	$–	$350,000	$–	-100.0%
Fees	$37,550	$36,550	$57,000	$64,700	13.5%
Total Expenditures	**$18,961,207**	**$20,678,679**	**$20,367,817**	**$21,303,617**	**4.6%**

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Internal Service Funds

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Fleet Management Fund

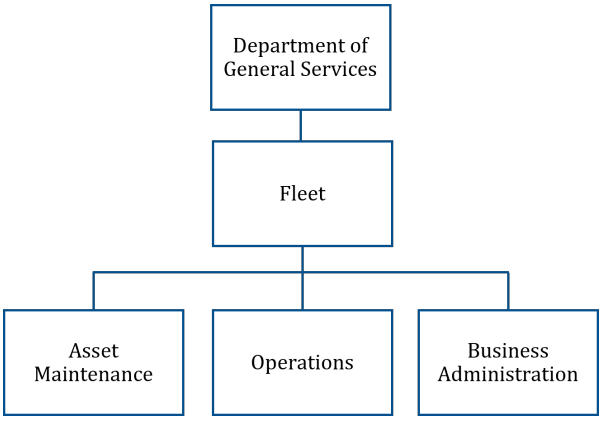
Mission Statement

Fleet provides 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, 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 2023 Actual	FY 2024 Actual	FY 2025 Budget[1]	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Operating Revenues from City of Charlotte	$–	$–	$30,436,253	$33,764,849	10.9%
Operating Revenues from Regional Partners	$–	$–	$3,131,613	$3,589,915	14.6%
Miscellaneous Revenue	$–	$–	$216,554	$257,091	18.7%
Total Revenues	**$–**	**$–**	**$33,784,420**	**$37,611,855**	**11.3%**
Expenditures					
Personnel Services	$–	$–	$13,467,703	$14,545,093	8.0%
Operating Expenditures	$–	$–	$18,747,362	$19,601,844	4.6%
City Administrative Support	$–	$–	$1,569,355	$2,970,315	89.3%
Reserve for Future Years	$–	$–	$–	$494,603	100.0%
Total Expenditures	**$–**	**$–**	**$33,784,420**	**$37,611,855**	**11.3%**

[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 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$317,099
Provide funds for operating increases and a new vehicle parts contract Provide funds for cost increases tied to a new citywide vehicle parts contract.	–	$1,907,541
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	$1,400,960
Reserve funds for future years Technical adjustment to update the funds reserved for future years.	–	$494,603
Provide funds for a new lease for the Asset Recovery and Disposal / Commissioning and Decommissioning Facility Provide funds for cost increases tied to a new lease for the city's Asset Recovery and Disposal / Commissioning and Decommissioning facility.	–	$62,383
Capture savings by insourcing vehicle repair services Realize efficiencies in Fleet Management by hiring three equipment technicians to insource repair work that was previously performed by an outside vendor.	3.00	-$218,386
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 2025. 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.	–	$226,144
Update healthcare expenditures Increase employer contribution to the city’s Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$95,576
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.	–	-$458,485
Net Change	**3.00**	**$3,827,435**

Fleet Management Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Assistant	–	–	1.00	1.00	–
Administrative Officer	–	–	1.00	1.00	–
Administrative Specialist	–	–	1.00	1.00	–
Budget & Finance Analyst Senior	–	–	1.00	1.00	–
Budget & Finance Manager	–	–	1.00	1.00	–
Equipment Parts Team Leader	–	–	2.00	2.00	–
Equipment Shop Manager	–	–	6.00	6.00	–
Equipment Shop Supervisor	–	–	11.00	11.00	–
Fleet Specification Analyst	–	–	3.00	3.00	–
General Services Division Manager	–	–	1.00	1.00	–
Heavy Equipment Service EVT	–	–	6.00	6.00	–
Heavy Equipment Service EVT Lead	–	–	1.00	1.00	–
Heavy Equipment Service Technician Associate	–	–	1.00	1.00	–
Heavy Equipment Service Technician Lead	–	–	6.00	6.00	–
Heavy Equipment Service Technician Master	–	–	15.00	15.00	–
Heavy Equipment Service Technician Senior	–	–	25.00	27.00	2.00
Light Equipment Service Technician Associate	–	–	2.00	2.00	–
Light Equipment Service Technician Lead	–	–	3.00	3.00	–
Light Equipment Service Technician Master	–	–	13.00	14.00	1.00
Light Equipment Service Technician Senior	–	–	12.00	12.00	–
Management Analyst	–	–	1.00	1.00	–
Operations Supervisor	–	–	1.00	1.00	–
Service Order Specialist	–	–	10.00	10.00	–
Technology Support Specialist	–	–	1.00	1.00	–
Technology Support Specialist Senior	–	–	1.00	1.00	–
Department Total FTE	**–**	**–**	**126.00[1]**	**129.00**	**3.00**

[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.

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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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Operating Revenues	$123,115,381	$144,529,467	$164,158,854	$172,893,054	5.3%
Fund Balance	$13,443,937	$4,043,743	$1,609,238	$–	-100.0%
Total Revenues	**$136,559,318**	**$148,573,210**	**$165,768,092**	**$172,893,054**	**4.3%**
Expenditures					
Operating Expenditures	$136,559,318	$148,573,210	$165,768,092	$172,893,054	4.3%
Total Expenditures	**$136,559,318**	**$148,573,210**	**$165,768,092**	**$172,893,054**	**4.3%**

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Risk Management Fund

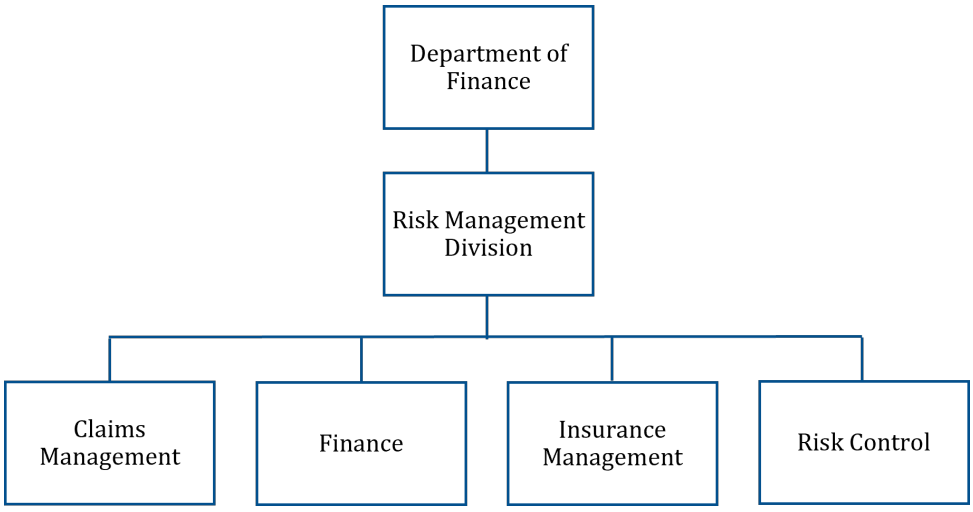
Mission Statement

To 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

- Identify and evaluate the risk and loss exposure for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, Charlotte Regional Visitors Authority, MEDIC, and the Public Library
- Provide risk control and consulting to all customers
- Process property and casualty claims from external and internal customers

Organizational Chart



Budget Overview

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Operating Revenues	$36,582,582	$48,122,777	$44,252,056	$49,307,337	11.4%
Fund Balance	$6,386,874	$–	$–	$–	–%
Total Revenues	**$42,969,456**	**$48,122,777**	**$44,252,056**	**$49,307,337**	**11.4%**
Expenditures					
Operating Expenditures	$42,969,456	$45,772,399	$44,252,056	$49,307,337	11.4%
Reserved for Future Years	$–	$2,350,278	$–	$–	–%
Total Expenditures	**$42,969,456**	**$48,122,677**	**$44,252,056**	**$49,307,337**	**11.4%**

Risk Management Fund

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$58,663
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.	–	$5,289,799
Provide funds for Risk Management software Technical adjustment to support the upgrade of RiskMaster software. This includes software upgrades, training, and consulting services.	–	$13,500
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund	–	-$442,285
Add position to support subrogation collections Add one Claims Assistant to support subrogation collections.	1.00	$73,559
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 2025. 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.	–	$51,391
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$18,288
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.	–	-$7,634
Net Change	**1.00**	**$5,055,281**

Risk Management Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Accountant	–	1.00	1.00	1.00	–
Accounting Supervisor	–	1.00	1.00	–	-1.00
Accounting Technician	1.00	–	–	–	–
Administrative Officer I	1.00	–	–	–	–
Administrative Specialist	–	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	5.00	6.00	1.00
Claims Manager	1.00	–	–	–	–
Claims Representative Senior	4.00	4.00	4.00	4.00	–
Claims Supervisor	–	1.00	1.00	1.00	–
Contracts Admin Specialist	1.00	–	–	–	–
Insurance & Risk Analyst	–	–	1.00	1.00	–
Insurance & Risk Coordinator	2.00	1.00	–	–	–
Insurance & Risk Manager	–	2.00	2.00	2.00	–
Risk Management Financial Coordinator	1.00	–	–	–	–
Risk Supervisor	–	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	–
Safety Supervisor	4.00	–	–	–	–
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	–
Department Total FTE	**24.00**	**24.00**	**24.00**	**25.00**	**1.00**

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Special Revenue Funds

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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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Property Tax	$105,601,837	$111,602,281	$124,851,256	$96,661,292	-22.6%
Sales Tax	$32,329,479	$33,165,892	$34,903,553	$60,494,725	73.3%
Interest on Investments	$5,459,963	$10,082,542	$5,174,756	$4,691,135	-9.3%
Contribution from Other Funds					
General Fund - Equipment	$20,665,411	$21,665,411	$–	$–	–%
Powell Bill Fund- Equipment	$3,925,905	$3,430,325	$3,041,483	$2,557,203	-15.9%
General CIP	$–	$832,569	$–	$–	–%
PAYGO Fund - Vehicles/Other	$–	$1,000,000	$23,265,411	$24,865,411	6.9%
Proceeds from Lease Purchases	$–	$–	$750,000	$750,000	–%
Proceeds from Sale of Debt	$–	$252,105,769	$–	$–	–%
Other	$497,675	$738,892	$758,328	$1,834,500	141.9%
Fund Balance	$–	$29,952,729	$14,767,482	$8,556,746	-42.1%
Total Revenues	**$168,480,270**	**$464,576,410**	**$207,512,269**	**$200,411,012**	**-3.4%**
Expenditures					
Bonds					
Principal	$62,120,173	$266,245,000	$75,700,000	$74,735,000	-1.3%
Interest	$29,228,457	$30,150,851	$45,322,666	$49,442,075	9.1%
Certificates of Participation					
Principal	$10,975,000	$11,015,000	$15,210,000	$18,550,000	22.0%
Interest	$7,466,150	$6,855,564	$1,224,082	$13,315,950	987.8%
Bank Charges and Other	$9,314,370	$10,202,003	$3,118,241	$3,168,241	1.6%
Contribution to:[1]					
General Fund	$122,859	$–	$–	$–	–%
General Equipment	$23,811,026	$36,367,845	$30,985,976	$30,616,146	-1.2%
Powell Bill Equipment	$998,100	$844,947	$1,243,591	$1,401,195	12.7%
Capital Projects Fund	$7,816,800	$48,695,738	$33,627,148	$4,685,901	-86.1%
Cultural Facilities Operating Fund	$321,288	$321,011	$330,565	$246,504	-25.4%
Other Funds	$–	$2,963,451	$–	$3,500,000	100.0%
OPEB	$–	$700,000	$–	$–	–%
Payment to Escrow Agent	$–	$50,215,000	$–	$–	–%
Lease Purchase Cost	$–	$–	$750,000	$750,000	–%
Reserved for Future Years	$16,306,047	$–	$–	$–	–%
Total Expenditures	**$168,480,270**	**$464,576,410**	**$207,512,269**	**$200,411,012**	**-3.4%**

[1] The Municipal Debt Service Fund purchases vehicles and equipment. Costs are then reimbursed by the General Fund, 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Taxes					
Occupancy	$30,135,051	$31,322,235	$31,193,600	$34,564,000	10.8%
Prepared Food & Beverage Tax	$49,595,915	$51,865,890	$48,338,900	$53,960,000	11.6%
Total Taxes	**$79,730,966**	**$83,188,125**	**$79,532,500**	**$88,524,000**	**11.3%**
Lease of City-Funded Bank of America Stadium Improvements	$1,000,000	$1,000,000	$1,000,000	$1,000,000	–%
Interest on Investments	$971,709	$4,143,619	$2,169,262	$3,997,600	84.3%
Total Revenues and Fund Balance	**$81,702,675**	**$88,331,744**	**$82,701,762**	**$93,521,600**	**13.1%**
Expenditures					
Promotion and Marketing	$10,357,524	$11,580,457	$11,929,900	$13,278,600	11.3%
Business Development	$2,480,549	$2,554,915	$2,631,600	$2,710,509	3.0%
Contributions for Convention Center:					
Operating Allocation	$12,303,501	$10,575,516	$12,687,987	$11,643,481	-8.2%
Capital Items	$–	$2,249,410	$2,625,000	$2,650,000	1.0%
Distribution to Towns	$5,336,379	$6,239,791	$6,132,038	$6,288,600	2.6%
Bank of America Stadium Maintenance Contribution	$1,000,000	$1,000,000	$1,000,000	$1,000,000	–%
Maintenance of City-Funded Bank of America Stadium Improvements	$900,000	$900,000	$900,000	$900,000	–%
Transfer to Other Funds:					
Convention Center Debt Service	$22,880,385	$10,872,800	$18,720,675	$15,510,425	-17.1%
Conv. Ctr. Capital Projects Fund	$11,900,000	$–	$–	$10,000,000	100.0%
Stadium Traffic Control	$250,000	$250,000	$250,000	$500,000	100.0%
Special Events and Misc Contracts	$250,000	$–	$1,000,000	$2,000,000	100.0%
Reserved for Future Years	$14,044,337	$42,118,855	$24,824,562	$27,039,985	8.9%
Total Expenditures	**$81,702,675**	**$88,341,744**	**$82,701,762**	**$93,521,600**	**13.1%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Contribution from Convention Center Tax Fund	$22,880,385	$10,872,800	$18,720,675	$15,510,425	-17.1%
Transfer from Convention Center CIP	$–	$2,120,034	$–	$–	–%
Total Revenues	**$22,880,385**	**$12,992,834**	**$18,720,675**	**$15,510,425**	**-17.1%**
Expenditures					
Debt Retirement	$16,715,000	$5,260,000	$5,525,000	$5,800,000	5.0%
Interest on Debt	$6,136,083	$5,599,050	$12,720,675	$9,366,425	-26.4%
Bank Charges and Other	$16,000	$13,750	$475,000	$344,000	-27.6%
Reserved for Future Years	$13,302	$2,120,034	$–	$–	–%
Total Expenditures	**$22,880,385**	**$12,992,834**	**$18,720,675**	**$15,510,425**	**-17.1%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Occupancy Tax	$24,897,840	$25,927,660	$25,530,292	$27,813,749	8.9%
Rental Car Tax	$4,848,765	$5,301,861	$5,425,908	$6,203,900	14.3%
Interest on Investments	$1,211,339	$4,138,549	$2,475,588	$3,352,100	35.4%
Mint Museum Energy Repayment	$58,333	$–	$–	$–	–%
Contribution from Charlotte Hornets	$1,100,000	$1,100,000	$1,100,000	$1,100,000	–%
Contribution from Center City Partners	$50,694	$50,694	$51,000	$51,000	–%
Transfers from General Capital Pay-As-You-Go Fund[1]	$12,286,715	$12,639,726	$13,399,749	$14,587,211	8.9%
Transfers for Synthetic TIG:					
General Fund	$1,296,068	$1,307,516	$1,261,467	$1,279,532	1.4%
Municipal Debt Service Fund	$321,288	$321,011	$330,565	$246,504	-25.4%
Pay-As-You-Go Fund	$34,644	$23,473	$59,968	$125,964	110.1%
Contribution from County[2]	$2,948,040	$2,948,040	$2,948,040	$2,948,040	–%
Miscellaneous	$953,365	$1,310,865	$402,900	$40,000	-90.1%
Total Revenues	**$50,007,091**	**$55,069,395**	**$52,985,477**	**$57,748,000**	**9.0%**
Expenditures					
Contributions to Tourism Capital:					
Baseball Stadium - City Share	$632,088	$632,000	$632,088	$632,000	–%
Baseball Stadium - Center City Partners	$50,694	$51,000	$51,000	$51,000	–%
Arena Maintenance Reserve	$2,200,000	$1,100,000	$1,100,000	$1,100,000	–%
Ovens/Bojangles Maintenance	$4,095,000	$2,400,000	$3,500,000	$5,000,000	42.9%
Cultural Facilities Maintenance	$4,357,155	$3,263,757	$4,819,700	$5,335,700	10.7%
Special Projects & Misc Expenses	$5,316,993	$4,383,080	$2,464,000	$3,710,600	50.6%
CRVA Tourism Marketing	$6,224,864	$7,725,855	$8,137,792	$8,602,397	5.7%
Contributions to Debt Service:					
Tourism Debt Service Fund	$14,308,406	$14,575,210	$17,576,250	$22,882,188	30.2%
Cultural Facilities Debt Service Fund	$7,609,003	$7,645,900	$7,657,350	$7,654,900	–%
Reserved for Future Years	$5,212,888	$13,292,593	$7,047,297	$2,779,215	-60.6%
Total Expenditures	**$50,007,091**	**$55,069,395**	**$52,985,477**	**$57,748,000**	**9.0%**

[1] Based on calculation this is equivalent to 80 percent of Charlotte's rental car U-Drive-It revenues.

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

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Transfer from Tourism Operating Fund	$14,308,406	$14,575,210	$17,576,250	$22,882,188	30.2%
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	$–	$–	–%
Total Revenues	**$14,308,406**	**$105,994,603**	**$17,576,250**	**$22,882,188**	**30.2%**
Expenditures					
Debt Retirement	$9,465,000	$5,565,000	$7,885,000	$8,285,000	5.1%
Interest on Debt	$4,408,653	$4,425,397	$9,041,250	$13,139,188	45.3%
Cost of Bond Sale	$–	$5,352,928	$–	$475,000	100.0%
Payment to Refunding Escrow Agent	$–	$90,475,000	$–	$–	–%
Bank Charges and Other	$431,286	$176,146	$650,000	$983,000	51.2%
Reserved for Future Years	$3,467	$132	$–	$–	–%
Total Expenditures	**$14,308,406**	**$105,994,603**	**$17,576,250**	**$22,882,188**	**30.2%**

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 (the Mint Museum, the Knight Theater, the Bechtler Museum of Modern Art, and the Harvey B. Gantt Center). Revenues are provided primarily through a transfer of sales tax revenue from the General Pay-As-You-Go Capital Fund to the Tourism Operating Fund.

	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Transfer from Tourism Operating Fund	$7,609,003	$7,645,900	$7,657,350	$7,654,900	–%
Other	$537	$–	$–	$–	–%
Fund Balance	$50,360	$–	$–	$–	–%
Total Revenues	**$7,659,900**	**$7,645,900**	**$7,657,350**	**$7,654,900**	**–%**
Expenditures					
Debt Retirement	$3,400,000	$3,565,000	$3,745,000	$3,930,000	4.9%
Interest on Debt	$4,240,400	$4,070,400	$3,892,150	$3,704,900	-4.8%
Bank Charges and Other	$19,500	$10,500	$20,200	$20,000	-1.0%
Total Expenditures	**$7,659,900**	**$7,645,900**	**$7,657,350**	**$7,654,900**	**–%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Occupancy Tax	$20,038,102	$20,710,933	$21,258,314	$22,991,300	8.2%
Interest on Investments	$471,105	$1,974,661	$1,055,088	$1,617,400	53.3%
Total Revenues	**$20,509,207**	**$22,685,594**	**$22,313,402**	**$24,608,700**	**10.3%**
Expenditures					
Transfer to Debt Service	$8,562,434	$8,755,579	$9,060,067	$9,278,083	2.4%
Transfer to Capital Projects	$–	$1,300,000	$–	$–	–%
Contributions:					
Maintenance & Repair Allocation	$2,834,640	$4,037,386	$3,208,200	$1,866,000	-41.8%
Maintenance & Repair Reserve Deposit	$–	$–	$1,688,200	$1,738,900	3.0%
Reserved for Future Years	$9,112,133	$8,592,629	$8,356,935	$11,725,717	40.3%
Total Expenditures	**$20,509,207**	**$22,685,594**	**$22,313,402**	**$24,608,700**	**10.3%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Contribution from Hall of Fame Tax Fund	$8,562,434	$8,755,579	$9,060,067	$9,278,083	2.4%
Fund Balance	$50,326	$–	$–	$–	–%
Total Revenues	**$8,612,760**	**$8,755,579**	**$9,060,067**	**$9,278,083**	**2.4%**
Expenditures					
Debt Retirement	$3,870,000	$4,080,000	$4,315,000	$4,555,000	5.6%
Interest on Debt	$4,421,783	$4,375,624	$4,095,067	$3,891,184	-5.0%
Bank Charges and Other	$320,977	$297,069	$650,000	$831,899	28.0%
Reserved for Future Years	$–	$2,886	$–	$–	–%
Total Expenditures	**$8,612,760**	**$8,755,579**	**$9,060,067**	**$9,278,083**	**2.4%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Federal Grants	$9,841,257	$10,437,250	$14,782,663	$13,766,002	-6.9%
State Grants	$860,140	$1,344,933	$661,051	$636,569	-3.7%
Contributions	$3,014,425	$3,345,644	$4,269,767	$4,454,929	4.3%
Assets Forfeiture	$4,200,000	$2,675,000	$2,025,000	$2,300,000	13.6%
Contribution from Other Funds	$498,218	$409,556	$701,224	$627,700	-10.5%
Total Revenues	**$18,414,040**	**$18,212,383**	**$22,439,705**	**$21,785,200**	**-2.9%**
Expenditures					
Police					
Diversion Projects	$408,512	$225,000	$440,000	$440,000	–%
DUI/Salaries	$202,674	$187,566	$209,523	$217,739	3.9%
Grants Salaries and Benefits	$3,381,796	$3,550,189	$2,420,000	$2,330,000	-3.7%
Federal Task Force	$435,211	$323,309	$275,000	$300,000	9.1%
Federal Initiatives	$200,720	$200,720	$150,720	$150,720	–%
JAG Grants	$643,254	$687,988	$700,000	$635,000	-9.3%
Youth/Community Initiatives	$906,746	$1,630,490	$1,245,000	$1,965,000	57.8%
AF Equipment and Services	$4,200,000	$2,675,000	$2,025,000	$2,300,000	13.6%
Fire					
Emergency Management	$479,322	$343,000	$420,000	$420,000	–%
Emergency Response	$74,680	$1,473,185	$2,568,050	$2,701,695	5.2%
Medical Response	$2,792	$–	$4,500	$4,500	–%
Urban Area Security Initiative	$709,977	$784,739	$3,040,000	$3,040,000	–%
Transportation					
Unified Planning Work Program	$4,792,093	$3,801,316	$5,226,692	$4,798,357	-8.2%
Metrolina Regional Travel Demand	$210,127	$1,058,119	$179,790	$165,689	-7.8%
Signal Improvements	$1,514,805	$992,500	$2,500,000	$2,000,000	-20.0%
Community Relations					
Fair Housing	$161,700	$199,600	$177,500	$236,500	33.2%
Dispute Settlement	$15,053	$–	$–	$–	–%
Community Programs	$74,578	$79,662	$80,000	$80,000	–%
Sustainability					
Solar Energy Programs	$–	$–	$777,930	$–	-100.0%
Total Expenditures	**$18,414,040**	**$18,212,383**	**$22,439,705**	**$21,785,200**	**-2.9%**

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Housing Opportunities for Persons with AIDS (HOPWA) Grant	$2,841,114	$1,666,088	$3,666,683	$3,751,717	2.3%
Emergency Solutions Grant	$327,228	$311,795	$989,058	$493,780	-50.1%
Bank of America Youth Grant	$373,750	$340,021	$142,500	$142,500	–%
Affordable Housing Fee-in-Lieu	$–	$60,249	$2,500,000	$2,500,000	–%
Tree Mitigation and Planting Revenues	$–	$4,641,324	$4,300,000	$6,380,000	48.4%
Miscellaneous Revenues	$26,615,406	$2,577,447	$250,000	$250,000	–%
Sub-Total Neighborhood Development Grants Fund	**$30,157,498**	**$9,596,924**	**$11,848,241**	**$13,517,997**	**14.1%**
Federal HOME Investment Partnership Grant (HOME)	$1,895,877	$3,473,485	$3,463,178	$2,896,775	-16.4%
HOME Program Income	$829,334	$562,699	$667,475	$667,475	–%
Sub-Total HOME Fund	**$2,725,211**	**$4,036,184**	**$4,130,653**	**$3,564,250**	**-13.7%**
Federal Community Development Block Grant (CDBG)	$10,466,294	$4,059,462	$5,618,194	$5,542,450	-1.3%
CDBG Program Income	$75,539	$195,791	$300,000	$300,000	–%
Sub-Total CDBG Fund	**$10,541,833**	**$4,255,253**	**$5,918,194**	**$5,842,450**	**-1.3%**
Total Revenues for Consolidated Neighborhood Development Grants Funds	**$43,424,542**	**$17,888,361**	**$21,897,088**	**$22,924,697**	**4.7%**

Consolidated Neighborhood Development Grants Funds

Expenditures	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Housing Opportunities for Persons with AIDS	$2,841,114	$2,412,078	$3,666,683	$3,751,717	2.3%
Emergency Solutions Programs	$386,747	$623,646	$989,058	$493,780	-50.1%
Bank of America Youth Grant	$243,906	$421,458	$142,500	$142,500	–%
TOD Affordable Housing	$–	$–	$2,500,000	$2,500,000	–%
Tree Mitigation and Planting	$–	$4,102,047	$4,300,000	$6,380,000[1]	48.4%
Miscellaneous Programs	$9,265,986	$3,949,859	$250,000	$250,000	–%
Sub-Total Neighborhood Development Grants Fund	**$12,737,753**	**$11,509,088**	**$11,848,241**	**$13,517,997**	**14.1%**
Sub-Total HOME Fund	**$4,243,904**	**$4,646,056**	**$4,130,653**	**$3,564,250**	**-13.7%**
Sub-Total CDBG Fund	**$10,542,082**	**$5,623,809**	**$5,918,194**	**$5,842,450**	**-1.3%**
Total Expenditures for Consolidated Neighborhood Development Grants Funds	**$27,523,739**	**$21,778,953**	**$21,897,088**	**$22,924,697**	**4.7%**

[1] TreesCharlotte funding realigned to the city's Neighborhood Development Grants Fund to support sustainable preservation, maintenance, and regeneration of Charlotte's tree canopy. This action aligns the most appropriate funding sources with the most appropriate uses and does not impact service levels.

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 2023 Actuals	FY 2024 Actuals	FY 2025 Budget	FY 2026 Adopted[1]	Percent Change FY 2025 FY 2026
Revenues					
NC 911 Fund Distribution	$2,814,538	$2,598,785	$392,986	$355,120	-9.6%
Interest Earnings	$93,788	$243,007	$13,000	$17,756	36.6%
Fund Balance	$–	$–	$1,969,430	$2,378,191	20.8%
Total Revenues	**$2,908,326**	**$2,841,792**	**$2,375,416**	**$2,751,067**	**15.8%**
Expenditures					
911 Line Charges and Equipment	$1,189,751	$1,158,048	$1,191,943	$1,594,433	33.8%
Software	$588,847	$572,526	$627,727	$631,210	0.6%
Hardware	$444,989	$100,603	$105,260	$110,087	4.6%
Training	$21,790	$29,761	$22,500	$23,117	2.7%
Implementation of Projects	$33,723	$47,263	$35,000	$37,100	6.0%
Charlotte Fire Secondary PSAP	$58,855	$56,106	$56,490	$49,877	-11.7%
County Medic Secondary PSAP	$350,619	$397,127	$336,496	$305,243	-9.3%
Reserved for Future Years	$219,752	$480,358	$–	$–	–%
Total Expenditures	**$2,908,326**	**$2,841,792**	**$2,375,416**	**$2,751,067**	**15.8%**

[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 regions's Primary PSAP, is projected to carry forward more than the 20 percent allowable carry forward amount in the fund balance ending FY 2024. The FY 2025 and FY 2026 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
State Powell Bill Distribution	$13,679,745	$13,679,745	$13,679,745	$13,679,745	–%
Transfer from General Fund	$1,000,000	$1,000,000	$513,800	$513,800	–%
Transfer from PAYGO	$2,500,000	$2,500,000	$–	$–	–%
Interest on Investments	$63,922	$95,414	$82,560	$65,698	-20.4%
Sale of Used Vehicles	$476,350	$306,675	$170,200	$181,530	6.7%
Fund Balance	$–	$682,153	$488,600	$587,400	20.2%
Total Revenues	**$17,720,017**	**$18,263,987**	**$14,934,905**	**$15,028,173**	**0.6%**
Expenditures					
Contracted Resurfacing	$8,155,730	$11,131,278	$7,876,027	$8,220,287	4.4%
Repairs	$1,845,497	$1,668,135	$1,601,152	$2,087,352	30.4%
Equipment Rent/Purchase	$1,588,897	$931,890	$778,791	$528,791	-32.1%
Street Drainage Maintenance	$160,590	$52,871	$84,435	$92,175	9.2%
Traffic Control Improvements	$744,289	$744,286	$769,286	$792,365	3.0%
Pavement Management System	$360,656	$189,154	$283,731	$–	-100.0%
Snow Removal	$12,991	$14,157	$–	$–	–%
Accessible Ramps	$–	$101,891	$500,000	$500,000	–%
Asphalt Preservation	$–	$–	$–	$250,000	100.0%
Lease Purchase Contribution	$3,925,905	$3,430,325	$3,041,483	$2,557,203	-15.9%
Reserved for Future Years	$925,462	$–	$–	$–	–%
Total Expenditures	**$17,720,017**	**$18,263,987**	**$14,934,905**	**$15,028,173**	**0.6%**

Public Safety Communications Fund

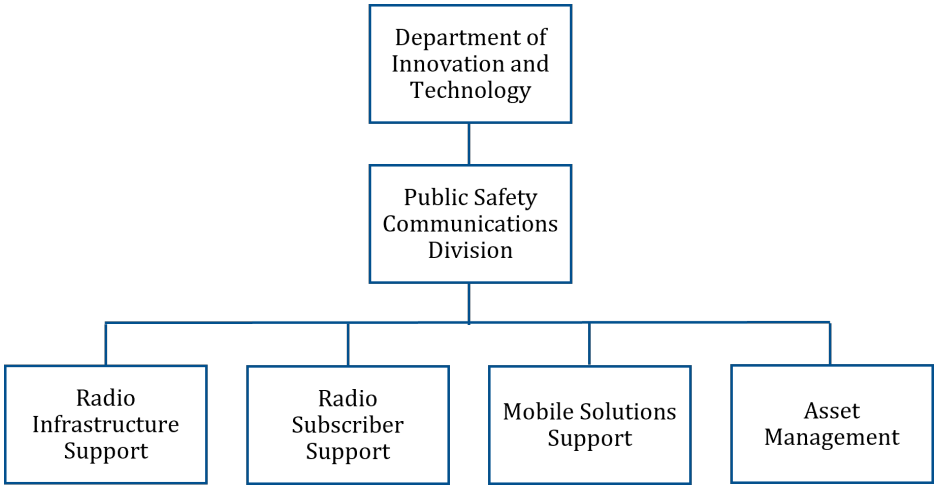
Mission Statement

To 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 2023 Actual[1]	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted	Percent Change FY 2025 FY 2026
Revenues					
Operating Revenue from City of Charlotte	$–	$4,206,757	$4,379,931	$4,291,114	-2.0%
Operating Revenue from Regional Partners	$–	$4,316,559	$4,295,108	$4,249,784	-1.1%
Interest Earnings	$–	$16,612	$4,188	$4,424	5.6%
Miscellaneous Revenue	$–	$1,147	$4,500	$4,500	–%
Total Revenues	**$–**	**$8,541,075**	**$8,683,727**	**$8,549,822**	**-1.5%**
Expenditures					
Personnel Services	$–	$2,281,795	$2,484,145	$2,602,947	4.8%
Operating Expenses	$–	$4,247,487	$4,594,440	$4,574,880	-0.4%
City Administrative Support	$–	$541,290	$375,435	$214,660	-42.8%
Transfer to Capital Projects	$–	$1,100,000	$1,229,707	$1,157,335	-5.9%
Reserved for Future Years	$–	$370,503	$–	$–	–%
Total Expenditures	**$–**	**$8,541,075**	**$8,683,727**	**$8,549,822**	**-1.5%**

[1] Financial data for Public Safety Communications for FY 2023 is included within the Budget Overview section in Innovation and Technology's Operating Budget. Beginning in FY 2024, Public Safety Communications is accounted for in this new Special Revenue Fund.

Public Safety Communications Fund

FY 2026 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2026 which includes: a four percent increase for hourly employees (1.5 percent increase in September and 2.5 percent budgeted merit pool in November) and a three percent merit pool for salaried employees.	–	$46,537
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.	–	$39,398
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	-$160,775
Update costs for capital projects Technical adjustment to update the contribution towards capital projects that support public safety communications based on anticipated future expenditures.	–	-$72,372
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 2025. 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.	–	$55,501
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 7.5 percent in FY 2026.	–	$16,764
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.	–	-$58,958
Net Change	**–**	**-$133,905**

Public Safety Communications Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	Change FY 2025 to FY 2026
Administrative Officer	–	1.00	1.00	1.00	–
I&T Asset Analyst	–	1.00	1.00	1.00	–
I&T Project Manager	–	1.00	1.00	1.00	–
Radio System Specialist	–	–	1.00	1.00	–
Radio System Specialist Senior	–	9.00	8.00	8.00	–
Radio System Supervisor	–	2.00	2.00	2.00	–
Radio System Technician	–	4.00	4.00	4.00	–
Technology Support Specialist	–	3.00	3.00	3.00	–
Wireless Communications Manager	–	1.00	1.00	1.00	–
Department Total FTE	–	22.00[1]	22.00	22.00	–

[1] FY 2024 included the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the new Public Safety Communications Fund.

Consolidated Municipal Service Districts

The FY 2026 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 2023 Actual[1]**	**FY 2024 Actual**	**FY 2025 Budget**	**FY 2026 Adopted**	**Percent Change FY 2025 FY 2026**
Property Taxes	$9,480,798	$10,128,035	$10,149,886	$11,545,788	13.8%
Total Revenues	**$9,480,798**	**$10,128,035**	**$10,149,886**	**$11,545,788**	**13.8%**
Expenditures					
Contractual Services	$9,446,749	$10,092,965	$10,113,764	$11,508,582	13.8%
City Services	$34,049	$35,070	$36,122	$37,206	3.0%
Total Expenditures	**$9,480,798**	**$10,128,035**	**$10,149,886**	**$11,545,788**	**13.8%**

[1] District 6 (SouthPark) was added in FY 2023.

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 2026 is $15,211,562,614. The adopted budget includes an MSD tax rate of 1.28¢ per $100 assessed valuation.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,862,870	$1,883,883	$1,884,081	$1,929,137
Total Municipal Service District 1 Revenues	**$1,862,870**	**$1,883,883**	**$1,884,081**	**$1,929,137**
Expenditures				
Contractual Services	$1,862,870	$1,883,883	$1,884,081	$1,929,137
Total Municipal Service District 1 Expenditures	**$1,862,870**	**$1,883,883**	**$1,884,081**	**$1,929,137**

District 2 (Center City)

Assessed value for FY 2026 is $6,261,690,605. The adopted budget includes an MSD tax rate of 3.00¢ per $100 assessed valuation. This tax rate includes a 0.82¢ increase from the FY 2025 Budget.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,345,174	$1,317,411	$1,309,309	$1,859,722
Total Municipal Service District 2 Revenues	**$1,345,174**	**$1,317,411**	**$1,309,309**	**$1,859,722**
Expenditures				
Contractual Services	$1,345,174	$1,317,411	$1,309,309	$1,859,722
Total Municipal Service District 2 Expenditures	**$1,345,174**	**$1,317,411**	**$1,309,309**	**$1,859,722**

District 3 (Center City)

Assessed value for FY 2026 is $6,357,680,733. The adopted budget includes an MSD tax rate of 4.14¢ per $100 assessed valuation. This tax rate includes a 0.82¢ increase from the FY 2025 Budget.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,976,378	$2,021,230	$2,020,237	$2,605,759
Total Municipal Service District 3 Revenues	**$1,976,378**	**$2,021,230**	**$2,020,237**	**$2,605,759**
Expenditures				
Contractual Services	$1,942,329	$1,986,160	$1,984,115	$2,568,553
City Services	$34,049	$35,070	$36,122	$37,206
Total Municipal Service District 3 Expenditures	**$1,976,378**	**$2,021,230**	**$2,020,237**	**$2,605,759**

District 4 (South End)

Assessed value FY 2026 is $6,277,047,163. The adopted budget includes an MSD tax rate of 2.80¢ per $100 assessed valuation.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,453,356	$1,619,090	$1,636,882	$1,742,675
Total Municipal Service District 4 Revenues	**$1,453,356**	**$1,619,090**	**$1,636,882**	**$1,742,675**
Expenditures				
Contractual Services	$1,453,356	$1,619,090	$1,636,882	$1,742,675
Total Municipal Service District 4 Expenditures	**$1,453,356**	**$1,619,090**	**$1,636,882**	**$1,742,675**

District 5 (University City)

Assessed value FY 2026 is $6,230,559,090. The adopted budget includes an MSD tax rate of 2.62¢ per $100 assessed valuation.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,295,013	$1,510,830	$1,516,054	$1,613,953
Total Municipal Service District 5 Revenues	**$1,295,013**	**$1,510,830**	**$1,516,054**	**$1,613,953**
Expenditures				
Contractual Services	$1,295,013	$1,510,830	$1,516,054	$1,613,953
Total Municipal Service District 5 Expenditures	**$1,295,013**	**$1,510,830**	**$1,516,054**	**$1,613,953**

District 6 (SouthPark)

Assessed value for FY 2026 is $4,754,981,254. The adopted budget includes an MSD tax rate of 3.81¢ per $100 assessed valuation.

Budget Summary	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Adopted
Revenues				
Property Taxes	$1,548,007	$1,775,591	$1,783,323	$1,794,542
Total Municipal Service District 6 Revenues	**$1,548,007**	**$1,775,591**	**$1,783,323**	**$1,794,542**
Expenditures				
Contractual Services	$1,548,007	$1,775,591	$1,783,323	$1,794,542
Total Municipal Service District 6 Expenditures	**$1,548,007**	**$1,775,591**	**$1,783,323**	**$1,794,542**

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 2026	FY 2027	FY 2028	FY 2029	FY 2030	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 Interstate 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 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$565,715	$596,830	$629,655	$664,286	$700,822	$3,157,308
Est. STIG Payment	**$254,572**	**$268,573**	**$283,345**	**$298,929**	**$315,370**	**$1,420,789**

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 referendum. 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 2026	FY 2027	FY 2028[1]	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$–	$–	$5,731,282	$1,931,808	$2,222,069	$9,885,159
Est. STIG Payment	**$–**	**$–**	**$2,579,077**	**$869,314**	**$999,931**	**$4,448,322**

[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 and are used to offset HUD Section 108 loan payments.

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$471,018	$496,924	$524,255	$553,089	$583,509	$2,628,795
Est. STIG Payment	**$423,916**	**$447,232**	**$471,830**	**$497,780**	**$525,158**	**$2,365,916**

Eastland Yards Redvelopment

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 & County STIG payments shall not exceed $11 million.

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$–	$–	$263,000	$302,450	$347,818	$913,268
Est. STIG Payment	**$–**	**$–**	**$118,350**	**$136,103**	**$156,518**	**$410,971**

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 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$662,228	$698,651	$737,076	$777,616	$820,384	$3,695,955
Est. STIG Payment	**$298,003**	**$314,393**	**$331,684**	**$349,927**	**$369,173**	**$1,663,180**

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 ten 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 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$–	$–	$274,394	$289,486	$305,407	$869,287
Est. STIG Payment	**$–**	**$–**	**$123,477**	**$130,269**	**$137,433**	**$391,179**

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 Average Median Income (AMI) to market rate) and a target of 5 percent of Phase I housing within The Pearl as workforce/affordable with the majority of these units at 50 percent AMI and below.

	FY 2026	FY 2027	FY 2028[1]	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$–	$–	$3,334,974	$1,379,527	$1,455,401	$6,169,902
Est. STIG Payment	**$–**	**$–**	**$3,001,477**	**$1,241,574**	**$1,309,861**	**$5,552,912**

[1] First payment is anticipated for FY 2028, which will include incremental taxes from years 2021 through 2028.

STIG Projects Combined Total

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
Est. property tax increment	$3,534,517	$3,627,961	$13,330,192	$7,733,818	$8,270,966	$36,497,454
Est. TOTAL STIG Payment	**$2,628,491**	**$2,682,198**	**$8,561,240**	**$5,175,896**	**$5,465,444**	**$24,513,269**

Est. Total STIG Payment by Fund

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	5-Yr. Total
General Fund	$2,035,858	$2,077,456	$6,630,978	$4,008,911	$4,233,176	$18,986,379
Municipal Debt Service	$392,212	$400,226	$1,277,471	$772,325	$815,530	$3,657,764
Pay-As-You-Go	$200,421	$204,516	$652,791	$394,660	$416,738	$1,869,126
Total	**$2,628,491**	**$2,682,198**	**$8,561,240**	**$5,175,896**	**$5,465,444**	**$24,513,269**



Strategic Energy Action Plan

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Sustainability Starts

Taking the next step forward with a proposed updated and expanded Strategic Energy Action Plan, SEAP+.

Over the last six years the city's focus has been geared toward creating a solid foundation for the city's Strategic Energy Action Plan. Utilizing the experiences of initial implementation, incorporating the latest science, and refreshing updates from advancing technology and policy, the Strategic Energy Action Plan has been revised to meet developments in the fundamental approach of sustainability efforts.

Refreshing the Strategic Energy Action Plan for SEAP+ included:

- Support from a Technical Advisory Committee, engagement opportunities for the public, and input from Team Charlotte;
- Recommendations to update the 2018 community-wide goal toward two separate and revised municipal goals and adds in a community-wide renewable energy generation goal. This includes interim target dates set at 2030 and 2035, with an overall timeline of 2050; and
- Adding a fourth focus area that is focused on Cross-Sectional system links and highlights connections between waste reduction and diversion, data sharing, tree canopy, and water conservation.

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.

Road to a Cleaner Future

The City of Charlotte is committed to operating its buildings and facilities responsibly and sustainably. Each year the Office of Sustainability leads the city in a phased approach of adjusting the ways in which services are delivered and assets are managed toward meeting SEAP+ efforts.

In FY 2025, the Office of Sustainability advanced projects in support of SEAP+ goals through various actions, partnerships, and funding.

SEAP Municipal Strategy Goal - Continuing to lead by example as a municipality through sustainable infrastructure investments that lower our carbon footprint and, as a result, support a healthy community.

FY 2025 Actions

- Collaborated on an electric fast charging project which fuels the city's first electric Class 8 Charlotte Department of Transportation semi-truck;
- Supported electrification of newly funded civilian crash response units with an EV charging project;
- Completed three planned EV charging projects including the largest project to date - 53 charging ports at the Charlotte-Mecklenburg Government Center (CMGC) deck;
- Completed seven more solar photovoltaic (PV) systems, including the CMGC Council chamber roof; and
- Advanced the Green Source Advantage Bridge program, an 80 megawatt solar farm set to become operational in 2027 with co-benefits including educational training for Charlotte-Mecklenburg School students.

These actions and investments have projected Charlotte to be within 19 percent of the city's SEAP+ zero buildings goal by 2030. In addition, Charlotte moved up 17 positions to be ranked 25th in the 2024 American Council for an Energy-Efficient Economy (ACEEE) Clean Energy Scorecard and was recognized as the sixth Greenest Fleet at the NAFA (National Association of Fleet Administrators) Green Fleet Awards.

SEAP Community Strategy - Amplified focus on equity and engagement towards our 2050 goals to become a low carbon community.

FY 2025 Actions

- Partnered with FORTH Mobility to launch an electric vehicle car share program at/near four affordable housing sites;
- Received Energy Efficiency and Conservation Block Grant (EECBG) formula funding to support a Solarize Charlotte Mecklenburg program (launching summer 2025). The program encourages and supports community members, including small businesses and homeowners, to "go solar" by providing a group discount by installing solar panels on their home or building's rooftop. The Solarize Charlotte Mecklenburg Program will also have a low and moderate income grant component, making clean energy more accessible;
- Launched the "Green Prints" campaign with Clean AireNC and Sol Nation, to create actionable projects for addressing environmental justice through leveraging the Corridors of Opportunity playbooks; and
- Continued the partnership with Duke Energy for the High Energy Use Assistance Program (HEUAP) to ensure energy efficiency retrofits for critical home rehabilitation are completed seamlessly and promptly. Since launching in January 2024, this partnership has served 169 homes.

In FY 2026 the Office of Sustainability will continue to integrate efficiency concepts by highlighting the important intersections between the inputs and outputs of city services while advancing Council priorities. Plans for the upcoming fiscal year include:

- Partnering with Housing and Neighborhood Services to leverage funding to expand the HEUP program to serve 500 homes;
- Partnering with Planning, Design, and Development to support the Placemaking Grant Program;
- Partnering with General Services to support energy management hardware upgrades to enhance the building energy management required towards the city's goals of being powered with 100 percent zero carbon energy;
- Continue analysis efforts toward electrification of existing buildings to complement the goal toward zero carbon buildings in Charlotte by 2030; and
- Leveraging capital program funding to continue fleet electrification with a focus on critical public safety locations in Corridors of Opportunity and other city facilities. These locations will receive a combination of level 2 charging and fast charging to support city operations.

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.

Item	SEAP Investments	Funding Type	Location in FY 2026 Budget Book
Office of Sustainability	$ 1,163,174	General Fund Supported	Office of Special Initiatives
Aviation Sustainability Staff	$ 138,271	Enterprise Fund Supported	Aviation Operating Budget
CATS Sustainability Staff	$ 112,719	Enterprise Fund Supported	CATS Operating Budget
Automatic Vehicle Locators	$ 605,232	General Fund and Enterprise Fund Supported	General and Enterprise Funds
CATS Automatic Vehicle Locators	$ 1,800,000	Enterprise Fund Supported	CATS CIP
Increase City-Owned Building Sustainability	$ 2,500,000	COPs	Well-Managed Government, CIP Project Pages
Aviation Battery Electric Buses	$ 10,300,000	Aviation CIP	Transportation and Planning CIP Project Pages
45 Electric Vehicles	$ 2,735,300	PAYGO and Enterprise Fund Supported	CIP PAYGO and Enterprise Funds CIP
155 Hybrid Interceptors	$ 7,879,500	PAYGO	CIP PAYGO Schedule
Replace Trees	$ 2,000,000	PAYGO	CIP PAYGO Schedule
Advance the Strategic Energy Action Plan	$ 250,000	PAYGO	CIP PAYGO Schedule

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Capital Investment Plan

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FY 2026 – 2030 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) 2026, 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 2026 through FY 2030. No General Obligation (GO) Bond Referendum will occur in FY 2026.

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 in General Services 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 2025, the public shared their capital investment priorities during two virtual Public Engagement Listening Sessions 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 not the case for FY 2026, 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 2026 – 2030 CIP

The Adopted FY 2026 CIP Budget includes a realignment of revenue resources across the General Fund, Pay-As-You-Go Fund (PAYGO), and the Municipal Debt Service Fund to meet the growing demands on the General Fund, maintain ongoing debt capacity of $220 million per General Obligation (GO) Bond, and preserve FY 2026 PAYGO Fund capacity.

First, the portion of Article 42 sales tax (0.25¢) that was revenue in the FY 2025 PAYGO Fund moves to the Municipal Debt Service Fund. Then, an equivalent amount of property tax moves from the Municipal Debt Service Fund into the PAYGO Fund (1.15¢) for a total PAYGO Fund property tax rate of 2.09¢. This swap of funding sources maintains the same amount of tax revenue in FY 2026 PAYGO but provides greater out-year growth potential, and therefore debt capacity, to the Municipal Debt Service Fund.

To support growing operating expenses, 0.27¢ of property tax moves from the Municipal Debt Service Fund to the General Fund; this move equates to approximately $5.3 million of additional FY 2026 General Fund revenue and a total General Fund property tax rate of 21.23¢. 0.04¢ of the 0.27¢ of property tax moving from the Municipal Debt Service Fund to the General Fund is a dollar-for-dollar revenue equivalent to $1.50 of the $30 Motor Vehicle License fee.

The Motor Vehicle License (MVL) fee is a flat, $30 fee assessed per vehicle possessed that is billed annually on property tax bills. The revenue from the fee has historically been allocated as $25 to the PAYGO Fund, specifically Transit PAYGO, and $5 to the General Fund. Moving an additional $1.50 of the MVL fee from the PAYGO Fund to the Municipal Debt Service Fund ensures ongoing debt capacity of $220 million per GO Bond is maintained despite adjustments to the property tax allocation. The $1.50 of MVL fee moving in FY 2026 is excess Transit PAYGO revenue after meeting all expense obligations of a three percent annually escalating transfer to CATS for Maintenance of Effort and a four percent annually escalating contribution to CATS for CityLYNX Gold Line operations. Transit PAYGO will now receive $23.50 of the $30 MVL fee.

Additionally, revenue from the Street Tree Planting Account, which was established through the Unified Development Ordinance (UDO 20.17(C)(4)(a); 20.18.D.1.b.), begins flowing into the PAYGO Fund in FY 2026. This revenue is intended to support city tree planting, city tree maintenance, and other city tree inventory initiatives.

Highlights of the General FY 2026 – 2030 CIP

While FY 2026 is not a bond year, other investments will be made in construction of new facilities, renovations of existing facilities, purchases of vehicles and large equipment, and investments in technology systems. Highlights of the projects and programs in the FY 2026 Budget include:

- Continuing the multi-year $107 million program to construct and renovate Fire facilities with a $25.6 million allocation in FY 2026,
- Fully funding the expansion of the 911 call centers at Police Headquarters and the Police and Fire Training Academy with $2 million in FY 2026 for a project total of $9 million,
- Advancing the Strategic Energy Action Plan with $2.5 million of Certificates of Participation for the installation of sustainable infrastructure at city-owned facilities and additional PAYGO funding for related improvements that are not capital eligible,
- Improving existing Fire facilities with $700,000 for gender equity renovations in women's restrooms and exercise rooms,

Highlights of the General FY 2026 – 2030 CIP (continued)

- Continuing to implement the Americans with Disabilities Act (ADA) Transition Plan in city-owned facilities with $3.0 million of Certificates of Participation and available PAYGO funding for related improvements that are not capital eligible,
- Providing more than $6 million to ensure well-maintained and efficient city-owned facilities, including roof, window, and door replacements and additional PAYGO funding for related improvements that are not capital eligible, and
- Reserving $7.5 million for a satellite Animal Care and Control adoption facility that remains in the Advanced Planning and Design Program.

A complete listing of projects in the Adopted FY 2026 – 2030 CIP can be found on the the General CIP Other Sources Summary Schedule on page 288, the General CIP PAYGO Summary Schedule on page 290, 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.
- **Mecklenburg County Reimbursement:** Funding from Mecklenburg County to reimburse city maintenance and capital repair in accordance with the cost-sharing formula in the City-County Interlocal Agreement.
- **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.

General Pay-As-You-Go (PAYGO):

- **Property Tax:** Of the total 27.41¢ property tax rate, 2.09¢ is dedicated to the PAYGO program.
- **PAYGO Fund - Interest Income:** Interest earnings generated from PAYGO Fund fund balance.
- **Street Tree Planting:** Revenue generated from the removal of city trees by private development and intended to support city tree planting, city tree maintenance, and other city tree inventory initiatives (UDO 20.17(C)(4)(a); 20.18.D.1.b.).
- **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.

Funding the CIP (continued)

- **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.

Transit PAYGO:

- **Vehicle Rental Tax (U-Drive-It):** Mecklenburg County levies a five percent rental tax that applies to passenger cars, trucks, SUVs, motorcycles, and small property-hauling vehicles; the city does not have statutory authority to assess a similar tax. As outlined in state statute and a 2006 Interlocal Agreement, the county passes the full amount of the U-Drive-It Rental Tax revenue to the city, which then distributes proportionate revenue to the towns in Mecklenburg County in which the rental originated (Mecklenburg County keeps the revenue originated in the unincorporated areas).
- **Motor Vehicle License:** Dollars represent a flat fee of $30 per vehicle possessed. This fee is included on residents' annual property tax bills. Transit PAYGO receives $23.50 of the total $30 fee.

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.
- **Charlotte Area Transit System (CATS) Transfer from Control Account:** One-time transfer as a result of dedicated ½ cent sales tax collection above projections.
- **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.

FY 2026 – 2030 CIP Project Index

FY 2026 - 2030 Capital Investment Plan

General Pay-As-You-Go (PAYGO) and Transit PAYGO

Project Title	Fund	Page	FY 2026
Well-Managed Government			
Purchase Vehicles for City Operations	General	307	$24,865,411
Maintain City-Owned Facilities	General	307	$6,110,172
Upgrade Business System Software (ERP)	General	307	$3,592,526
Enhance Innovation and Technology Assets	General	308	$2,016,722
Replace Trees	General	308	$2,000,000
Support Environmental Services Program	General	308	$1,000,000
Reimburse Board of Elections Office	General	309	$1,000,000
Repair City-Owned Parking Lots/Decks	General	309	$600,000
Advance the Strategic Energy Action Plan	General	309	$250,000
Maintain Government Center Parking Deck	General	310	$200,000
Support Americans with Disabilities Act Program	General	310	$–
Great Neighborhoods			
Support Innovative Housing	General	311	$1,580,000
Support Naturally Occurring Affordable Housing	General	311	$250,000
Renovate Median Landscapes	General	311	$250,000
Safe Communities			
Replace Radios	General	312	$3,000,000
Trim and Remove Trees	General	312	$2,675,000
Support Alternatives to Violence	General	312	$300,000
Offer In Rem Remedy	General	313	$250,000
Reduce Juvenile Crime	General	313	$250,000
Transportation and Planning			
Advance Community Area Planning Initiatives	General	314	$1,000,000
Complete Transportation Project Feasibility	General	314	$550,000
Purchase Transportation Equipment	General	314	$100,000
Transfer Maintenance of Effort (MOE) to CATS	General	315	$27,021,020
Contribute to CityLYNX Gold Line Operating Costs	General	315	$5,238,331
Allocate U-Drive-It Tax to County/Towns	General	315	$1,310,928
Reserved for Future Years	General	–	$1,744,282
Workforce and Business Development			
Improve Cultural Facilities	General	316	$14,587,211
Support Small Business Development	General	316	$1,500,000
Revitalize Business Corridors	General	316	$500,000
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant Payments	General	317	$336,443
Fund Cultural Facility STIGs	General	317	$125,882
Sub-Total General PAYGO and Transit PAYGO			**$104,203,928**

FY 2026 – 2030 CIP
Project Index

FY 2026 - 2030 Capital Investment Plan

General and Nongeneral Capital Projects

Project Title	Fund	Page	FY 2026
Well-Managed Government			
Construct Capital Building Improvements	General	327	$6,188,624
Implement ADA Transition Plan in Facilities	General	328	$3,000,000
Increase Building Sustainability	General	329	$2,500,000
Complete Gender Equity Improvement in Fire Facilities	General	330	$700,000
Reserved for Animal Care and Control	General	331	$7,500,000
Upgrade Business System Software (ERP)	General	333	$9,657,474
Purchase and Maintain Transit Vehicles	CATS	334	$–
Purchase and Maintain Rail Vehicles	CATS	335	$32,906,585
Maintain Transit Facilities	CATS	336	$6,459,000
Recover Resources and Biosolids	Charlotte Water	337	$34,105,900
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	338	$2,880,000
Enhance Security and Technology	Charlotte Water	339	$16,160,560
Improve Surface Water Quality	Storm Water	340	$3,700,000
Mitigate Impacts to Streams and Wetlands	Storm Water	341	$3,000,000
Sub-Total Well-Managed Government			**$128,758,143**
Great Neighborhoods			
Create and Preserve Affordable Housing	General	345	$–
Sub-Total Great Neighborhoods			**$–**
Safe Communities			
Construct Fire Facilities	General	349	$25,600,000
Renovate the Law Enforcement Center for 911 Expansion	General	350	$2,000,000
Enhance Transportation Safety (Vision Zero)	General	351	$–
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	352	$53,673,250
Rehabilitate and Improve Water Infrastructure	Charlotte Water	353	$36,334,605
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	354	$138,368,656
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	355	$14,351,844
Expand Wastewater Treatment Plants	Charlotte Water	356	$29,756,633
Improve Wastewater Treatment Plants	Charlotte Water	357	$21,492,600
Upgrade Water Treatment Plants	Charlotte Water	358	$14,555,622
Improve Franklin Water Treatment Plant	Charlotte Water	359	$31,155,936
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	360	$–
Support Lead and Copper Program	Charlotte Water	361	$600,000
Sub-Total Safe Communities			**$367,889,146**

FY 2026 – 2030 CIP
Project Index

FY 2026 - 2030 Capital Investment Plan

General and Nongeneral Capital Projects (continued)

Transportation and Planning

Project Title	Fund	Page	FY 2026
Improve Sidewalks	General	365	$–
Resurface Streets	General	366	$–
Improve Eastway Drive/Shamrock Drive Intersection	General	367	$–
Construct Bryant Farms Road Extension (Phase II)	General	368	$–
Mitigate Congestion	General	369	$–
Connect Bicycle Facilities	General	370	$–
Construct Robinson Church Road	General	371	$–
Repair and Replace Bridges	General	372	$–
Upgrade Traffic Control Devices	General	373	$–
Maintain Intelligent Transportation Systems	General	374	$–
Construct Ashley- Tuckaseegee-Freedom Intersection	General	375	$–
Develop Transit Systems	CATS	376	$4,000,000
Purchase New Transit Support Systems and Equipment	CATS	377	$9,594,035
Enhance Safety and Security on Transit	CATS	378	$1,323,814
Purchase Support Vehicles for CATS	CATS	379	$4,265,764
Relocate Water and Wastewater Infrastructure	Charlotte Water	380	$7,397,000
Improve Drainage for Storm Water	Storm Water	381	$74,300,000
Sub-Total Transportation and Planning			**$100,880,613**

Workforce and Business Development

Promote Public/Private Partnerships	General	385	$–
Renovate Airport Terminal	Aviation	386	$32,526,786
Enhance Airfield Capacity	Aviation	387	$394,313,538
Enhance Airport Services Facilities	Aviation	388	$11,318,139
Expand Ground Transportation Capacity	Aviation	389	$17,605,000
Improve Private Aircraft Area	Aviation	390	$20,676,573
Install and Expand New Water and Sewer Service	Charlotte Water	391	$46,748,047
Sub-Total Workforce and Business Development			**$523,188,083**

FY 2026 – 2030 CIP
Project Index

FY 2026 - 2030 Capital Investment Plan	
Summary of Projects by Fund	
Fund	**FY 2026**
General	$161,350,026
Transfers/Direct Payments from PAYGO	-$73,485,226
Reserved for Future Use of Transit PAYGO	-$1,744,282
Sub-Total General	**$86,120,518**
Aviation	**$476,440,036**
Charlotte Area Transit System (CATS)	**$58,549,198**
Charlotte Water	**$447,580,653**
Storm Water Services	**$81,000,000**
TOTAL Capital Investment Plan	**$1,149,690,405**

FY 2026 – 2030
General CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	Adopted	*Planned*				
	FY 2026	**2026 Bond FY 2027**	**FY 2028**	**2028 Bond FY 2029**	**FY 2030**	**TOTAL**
GO Bonds	$–	$220,000,000	$–	$220,000,000	$–	$440,000,000
Other Sources	$57,146,098	$36,400,000	$18,000,000	$18,000,000	$11,800,000	$141,346,098
General PAYGO	$28,974,420	$11,918,748	$10,439,763	$9,668,231	$8,603,198	$69,604,360
Sources Total	**$86,120,518**	**$268,318,748**	**$28,439,763**	**$247,668,231**	**$20,403,198**	**$650,950,458**

FUNDING USES

	Adopted	*Planned*				
	FY 2026	**2026 Bond FY 2027**	**FY 2028**	**2028 Bond FY 2029**	**FY 2030**	**TOTAL**
Neighborhoods	$–	$26,300,000	$–	$14,000,000	$–	$40,300,000
Housing	$–	$50,000,000	$–	$50,000,000	$–	$100,000,000
Transportation	$–	$143,700,000	$–	$156,000,000	$–	$299,700,000
GO Bonds Sub-Total	**$–**	**$220,000,000**	**$–**	**$220,000,000**	**$–**	**$440,000,000**
Facilities	$45,800,000	$36,400,000	$18,000,000	$18,000,000	$11,800,000	$130,000,000
Cash-Funded Projects	$40,320,518	$11,918,748	$10,439,763	$9,668,231	$8,603,198	$80,950,458
Uses Total	**$86,120,518**	**$268,318,748**	**$28,439,763**	**$247,668,231**	**$20,403,198**	**$650,950,458**

FY 2026 – 2030 Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	Adopted	*Planned*				
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**TOTAL**
AVIATION						
Revenue Bonds	$172,835,344	$45,838,890	$180,142,622	$250,851,986	$257,133,443	$906,802,285
Aviation PAYGO	$56,850,058	$53,646,702	$48,459,480	$45,861,952	$44,721,972	$249,540,164
Passenger Facility Charges	$143,607,634	$15,853,184	$31,467,783	$54,413,695	$16,644,383	$261,986,679
Federal Grants	$67,047,000	$28,800,000	$28,800,000	$28,800,000	$28,800,000	$182,247,000
State Grants	$36,100,000	$36,100,000	$–	$–	$–	$72,200,000
Aviation Sub-Total	**$476,440,036**	**$180,238,776**	**$288,869,885**	**$379,927,633**	**$347,299,798**	**$1,672,776,128**
CATS						
Transfer from Control Account	$7,257,431	$10,878,874	$48,071,515	$14,005,388	$6,065,829	$86,279,037
Federal Grants	$44,686,384	$23,669,516	$12,461,392	$12,835,234	$13,220,291	$106,872,817
State Grants	$6,605,383	$2,200,000	$2,200,000	$2,200,000	$3,621,318	$16,826,701
Certificates of Participation	$–	$25,276,000	$25,439,800	$39,824,274	$31,092,380	$121,632,454
CATS Sub-Total	**$58,549,198**	**$62,024,390**	**$88,172,707**	**$68,864,896**	**$53,999,818**	**$331,611,009**
CHARLOTTE WATER						
Water Revenue Bonds	$30,320,000	$47,617,876	$45,100,000	$54,481,382	$76,691,320	$254,210,578
Sewer Revenue Bonds	$223,680,000	$212,565,094	$235,941,738	$178,455,739	$193,165,670	$1,043,808,241
Charlotte Water PAYGO	$193,580,653	$195,000,000	$200,000,000	$200,000,000	$200,000,000	$988,580,653
Charlotte Water Sub-Total	**$447,580,653**	**$455,182,970**	**$481,041,738**	**$432,937,121**	**$469,856,990**	**$2,286,599,472**
STORM WATER						
Storm Water PAYGO	$48,000,000	$46,000,000	$48,000,000	$44,000,000	$48,000,000	$234,000,000
Revenue Bonds	$30,000,000	$35,000,000	$35,000,000	$40,000,000	$40,000,000	$180,000,000
Program Income	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Storm Water Sub-Total	**$81,000,000**	**$83,000,000**	**$85,000,000**	**$86,000,000**	**$90,000,000**	**$425,000,000**
Sources Total	**$1,063,569,887**	**$780,446,136**	**$943,084,330**	**$967,729,650**	**$961,156,606**	**$4,715,986,609**

Funding Sources and Uses Summary (continued)

FUNDING USES

	Adopted	*Planned*			
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**TOTAL**
AVIATION						
Renovate Airport Terminal	$32,526,786	$19,030,560	$122,105,209	$223,027,698	$219,152,594	$615,842,847
Enhance Airfield Capacity	$394,313,538	$93,436,787	$138,840,822	$127,842,090	$103,040,227	$857,473,464
Enhance Airport Services Facilities	$11,318,139	$46,166,244	$7,564,513	$7,642,724	$7,723,831	$80,415,451
Expand Ground Transportation Capacity	$17,605,000	$19,800,000	$18,500,000	$19,500,000	$15,410,572	$90,815,572
Improve Private Aircraft Area	$20,676,573	$1,805,185	$1,859,341	$1,915,121	$1,972,574	$28,228,794
Aviation Sub-Total	**$476,440,036**	**$180,238,776**	**$288,869,885**	**$379,927,633**	**$347,299,798**	**$1,672,776,128**
CATS						
Develop Transit Systems	$4,000,000	$11,300,732	$3,110,000	$3,170,000	$1,350,000	$22,930,732
Purchase New Transit Support Systems and Equipment	$9,594,035	$2,895,000	$1,285,000	$11,460,000	$25,774,100	$51,008,135
Enhance Safety and Security on Transit	$1,323,814	$1,078,474	$2,025,974	$1,643,824	$1,178,224	$7,250,310
Purchase Support Vehicles for CATS	$4,265,764	$1,129,460	$952,119	$665,725	$689,804	$7,702,872
Purchase and Maintain Transit Vehicles	$–	$20,840,906	$18,950,327	$22,576,920	$18,457,690	$80,825,843
Purchase and Maintain Rail Vehicles	$32,906,585	$16,021,078	$52,116,787	$27,641,787	$–	$128,686,237
Maintain Transit Facilities	$6,459,000	$8,758,740	$9,732,500	$1,706,640	$6,550,000	$33,206,880
CATS Sub-Total	**$58,549,198**	**$62,024,390**	**$88,172,707**	**$68,864,896**	**$53,999,818**	**$331,611,009**
CHARLOTTE WATER						
Install and Expand New Water and Sewer Service	$46,748,047	$51,794,795	$54,163,000	$54,863,000	$56,363,000	$263,931,842
Rehabilitate and Improve Wastewater Infrastructure	$53,673,250	$98,992,029	$87,654,207	$76,778,652	$83,428,748	$400,526,886
Rehabilitate and Improve Water Infrastructure	$36,334,605	$44,688,713	$64,930,597	$90,543,092	$99,395,140	$335,892,147
Construct Stowe Regional Water Resource Recovery	$138,368,656	$74,400,295	$28,831,177	$–	$–	$241,600,128
Improve McAlpine Creek Wastewater Treatment Plant	$14,351,844	$17,808,019	$15,442,213	$13,464,323	$5,096,268	$66,162,667
Expand WWTPs	$29,756,633	$17,397,109	$15,210,000	$15,210,000	$15,210,000	$92,783,742
Improve WWTPs	$21,492,600	$21,444,030	$29,281,875	$18,826,742	$17,826,742	$108,871,989
Upgrade Water Treatment Plants	$14,555,622	$16,073,218	$25,654,510	$20,357,010	$11,279,750	$87,920,110

Funding Sources and Uses Summary (continued)

FUNDING USES

	Adopted	*Planned*				
	FY 2026	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**TOTAL**
CHARLOTTE WATER (continued)						
Improve Franklin WTP	$31,155,936	$14,156,626	$24,650,000	$22,700,000	$25,000,000	$117,662,562
Upgrade and Maintain McDowell Creek WWTP	$–	$3,350,000	$9,000,000	$3,000,000	$–	$15,350,000
Recover Resources and Biosolids	$34,105,900	$55,687,168	$58,411,191	$66,398,393	$78,706,792	$293,309,444
Relocate Water and Wastewater Infrastructure	$7,397,000	$18,443,850	$15,233,850	$15,771,850	$49,128,850	$105,975,400
Replace and Upgrade Field and Administrative Facilities	$2,880,000	$2,782,250	$2,192,250	$2,452,250	$1,437,250	$11,744,000
Support Lead and Copper Program	$600,000	$1,055,418	$677,418	$605,000	$605,000	$3,542,836
Enhance Security and Technology	$16,160,560	$17,109,450	$49,709,450	$31,966,809	$26,379,450	$141,325,719
Charlotte Water Sub-Total	**$447,580,653**	**$455,182,970**	**$481,041,738**	**$432,937,121**	**$469,856,990**	**$2,286,599,472**
STORM WATER SERVICES						
Improve Drainage for Storm Water	$74,300,000	$77,550,000	$80,750,000	$81,650,000	$85,600,000	$399,850,000
Improve Surface Water Quality	$3,700,000	$3,450,000	$2,250,000	$2,350,000	$2,400,000	$14,150,000
Mitigate Impacts to Streams and Wetlands	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Storm Water Services Total	**$81,000,000**	**$83,000,000**	**$85,000,000**	**$86,000,000**	**$90,000,000**	**$425,000,000**
Uses Total	**$1,063,569,887**	**$780,446,136**	**$943,084,330**	**$967,729,650**	**$961,156,606**	**$4,715,986,609**

General CIP
General Obligation Bond Summary

The FY 2026 – 2030 Capital Investment Plan includes two bond referendums: one in FY 2027 (November 2026) and one in FY 2029 (November 2028); FY 2026 does not include a bond referendum. Projects planned for each referendum are outlined in the table below but are not locked in until City Council adopts them as part of the FY 2027 and FY 2029 Annual Budget processes.

	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)				
Great Neighborhoods				
Create and Preserve Affordable Housing	$100,000,000	$50,000,000	$50,000,000	$200,000,000
Invest in Corridors of Opportunity	$25,000,000	$–	$–	$25,000,000
Safe Communities				
Enhance Transportation Safety (Vision Zero)	$20,000,000	$4,000,000	$4,000,000	$28,000,000
Transportation and Planning				
Implement Strategic Investment Areas	$55,000,000	$–	$–	$55,000,000
Improve Sidewalks	$50,000,000	$20,000,000	$20,000,000	$90,000,000
Resurface Streets	$24,600,000	$15,000,000	$15,000,000	$54,600,000
Improve Eastway Drive/Shamrock Drive Intersection	$10,500,000	$10,000,000	$10,500,000	$31,000,000
Construct Bryant Farms Road Phase II	$10,000,000	$43,000,000	$11,000,000	$64,000,000
Mitigate Congestion	$10,000,000	$5,000,000	$5,000,000	$20,000,000
Complete Idlewild/Monroe/Rama Intersection	$9,100,000	$–	$–	$9,100,000
Connect Bicycle Facilities	$8,000,000	$8,000,000	$8,000,000	$24,000,000
Construct Robinson Church Road	$7,800,000	$18,500,000	$46,200,000	$72,500,000
Repair and Replace Bridges	$7,300,000	$6,000,000	$6,000,000	$19,300,000
Improve Rea Road with Bonus Allocation Funding	$6,000,000	$–	$–	$6,000,000
Upgrade Traffic Control Devices	$5,000,000	$5,000,000	$5,000,000	$15,000,000
Complete Morris Field Bridge Replacement	$5,000,000	$–	$–	$5,000,000
Implement City Center Transportation Improvements	$5,000,000	$–	$–	$5,000,000
Maintain Intelligent Transportation Systems	$4,000,000	$4,000,000	$4,000,000	$12,000,000
Complete Monroe Road Streetscape	$1,000,000	$–	$–	$1,000,000
Reserve for Future Mobility Initiatives[1]	$–	$–	$–	$–
Construct Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	$–	$5,200,000	$9,800,000	$15,000,000
Workforce and Business Development				
Promote Public/Private Partnerships	$15,000,000	$8,300,000	$8,000,000	$31,300,000
Reimburse Innovation District Infrastructure (Atrium)	$10,000,000	$–	$–	$10,000,000
Support Ballantyne Reimagined Infrastructure	$8,700,000	$–	$–	$8,700,000
Reimburse Garrison Road North Infrastructure (River District)[2]	$3,000,000	$–	$–	$3,000,000
Additional Future Capacity	$–	$18,000,000	$17,500,000	$35,500,000
Total General Obligation Bonds	**$400,000,000**	**$220,000,000**	**$220,000,000**	**$840,000,000**

[1] In FY 2025, City Council pulled forward $47 million of planned capacity ($23.5 million planned in FY 2027 and $23.5 million planned in FY 2029) from "Reserve for Future Mobility Initiatives" to support the purchase of the Red Line Commuter Rail project. As a result, FY 2027 and FY 2029 planned referendum totals were reduced from $243.5 million to $220 million each.

[2] The Garrison Road North Infrastructure (River District) project was a public-private partnership that is no longer moving forward. The planned future funding has been included in the Additional Future Capacity for future programming.

General CIP
Other Sources Summary Schedule

OTHER SOURCES (Voter Approval Not Required)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Certificates of Participation (COPs)	$45,800,000	$36,400,000	$18,000,000	$18,000,000	$11,800,000	$130,000,000
Municipal Debt Service Fund Cash (MDS)	$4,685,901	$–	$–	$–	$–	$4,685,901
Mecklenburg County Reimbursement	$1,688,624	$–	$–	$–	$–	$1,688,624
Transfers from Non-General Funds (For ERP)						
Aviation	$964,881	$–	$–	$–	$–	$964,881
CATS	$1,046,852	$–	$–	$–	$–	$1,046,852
Charlotte Water	$2,268,871	$–	$–	$–	$–	$2,268,871
Storm Water	$530,167	$–	$–	$–	$–	$530,167
Risk Management	$160,802	$–	$–	$–	$–	$160,802
TOTAL OTHER SOURCES REVENUES	**$57,146,098**	**$36,400,000**	**$18,000,000**	**$18,000,000**	**$11,800,000**	**$141,346,098**

PROJECTS FUNDED WITH COPs	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Well-Managed Government						
Construct Capital Building Improvements	$4,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$14,500,000
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	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,500,000
Complete Gender Equity Improvement in Fire Facilities	$700,000	$500,000	$500,000	$500,000	$500,000	$2,700,000
Reserved for Animal Care and Control[1]	$7,500,000	$7,500,000	$7,500,000	$7,500,000	$–	$30,000,000
Reserved for Projects in Advanced Planning	$–	$2,500,000	$2,500,000	$2,500,000	$3,800,000	$11,300,000
Safe Communities						
Construct Fire Facilities	$25,600,000	$18,400,000	$–	$–	$–	$44,000,000
Renovate the Law Enforcement Center for 911 Expansion	$2,000,000	$–	$–	$–	$–	$2,000,000
Sub-Total COPs	**$45,800,000**	**$36,400,000**	**$18,000,000**	**$18,000,000**	**$11,800,000**	**$130,000,000**

PROJECTS FUNDED WITH MDS AND TRANSFERS FROM NON-GENERAL FUNDS	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Well-Managed Government						
Upgrade Business System Software (ERP)	$9,657,474	$–	$–	$–	$–	$9,657,474
Sub-Total MDS	**$9,657,474**	**$–**	**$–**	**$–**	**$–**	**$9,657,474**

PROJECTS FUNDED WITH REIMBURSEMENT	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Well-Managed Government						
Construct Capital Building Improvements	$1,688,624	$–	$–	$–	$–	$1,688,624
Sub-Total Reimbursements	**$1,688,624**	**$–**	**$–**	**$–**	**$–**	**$1,688,624**

TOTAL OTHER SOURCES EXPENDITURES	$57,146,098	$36,400,000	$18,000,000	$18,000,000	$11,800,000	$141,346,098

[1] As part of FY 2025 Budget Adoption, City Council dedicated a total of $30 million of "Reserve for Future Capacity" in FY 2026 through FY 2029 to an Animal Care & Control facility. The project will remain in the Advanced Planning Program until it reaches 30 percent design.

Summary of Other Sources Changes from Planned FY 2026 (in FY 2025 Adopted Budget) to Adopted FY 2026

PROJECT/PROGRAM	FY 2025 Planned	FY 2026 Adopted	Change in Funding
Construct Fire Facilities	$22,000,000	$25,600,000	$3,600,000
Construct Capital Building Improvements	$2,500,000	$6,188,624	$3,688,624
Increase Building Sustainability	$2,000,000	$2,500,000	$500,000
Complete Gender Equity Improvements in Fire Facilities	$–	$700,000	$700,000
Upgrade Business System Software[1]	$6,500,000	$9,657,474	$3,157,474
TOTAL OTHER SOURCES CHANGES	**$33,000,000**	**$44,646,098**	**$11,646,098**

[1] The FY 2026 Adopted Budget includes $1 million pulled forward from the planned FY 2027 budget. Additionally, the Adopted Budget includes $3,592,526 in PAYGO funding for a total FY 2026 budget of $13,250,000.

General CIP
PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Property Tax (2.09¢)	$48,408,700	$49,376,874	$50,364,411	$51,371,699	$52,399,133	$251,920,817
PAYGO Fund - Interest Income	$3,997,769	$2,998,327	$2,998,327	$2,998,327	$2,998,327	$15,991,077
Street Tree Planting	$750,000	$765,000	$780,300	$795,906	$811,824	$3,903,030
Heavy Equipment Tax	$112,740	$114,995	$117,295	$119,641	$122,034	$586,705
Program Income	$–	$560,000	$560,000	$560,000	$560,000	$2,240,000
Capital Reserve from FY 2024	$13,874,057	$–	$–	$–	$–	$13,874,057
Reappropriation of Prior Authorization	$991,799	$–	$–	$–	$–	$991,799
PAYGO Available Cash Balance	$754,302	$–	$–	$–	$–	$754,302
TOTAL REVENUES PAYGO	**$68,889,367**	**$53,815,196**	**$54,820,333**	**$55,845,573**	**$56,891,318**	**$290,261,787**

EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Well-Managed Government						
Purchase Vehicles for City Operations	$24,865,411	$26,465,411	$28,065,411	$29,665,411	$31,265,411	$140,327,055
Maintain City-Owned Facilities	$6,110,172	$5,253,748	$5,159,463	$4,372,325	$3,291,374	$24,187,082
Upgrade Business System Software (ERP)	$3,592,526	$–	$–	$–	$–	$3,592,526
Enhance Innovation and Technology Assets	$2,016,722	$–	$–	$–	$–	$2,016,722
Replace Trees	$2,000,000	$765,000	$780,300	$795,906	$811,824	$5,153,030
Support Environmental Services Program	$1,000,000	$500,000	$–	$–	$–	$1,500,000
Reimburse Board of Elections Office	$1,000,000	$–	$–	$–	$–	$1,000,000
Repair City-Owned Parking Lots/Decks	$600,000	$400,000	$–	$–	$–	$1,000,000
Advance the Strategic Energy Action Plan	$250,000	$–	$–	$–	$–	$250,000
Maintain Government Center Parking Deck	$200,000	$200,000	$–	$–	$–	$400,000
Support Americans with Disabilities Act Program[1]	$–	$700,000	$1,000,000	$1,000,000	$1,000,000	$3,700,000
Great Neighborhoods						
Support Innovative Housing	$1,580,000	$–	$–	$–	$–	$1,580,000
Support Naturally Occurring Affordable Housing	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Renovate Median Landscapes	$250,000	$250,000	$–	$–	$–	$500,000
Safe Communities						
Replace Radios	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
Trim and Remove Trees	$2,675,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,675,000
Support Alternatives to Violence	$300,000	$–	$–	$–	$–	$300,000
Offer In Rem Remedy	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Reduce Juvenile Crime	$250,000	$–	$–	$–	$–	$250,000
Transportation and Planning						
Advance Community Area Planning Initiatives	$1,000,000	$–	$–	$–	$–	$1,000,000
Complete Transportation Project Feasibility	$550,000	$250,000	$–	$–	$–	$800,000
Purchase Transportation Equipment	$100,000	$100,000	$–	$–	$–	$200,000
Workforce and Business Development						
Improve Cultural Facilities[2]	$14,587,211	$15,024,827	$15,475,572	$15,939,839	$16,418,034	$77,445,483
Support Small Business Development	$1,500,000	$–	$–	$–	$–	$1,500,000
Revitalize Business Corridors	$500,000	$–	$–	$–	$–	$500,000
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant Payments	$336,443	$280,328	$713,705	$446,210	$478,793	$2,255,479
Fund Cultural Facility STIGs	$125,882	$125,882	$125,882	$125,882	$125,882	$629,410
TOTAL EXPENDITURES PAYGO	**$68,889,367**	**$53,815,196**	**$54,820,333**	**$55,845,573**	**$56,891,318**	**$290,261,787**

[1] Previously appropriated funding balances from prior years will be utilized to advance projects in FY 2026.

[2] Contribution to Cultural Facilities supported by Sales Tax equivalent to approximately 80 percent of the U-Drive-It Vehicle Rental tax net the contribution to county and towns.

General CIP
PAYGO Summary Schedule

PAYGO Summary (continued)

USE CATEGORIES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Direct Payments	$336,443	$280,328	$713,705	$446,210	$478,793	$2,255,479
Transfer to Debt Service Fund	$24,865,411	$26,465,411	$28,065,411	$29,665,411	$31,265,411	$140,327,055
Transfer to Tourism Funds	$14,713,093	$15,150,709	$15,601,454	$16,065,721	$16,543,916	$78,074,893
Transfer to CIP	$28,974,420	$11,918,748	$10,439,763	$9,668,231	$8,603,198	$69,604,360
TOTAL USES PAYGO	**$68,889,367**	**$53,815,196**	**$54,820,333**	**$55,845,573**	**$56,891,318**	**$290,261,787**

General CIP
Transit PAYGO Summary Schedule

Transit PAYGO Summary

REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Vehicle Rental Tax (U-Drive-It)	$19,544,942	$20,131,290	$20,735,229	$21,357,286	$21,998,005	$103,766,752
Motor Vehicle License	$15,769,619	$16,085,011	$16,406,712	$16,734,846	$17,069,543	$82,065,731
TOTAL REVENUE TRANSIT PAYGO	**$35,314,561**	**$36,216,301**	**$37,141,941**	**$38,092,132**	**$39,067,548**	**$185,832,483**

EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	$27,021,020	$27,831,650	$28,666,600	$29,526,598	$30,412,396	$143,458,264
Contribute to CityLYNX Gold Line Operating Costs	$5,238,331	$5,447,864	$5,665,778	$5,892,409	$6,128,106	$28,372,488
Allocate U-Drive-It Tax to County/Towns	$1,310,928	$1,350,256	$1,390,764	$1,432,487	$1,475,462	$6,959,897
Reserved for Future Years	$1,744,282	$1,586,531	$1,418,799	$1,240,638	$1,051,584	$7,041,834
TOTAL EXPENDITURES TRANSIT PAYGO	**$35,314,561**	**$36,216,301**	**$37,141,941**	**$38,092,132**	**$39,067,548**	**$185,832,483**

USE CATEGORIES						
Direct Payments	$1,310,928	$1,350,256	$1,390,764	$1,432,487	$1,475,462	$6,959,897
Transfer to CATS	$32,259,351	$33,279,514	$34,332,378	$35,419,007	$36,540,502	$171,830,752
Reserved for Future Years	$1,744,282	$1,586,531	$1,418,799	$1,240,638	$1,051,584	$7,041,834
TOTAL USES TRANSIT PAYGO	**$35,314,561**	**$36,216,301**	**$37,141,941**	**$38,092,132**	**$39,067,548**	**$185,832,483**

General CIP Operating Impact Summary

Annual Operating Impacts of FY 2026 Capital Expenditures

	FY 26 Budget	Total Project Cost to City	Classification[1]	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Safe Communities						
Construct Fire Facilities	$25,600,000	$107,000,000	Increased Expenditures	This program will construct five Fire Stations- three new infill stations and replacement of two existing stations- as well as an expansion at one station and a temporary station. Three new Companies will be required to staff the three new infill stations, which will include ongoing expenses for salaries, benefits, and operating supplies for 18 FTEs. One infill station is anticipated to open in FY 2026; the ongoing costs of that Company are anticipated to be $1,846,766. Ongoing operating costs for the replacement stations are already included in the annual operating budget.	$1,846,766	FY 2026
Renovate the Law Enforcement Center for 911 Expansion	$2,000,000	$9,000,000	Increased Expenditures	This program will renovate the 911 Call Centers at Charlotte-Mecklenburg Police Headquarters (anticipated to be complete in FY 2027) and the Charlotte Police and Fire Training Academy (anticipated to be complete in FY 2028). The renovations will allow for 22 more floor consoles for telecommunicators. In FY 2025, the city added 15 telecommunicators in preparation for the additional space and to meet increasing call volumes and reduce the number of dropped calls. 911 response performance measures will continue to be monitored to determine if additional FTEs are needed. Ongoing operating costs of each facility are already included in the annual operating budgets for the departments.	$1,101,318	FY 2027
Well-Managed Government						
Construct Capital Building Improvements	$6,188,624	$6,188,624	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.	($92,830)	FY 2026
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 2026
Reserved for Animal Care and Control	$7,500,000	$30,000,000	Increased Expenditures	This project remains in the Advanced Planning and Design Program but will ultimately be a new city-owned facility. Ongoing building operating costs, including utilities and lawn care, are anticipated upon completion of construction. No new staff are anticipated directly due to the opening of this facility.	$22,500	FY 2028
TOTAL OPERATING IMPACT FROM MAJOR CIP PROJECTS					**$2,840,254**	

[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 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PUBLIC ART REVENUES						
General Obligation (GO) Bonds	$–	$38,000	$–	$38,000	$–	$76,000
Other Sources	$198,600	$155,400	$45,000	$45,000	$–	$444,000
TOTAL PUBLIC ART REVENUES	**$198,600**	**$193,400**	**$45,000**	**$83,000**	**$–**	**$520,000**

PUBLIC ART EXPENDITURES	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**TOTAL**
Construct Fire Facilities	$153,600	$110,400	$–	$–	$–	$264,000
Reserved for Animal Care and Control	$45,000	$45,000	$45,000	$45,000	$–	$180,000
Enhance Transportation Safety (Vision Zero)	$–	$4,000	$–	$4,000	$–	$8,000
Improve Sidewalks	$–	$20,000	$–	$20,000	$–	$40,000
Connect Bicycle Facilities	$–	$8,000	$–	$8,000	$–	$16,000
Repair and Replace Bridges	$–	$6,000	$–	$6,000	$–	$12,000
TOTAL PUBLIC ART EXPENDITURES	**$198,600**	**$193,400**	**$45,000**	**$83,000**	**$–**	**$520,000**

The Aviation public art allocation for FY 2026 is $393,451.

The Charlotte Water public art allocation for FY 2026 is $175,000.

Aviation Summary

AVIATION REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Revenue Bonds	$172,835,344	$45,838,890	$180,142,622	$250,851,986	$257,133,443	$906,802,285
Aviation Pay-As-You-Go	$56,850,058	$53,646,702	$48,459,480	$45,861,952	$44,721,972	$249,540,164
Passenger Facility Charges	$143,607,634	$15,853,184	$31,467,783	$54,413,695	$16,644,383	$261,986,679
Federal Grants	$67,047,000	$28,800,000	$28,800,000	$28,800,000	$28,800,000	$182,247,000
State Grants	$36,100,000	$36,100,000	$–	$–	$–	$72,200,000
TOTAL AVIATION REVENUES	**$476,440,036**	**$180,238,776**	**$288,869,885**	**$379,927,633**	**$347,299,798**	**$1,672,776,128**

AVIATION EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Renovate Airport Terminal						
Concourse A Expansion Ph II	$–	$–	$83,333,333	$83,333,333	$83,333,334	$250,000,000
Concourse E Renovation - Ph X	$6,800,000	$–	$–	$–	$–	$6,800,000
Terminal Basement Renovation	$–	$–	$–	$–	$1,906,407	$1,906,407
Concourse D-E Connector	$–	$–	$–	$53,334,344	$55,600,209	$108,934,553
Concourse E Renovation	$13,155,375	$–	$–	$–	$–	$13,155,375
FIS Renovation	$–	$–	$12,836,856	$70,255,098	$70,255,098	$153,347,052
BHS Controls Upgrade	$397,000	$186,000	$457,000	$–	$–	$1,040,000
Airport Art Program	$393,451	$–	$711,702	$2,069,228	$2,091,886	$5,266,267
Operating Capital - Building Maintenance	$4,400,000	$4,500,000	$4,700,000	$4,750,000	$5,482,277	$23,832,277
Passenger Boarding Bridge Repl Program	$4,318,955	$10,007,184	$16,104,783	$9,285,695	$483,383	$40,200,000
Passenger Conveyance	$548,704	$–	$–	$–	$–	$548,704
Concourse A Modifications	$450,000	$–	$–	$–	$–	$450,000
Loading Dock Renovations	$2,063,301	$3,900,000	$–	$–	$–	$5,963,301
Central Energy Plan Chilled Water System Exp	$–	$437,376	$3,961,535	$–	$–	$4,398,911
Sub-Total Airport Terminal	**$32,526,786**	**$19,030,560**	**$122,105,209**	**$223,027,698**	**$219,152,594**	**$615,842,847**
Enhance Airfield Capacity						
Fourth Parallel Runway	$305,890,580	$26,500,000	$26,500,000	$26,500,000	$26,500,000	$411,890,580
South Ramp Expansion Ph 1	$48,149,000	$53,984,890	$101,635,433	$91,357,211	$66,405,802	$361,532,336
Taxiway Shoulder Rehab Ph II	$2,223,336	$–	$–	$–	$–	$2,223,336
West Ramp Dual Taxilanes	$14,567,690	$–	$–	$–	$–	$14,567,690
Ramp Pavement Management Plan	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Part 139 Signage and Marking Remediation	$4,174,135	$–	$–	$–	$–	$4,174,135
EMAS Replacement Program	$5,535,208	$–	$–	$–	$–	$5,535,208
AARF Apparatus Acquisition	$1,711,719	$855,860	$865,701	$–	$–	$3,433,280
Snow Fleet Acquisition	$2,500,000	$2,397,311	$–	$–	$–	$4,897,311
Operating Capital - Airfield Maintenance	$4,561,870	$4,698,726	$4,839,688	$4,984,879	$5,134,425	$24,219,588
Sub-Total Airfield Capacity	**$394,313,538**	**$93,436,787**	**$138,840,822**	**$127,842,090**	**$103,040,227**	**$857,473,464**
Enhance Airport Services Facilities						
Logistics Center Relocation	$3,536,789	$2,577,153	$–	$–	$–	$6,113,942
Joint Operations Center	$–	$36,100,000	$–	$–	$–	$36,100,000
eBuilder Enterprise Applications	$325,000	$325,000	$325,000	$325,000	$325,000	$1,625,000
ERP System	$365,000	$–	$–	$–	$–	$365,000
Future Land Acquisition	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Operating Capital - Innovation & Experience	$200,000	$210,000	$220,500	$231,525	$243,101	$1,105,126
Operating Capital - Operations	$300,000	$315,000	$330,750	$347,288	$364,652	$1,657,690
Operating Capital - Technology	$1,591,350	$1,639,091	$1,688,263	$1,738,911	$1,791,078	$8,448,693
Sub-Total Airport Services Facilities	**$11,318,139**	**$46,166,244**	**$7,564,513**	**$7,642,724**	**$7,723,831**	**$80,415,451**
Expand Ground Transportation Capacity						
CLT Center Roadway Improvements	$2,580,000	$–	$–	$–	$–	$2,580,000
Electric Buses	$10,300,000	$14,800,000	$13,500,000	$14,250,000	$10,000,000	$62,850,000
Operating Capital - Fleet	$4,725,000	$5,000,000	$5,000,000	$5,250,000	$5,410,572	$25,385,572
Sub-Total Ground Transportation Capacity	**$17,605,000**	**$19,800,000**	**$18,500,000**	**$19,500,000**	**$15,410,572**	**$90,815,572**

Aviation Summary (continued)

Improve Private Aircraft Area						
FBO North Basin Retrofit	$847,000	$–	$–	$–	$–	$847,000
GA Hangar Site Prep	$18,076,966	$–	$–	$–	$–	$18,076,966
Operating Capital - Excluded	$1,752,607	$1,805,185	$1,859,341	$1,915,121	$1,972,574	$9,304,828
Sub-Total Private Aircraft Area	**$20,676,573**	**$1,805,185**	**$1,859,341**	**$1,915,121**	**$1,972,574**	**$28,228,794**
TOTAL AVIATION EXPENDITURES	**$476,440,036**	**$180,238,776**	**$288,869,885**	**$379,927,633**	**$347,299,798**	**$1,672,776,128**

Charlotte Area Transit System (CATS) Summary

CATS REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Transfer from Control Account	$7,257,431	$10,878,874	$48,071,515	$14,005,388	$6,065,829	$86,279,037
Federal Grants	$44,686,384	$23,669,516	$12,461,392	$12,835,234	$13,220,291	$106,872,817
State Grants	$6,605,383	$2,200,000	$2,200,000	$2,200,000	$3,621,318	$16,826,701
Certificates of Participation (COPs)	$–	$25,276,000	$25,439,800	$39,824,274	$31,092,380	$121,632,454
TOTAL CATS REVENUES	**$58,549,198**	**$62,024,390**	**$88,172,707**	**$68,864,896**	**$53,999,818**	**$331,611,009**

CATS EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Develop Transit Systems						
CTC Temporary Facility	$–	$10,300,732	$–	$–	$–	$10,300,732
Bus Shelters	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Land Acquisitions	$500,000	$–	$500,000	$500,000	$350,000	$1,850,000
Mobility Hub Implementation Plan	$–	$–	$1,610,000	$1,670,000	$–	$3,280,000
CATS' Staff Charges for Development Projects	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
800 N. Tryon St. Acquisition	$1,500,000	$–	$–	$–	$–	$1,500,000
Expert Services: Charlote Gateway Station	$1,000,000	$–	$–	$–	$–	$1,000,000
Sub-Total Transit Systems	**$4,000,000**	**$11,300,732**	**$3,110,000**	**$3,170,000**	**$1,350,000**	**$22,930,732**
Purchase New Transit Support Systems & Equipment						
Server Refresh	$138,000	$100,000	$80,000	$300,000	$200,000	$818,000
Network Refresh	$–	$–	$125,000	$450,000	$200,000	$775,000
Contingency for IT Projects	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
EAM Professional Services	$500,000	$–	$–	$–	$–	$500,000
BLE Network and Systems Refresh	$1,000,000	$–	$–	$280,000	$–	$1,280,000
eBuilder / WorkSmart Intergration	$150,000	$–	$–	$–	$–	$150,000
WalkMe Training Software	$100,000	$–	$–	$–	$–	$100,000
Mobile Radio Refresh	$–	$–	$–	$3,000,000	$500,000	$3,500,000
UPS Refresh	$–	$–	$–	$100,000	$200,000	$300,000
Radio Dispatch Console Refresh	$–	$–	$–	$–	$125,000	$125,000
Mini Bond Replacement 50%	$–	$–	$–	$–	1,087,500	$1,087,500
Upgrade CPU in Signal House	$–	$–	$–	$–	22,000,000	$22,000,000
Bus Lift Replacement	$–	$–	$–	$5,250,000	$–	$5,250,000
AVL System	1,800,000	$–	$–	$–	$–	$1,800,000
BLE Network Refresh	$–	$500,000	$200,000	$300,000	$–	$1,000,000
Park & Ride Network Refresh	$–	$195,000	$–	$200,000	$–	$395,000
Portable Charger	$–	$–	$–	$250,000	$–	$250,000
In-Vehicle Modem Refresh Phase 1 of 3	$–	$–	$180,000	$152,000	$–	$332,000
Fare Collection Hardware Upgrades P 1 of 4	$4,000,000	$2,000,000	$600,000	$500,000	$–	$7,100,000
Electronic Pre/Post Trip Inspection	$800,000	$–	$–	$–	$–	$800,000
BOCC Upgrade	$250,000	$–	$–	$–	$–	$250,000
Brake Mate	$45,000	$–	$–	$–	$–	$45,000
Forklift	$90,000	$–	$–	$60,000	$–	$150,000
Walkie Stacker	$–	$–	$–	$18,000	$–	$18,000
Mobile Camera Refresh- LRVs & Street car	$–	$–	$–	$–	$396,600	$396,600
Mobile Video Headend Sys Sftwr Rplmt	$–	$–	$–	$–	$500,000	$500,000
Fixed Site Video Mgmt System Sftwr Refresh	$–	$–	$–	$–	$420,000	$420,000
STS MDT (Mobile Data Terminals) Refresh	$–	$–	$–	$–	$45,000	$45,000
Paratransit Simulator	$130,000	$–	$–	$–	$–	$130,000
Battery Electric Bus Specialty Tools	$306,035	$–	$–	$–	$–	$306,035
Bus Operation Division Equipment	$100,000	$–	$–	$–	$–	$100,000
Kronos Upgrade	$40,000	$–	$–	$–	$–	$40,000
Davidson Paratransit Operations Center	$–	$–	$–	$300,000	$–	$300,000
Maintenance of Way Light Rail Generator	$45,000	$–	$–	$–	$–	$45,000
Maintenance Bay Rehabilitation	$–	$–	$–	$200,000	$–	$200,000
Sub-Total Transit Support Systems	**$9,594,035**	**$2,895,000**	**$1,285,000**	**$11,460,000**	**$25,774,100**	**$51,008,135**

CATS Summary (continued)

CATS EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Enhance Safety and Security on Transit						
Mobile Video Replacements	$396,000	$396,000	$1,343,500	$961,350	$495,750	$3,592,600
Fixed Camera Upgrade	$400,000	$400,000	$400,000	$400,000	$400,000	$2,000,000
Portable Radios	$350,000	$125,000	$125,000	$125,000	$125,000	$850,000
Guard Shacks	$95,340	$–	$–	$–	$–	$95,340
Solar Powered Mobile Cameras	$15,000	$90,000	$90,000	$90,000	$90,000	$375,000
Solar Powered Light Towers	$67,474	$67,474	$67,474	$67,474	$67,474	$337,370
Sub-Total Safety and Security on Transit	**$1,323,814**	**$1,078,474**	**$2,025,974**	**$1,643,824**	**$1,178,224**	**$7,250,310**
Purchase Support Vehicles for CATS						
Bus Operations Replacements	$2,805,764	$215,250	$364,927	$237,313	$249,179	$3,872,433
Special Transportation Service Replacements	$–	$–	$317,520	$–	$–	$317,520
Facility Maintenance Replacements	$300,000	$–	$116,865	$–	$–	$416,865
Safety and Security Replacements & Expansion	$540,000	$649,610	$152,807	$428,412	$440,625	$2,211,454
Training	$285,000	$132,300	$–	$–	$–	$417,300
Technology Maintenance Replacements	$195,000	$–	$–	$–	$–	$195,000
Rail Replacements	$140,000	$132,300	$–	$–	$–	$272,300
Sub-Total Vehicles for CATS	**$4,265,764**	**$1,129,460**	**$952,119**	**$665,725**	**$689,804**	**$7,702,872**
Purchase and Maintain Transit Vehicles						
Bus Replacements	$–	$20,840,906	$17,750,327	$21,376,920	$17,257,690	$77,225,843
Paratransit Replacements	$–	$–	$1,200,000	$1,200,000	$1,200,000	$3,600,000
Sub-Total Maintain Transit Vehicles	**$–**	**$20,840,906**	**$18,950,327**	**$22,576,920**	**$18,457,690**	**$80,825,843**
Purchase and Maintain Rail Vehicles						
Light Rail Vehicle Replacements	$–	$1,450,000	$41,500,000	$17,025,000	$–	$59,975,000
Light Rail Systems Overhaul	$20,129,645	$13,571,078	$10,616,787	$10,616,787	$–	$54,934,297
Friction Modifiers	$146,340	$–	$–	$–	$–	$146,340
Maintenance of Way Light Rail Signal House	$1,500,000	$1,000,000	$–	$–	$–	$2,500,000
Maintenance of Way Light Rail TPSS Mid Life	$1,555,600	$–	$–	$–	$–	$1,555,600
TPSS Pad Mounted Disconnect Switch	$1,000,000	$–	$–	$–	$–	$1,000,000
Blue Line Signage Replacement	$75,000	$–	$–	$–	$–	$75,000
Blue Line Metal Handrail	$500,000	$–	$–	$–	$–	$500,000
Siemens Truck Rehabilitation Equip Series III	$8,000,000	$–	$–	$–	$–	$8,000,000
Sub-Total Maintain Rail Vehicles	**$32,906,585**	**$16,021,078**	**$52,116,787**	**$27,641,787**	**$–**	**$128,686,237**
Maintain Transit Facilities						
City of Charlotte ERP Initiatives	$1,100,000	$–	$–	$–	$–	$1,100,000
Archdale Elevator Repair Project	$–	$1,200,000	$–	$–	$–	$1,200,000
Blue Line Parking Deck Recaulking	$500,000	$–	$–	$–	$–	$500,000
Carpet Replacement Project	$400,000	$–	$–	$–	$–	$400,000
Charging Station Generator	$–	$3,282,500	$3,282,500	$–	$–	$6,565,000
Rail Facility Boiler Replacements	$–	$450,000	$–	$–	$500,000	$950,000
North Davidson Air Conditioner Replacement	$–	$220,000	$750,000	$–	$–	$970,000
North Davison Bus Complex Roof Replacement	$–	$80,000	$800,000	$–	$–	$880,000
South Tryon HVAC Replacement	$–	$150,000	$1,000,000	$–	$–	$1,150,000
South Tryon Bus Complex Roof Replacement	$–	$150,000	$1,600,000	$–	$–	$1,750,000
North Davidson Generator Replacements	$–	$–	$–	$–	$2,000,000	$2,000,000
South Tryon Bus Lot Rehabilitation	$–	$–	$–	$–	$2,500,000	$2,500,000
Retrocommissioning Study	$200,000	$–	$–	$–	$–	$200,000
Drainage Improvements	$579,000	$638,000	$–	$–	$–	$1,217,000
Americans with Disabilities Act Improvements	$750,000	$–	$–	$–	$–	$750,000
Americans with Disabilities Act Transition Plan	$1,680,000	$1,000,000	$800,000	$800,000		$5,080,000
Bridge Repairs	$500,000	$838,240	$750,000	$906,640	$750,000	$3,744,880
Community Transit Center Renovations	$750,000	$750,000	$750,000	$–	$–	$2,250,000
Sub-Total Maintain Transit Facilities	**$6,459,000**	**$8,758,740**	**$9,732,500**	**$1,706,640**	**$6,550,000**	**$33,206,880**
TOTAL CATS EXPENDITURES	**$58,549,198**	**$62,024,390**	**$88,172,707**	**$68,864,896**	**$53,999,818**	**$331,611,009**

Charlotte Water Summary

CHARLOTTE WATER REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Charlotte Water Pay-As-You-Go	$193,580,653	$195,000,000	$200,000,000	$200,000,000	$200,000,000	$988,580,653
Sewer Revenue Bonds	$223,680,000	$212,565,094	$235,941,738	$178,455,739	$193,165,670	$1,043,808,241
Water Revenue Bonds	$30,320,000	$47,617,876	$45,100,000	$54,481,382	$76,691,320	$254,210,578
TOTAL CHARLOTTE WATER REVENUES	**$447,580,653**	**$455,182,970**	**$481,041,738**	**$432,937,121**	**$469,856,990**	**$2,286,599,472**

CHARLOTTE WATER EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Install and Expand New Water and Sewer Service						
Developer Constructed Sewer Reimbursable	$1,748,047	$1,694,795	$1,313,000	$1,313,000	$1,313,000	$7,381,842
New Service Installations - Sewer	$10,200,000	$12,260,000	$13,760,000	$14,260,000	$14,760,000	$65,240,000
New Service Installations - Water	$15,100,000	$17,780,000	$18,780,000	$18,780,000	$19,780,000	$90,220,000
Street Main Extension - Sewer	$9,600,000	$9,805,000	$9,805,000	$10,305,000	$10,305,000	$49,820,000
Street Main Extension - Water	$7,100,000	$7,555,000	$7,805,000	$7,805,000	$7,805,000	$38,070,000
Water Meter Program	$3,000,000	$2,700,000	$2,700,000	$2,400,000	$2,400,000	$13,200,000
Sub-Total New Water and Sewer Service	**$46,748,047**	**$51,794,795**	**$54,163,000**	**$54,863,000**	**$56,363,000**	**$263,931,842**
Rehabilitate and Improve Wastewater Infrastructure						
Briar Creek Relief Sewer-Phase IV	$–	$8,128,448	$4,864,424	$–	$–	$12,992,872
Derita Branch Tributary Sewer Improvements	$–	$3,200,000	$–	$–	$–	$3,200,000
Interbasin Transfer Management Project	$2,105,000	$2,105,250	$1,505,513	$1,505,788	$–	$7,221,551
Irwin Basin Tributary to Remount Road	$–	$2,030,000	$–	$–	$–	$2,030,000
Large Diameter Sanitary Sewer Rehabilitation	$9,000,000	$9,000,000	$9,000,000	$9,999,996	$9,999,996	$46,999,992
Lift Station Improvements	$664,000	$4,014,700	$1,414,700	$7,014,700	$6,514,700	$19,622,800
Little Hope Creek Sanitary Sewer	$–	$–	$6,000,000	$12,000,000	$12,000,000	$30,000,000
Mallard Creek Basin Sanitary Sewer	$9,463,246	$22,237,535	$25,935,663	$18,309,041	$17,821,959	$93,767,444
Paw Creek Pump Station Force Main to Stowe	$–	$–	$–	$–	$2,400,000	$2,400,000
Sani-Sewer Capacity Assurance	$2,106,904	$2,738,741	$2,604,510	$2,694,735	$2,589,472	$12,734,362
Sanitary Sewer Condition Based Needs	$1,250,000	$1,525,800	$1,525,800	$1,525,800	$1,525,800	$7,353,200
Sanitary Sewer Rehabilitation	$10,600,000	$16,050,000	$16,050,000	$16,050,000	$22,050,000	$80,800,000
Sewer Capacity Improvements	$8,339,100	$5,114,305	$4,506,347	$5,418,842	$6,479,571	$29,858,165
Toby Creek Basin Sewer Improvements	$–	$12,600,000	$8,000,000	$212,500	$–	$20,812,500
Trunk Sewer Stream Bank Repairs	$1,145,000	$1,247,250	$1,247,250	$2,047,250	$2,047,250	$7,734,000
Sub-Total Wastewater Infrastructure	**$53,673,250**	**$98,992,029**	**$87,654,207**	**$76,778,652**	**$83,428,748**	**$400,526,886**
Rehabilitate and Improve Water Infrastructure						
Elevated Water Storage Tank Rehabilitation	$260,000	$1,663,000	$1,863,000	$663,000	$1,263,000	$5,712,000
Idlewild Booster Pump Station Supply Main	$4,020,000	$–	$–	$–	$–	$4,020,000
Major Water Main Replacement & Rehabilitation	$21,100,000	$24,620,000	$24,620,000	$24,620,000	$34,620,000	$129,580,000
North Hoskins Water Transmission Main	$1,300,000	$700,000	$20,000,000	$35,000,000	$35,000,000	$92,000,000
North Hoskins Water Transmission Main Phase	$–	$–	$–	$–	$6,691,320	$6,691,320
Pressure Zone Boundary Changes	$200,000	$–	$–	$–	$–	$200,000
Valve Rehabilitation and Replacement	$–	$–	$1,000,000	$2,000,000	$2,000,000	$5,000,000
Water Distribution Design & Reliability	$3,839,100	$3,914,306	$5,006,347	$5,918,842	$6,979,570	$25,658,165
Water Distribution Elevated Storage Tanks	$–	$–	$–	$8,000,000	$8,000,000	$16,000,000
Water Distribution System Study	$790,505	$50,157	$–	$–	$–	$840,662
Water Transmission Improvement	$4,825,000	$13,741,250	$12,441,250	$14,341,250	$4,841,250	$50,190,000
Sub-Total Water Infrastructure	**$36,334,605**	**$44,688,713**	**$64,930,597**	**$90,543,092**	**$99,395,140**	**$335,892,147**
Construct Stowe Regional Water Resource Recovery Facility (WRRF)						
Belmont Lift Station and Forcemain	$6,488,718	$37,573,105	$28,831,177	$–	$–	$72,893,000
Stowe Regional WRRF	$131,879,938	$36,827,190	$–	$–	$–	$168,707,128
Sub-Total Stowe Regional WRRF	**$138,368,656**	**$74,400,295**	**$28,831,177**	**$–**	**$–**	**$241,600,128**

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
McAlpine WWTP Biosolids Treatment Facilities Reliability	$11,902,444	$7,470,024	$5,087,318	$5,091,684	$5,096,268	$34,647,738
McAlpine WWTP Preliminary and Primary Treatment Facilities Improvements	$2,449,400	$10,337,995	$10,354,895	$8,372,639	$–	$31,514,929
Sub-Total McAlpine Creek WWTP	**$14,351,844**	**$17,808,019**	**$15,442,213**	**$13,464,323**	**$5,096,268**	**$66,162,667**
Expand WWTPs						
Mallard Creek WWTP Expansion & Improvement	$29,756,633	$17,397,109	$15,210,000	$15,210,000	$15,210,000	$92,783,742
Sub-Total Mallard Creek WWTP	**$29,756,633**	**$17,397,109**	**$15,210,000**	**$15,210,000**	**$15,210,000**	**$92,783,742**
Improve WWTPs						
Ashe Plantation Phase II	$4,773,600	$787,280	$–	$–	$–	$5,560,880
Sugar Creek Pump Station/Preliminary Treatment Reliability Improvements	$–	$500,000	$4,400,000	$1,650,000	$–	$6,550,000
Vacuum Truck Debris Receiving Station	$–	$–	$400,000	$1,999,992	$1,999,992	$4,399,984
Wastewater Roofing Replacement Program Phase II	$1,169,000	$786,750	$1,586,750	$536,750	$786,750	$4,866,000
WWTP Rehabilitation & Upgrades	$10,800,000	$12,840,000	$14,840,000	$14,640,000	$15,040,000	$68,160,000
WWTP UV Disinfection System Improvements	$4,750,000	$6,530,000	$8,055,125	$–	$–	$19,335,125
Sub-Total WWTPs	**$21,492,600**	**$21,444,030**	**$29,281,875**	**$18,826,742**	**$17,826,742**	**$108,871,989**
Upgrade Water Treatment Plants (WTPs)						
Water Treatment BPS Improvements	$1,500,000	$2,000,000	$1,994,000	$1,984,000	$1,474,000	$8,952,000
WTP Rehabilitation & Upgrades	$8,315,000	$10,330,750	$12,330,750	$9,830,750	$9,805,750	$50,613,000
WTP Residuals	$4,740,622	$3,742,468	$11,329,760	$8,542,260	$–	$28,355,110
Sub-Total WTPs	**$14,555,622**	**$16,073,218**	**$25,654,510**	**$20,357,010**	**$11,279,750**	**$87,920,110**
Improve Franklin WTP						
Franklin WTP Electrical Upgrades	$3,000,000	$4,000,000	$18,000,000	$12,000,000	$17,000,000	$54,000,000
Franklin WTP Main Building Renovation	$–	$1,130,000	$1,100,000	$2,700,000	$–	$4,930,000
Franklin WTP Reliability Improvements Project	$750,000	$1,600,000	$5,550,000	$8,000,000	$8,000,000	$23,900,000
Franklin WTP Water Quality Improvement	$27,405,936	$7,426,626	$–	$–	$–	$34,832,562
Sub-Total Franklin WTP	**$31,155,936**	**$14,156,626**	**$24,650,000**	**$22,700,000**	**$25,000,000**	**$117,662,562**
Upgrade and Maintain McDowell Creek WWTP						
McDowell WWTP - Capacity Enhancement and Rehabilitation	$–	$3,350,000	$9,000,000	$3,000,000	$–	$15,350,000
Sub-Total McDowell Creek WWTP	**$–**	**$3,350,000**	**$9,000,000**	**$3,000,000**	**$–**	**$15,350,000**
Recover Resources and Biosolids						
Biosolids Program	$24,305,900	$41,477,168	$56,701,191	$66,398,393	$78,706,792	$267,589,444
Nutrient Harvesting at McAlpine WWTP	$9,800,000	$14,210,000	$1,710,000	$–	$–	$25,720,000
Sub-Total Reuse	**$34,105,900**	**$55,687,168**	**$58,411,191**	**$66,398,393**	**$78,706,792**	**$293,309,444**
Relocate Water and Wastewater Infrastructure						
NCDOT Widening-Sewer	$–	$1,306,000	$761,000	$1,870,000	$1,421,000	$5,358,000
NCDOT Widening-Water	$1,000,000	$10,696,000	$8,031,000	$7,460,000	$41,266,000	$68,453,000
Sewer in Streets to be Widened	$2,821,000	$2,837,050	$2,837,050	$2,837,050	$2,837,050	$14,169,200
Water Lines for Street Improvement	$3,576,000	$3,604,800	$3,604,800	$3,604,800	$3,604,800	$17,995,200
Sub-Total Water and Wastewater Infrastructure	**$7,397,000**	**$18,443,850**	**$15,233,850**	**$15,771,850**	**$49,128,850**	**$105,975,400**
Replace and Upgrade Field and Administrative Facilities						
ADA Improvements	$50,000	$75,000	$175,000	$500,000	$500,000	$1,300,000
Building and Facility Support	$925,000	$1,897,250	$347,250	$422,250	$422,250	$4,014,000
Fleet Maintenance Facility at Zone 1	$1,260,000	$200,000	$140,000	$–	$–	$1,600,000
Paving/Patching at CLTWater Facilities	$30,000	$30,000	$30,000	$30,000	$15,000	$135,000
Primary Building Capital Improvements	$615,000	$580,000	$1,500,000	$1,500,000	$500,000	$4,695,000
Sub-Total Field and Administrative Facilities	**$2,880,000**	**$2,782,250**	**$2,192,250**	**$2,452,250**	**$1,437,250**	**$11,744,000**

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Support Lead and Copper Program						
Lead and Copper Rule Revision	$600,000	$1,055,418	$677,418	$605,000	$605,000	$3,542,836
Sub-Total Support Lead and Copper Program	**$600,000**	**$1,055,418**	**$677,418**	**$605,000**	**$605,000**	**$3,542,836**
Enhance Security and Technology						
AMR Replacement Program	$4,000,000	$8,000,000	$16,500,000	$19,200,000	$19,200,000	$66,900,000
Charlotte Water Electrification Program	$786,500	$455,700	$525,700	$543,200	$525,700	$2,836,800
Control System Enhancements	$1,000,000	$800,000	$800,000	$600,000	$600,000	$3,800,000
GIS Facilities Mapping	$1,790,000	$1,863,750	$1,888,750	$1,913,750	$1,938,750	$9,395,000
LIMS Replacement	$30,000	$150,000	$–	$54,859	$–	$234,859
Real Estate & Asset Management	$168,000	$500,000	$1,000,000	$1,000,000	$1,000,000	$3,668,000
Security Improvements	$1,000,000	$300,000	$300,000	$300,000	$300,000	$2,200,000
Technology Improvements	$3,900,000	$3,000,000	$2,500,000	$2,000,000	$2,000,000	$13,400,000
Unity Construct Capital Program	$462,060	$265,000	$265,000	$265,000	$265,000	$1,522,060
Utility Management System	$2,572,000	$1,500,000	$25,000,000	$5,900,000	$400,000	$35,372,000
Water and Wastewater WIMS Program	$77,000	$–	$30,000	$40,000	$–	$147,000
Web Portal Enhancements	$300,000	$200,000	$100,000	$75,000	$75,000	$750,000
Sub-Total Security and Technology	**$16,160,560**	**$17,109,450**	**$49,709,450**	**$31,966,809**	**$26,379,450**	**$141,325,719**
TOTAL CHARLOTTE WATER EXPENDITURES	**$447,580,653**	**$455,182,970**	**$481,041,738**	**$432,937,121**	**$469,856,990**	**$2,286,599,472**

Storm Water Services Summary

STORM WATER SERVICES REVENUES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Storm Water Pay-As-You-Go	$48,000,000	$46,000,000	$48,000,000	$44,000,000	$48,000,000	$234,000,000
Revenue Bonds	$30,000,000	$35,000,000	$35,000,000	$40,000,000	$40,000,000	$180,000,000
Program Income	$3,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,000,000
TOTAL STORM WATER SERVICES REVENUES	**$81,000,000**	**$83,000,000**	**$85,000,000**	**$86,000,000**	**$90,000,000**	**$425,000,000**
STORM WATER SERVICES EXPENDITURES	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**TOTAL**
Improve Drainage for Storm Water						
Minor Storm Water Projects	$25,750,000	$23,750,000	$23,805,000	$23,400,000	$27,525,000	$124,230,000
Major Storm Water Projects	$3,525,000	$2,400,000	$3,775,000	$2,475,000	$3,125,000	$15,300,000
Comprehensive Neighborhood Improvement Program Projects	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Area Improvements						
6th & Graham SDIP	$100,000	$400,000	$1,100,000	$4,300,000	$6,200,000	$12,100,000
Altondale SDIP	$250,000	$550,000	$250,000	$1,675,000	$1,675,000	$4,400,000
Barrington SDIP	$100,000	$500,000	$1,400,000	$–	$–	$2,000,000
Bayswater SDIP (Valleyview)	$500,000	$250,000	$350,000	$2,500,000	$2,750,000	$6,350,000
Beckwith Meadow SDIP Ph 1	$4,600,000	$4,000,000	$5,200,000	$2,000,000	$–	$15,800,000
Bonlyn SDIP	$2,000,000	$–	$–	$–	$–	$2,000,000
Bonnybrook Lane SDIP	$300,000	$250,000	$525,000	$275,000	$2,200,000	$3,550,000
Camp Greene/Freedom Drive SDIP	$200,000	$600,000	$1,700,000	$–	$–	$2,500,000
Chatham SDIP	$400,000	$4,100,000	$5,100,000	$5,100,000	$6,100,000	$20,800,000
Craighead/Tryon SDIP	$1,400,000	$2,700,000	$–	$–	$–	$4,100,000
Creek Bend SDIP	$300,000	$250,000	$375,000	200,000	2,500,000	$3,625,000
Crestmont Dr 4724 SDIP	$3,000,000	$2,100,000	$–	$–	$–	$5,100,000
Cricketeer SDIP	$700,000	$1,900,000	$3,100,000	$1,000,000	$–	$6,700,000
Dobson 832 SDIP	$3,600,000	$3,050,000	$–	$–	$–	$6,650,000
East 35th SDIP	$250,000	$850,000	$2,000,000	$1,400,000	$900,000	$5,400,000
East 4th St SDIP	$800,000	$2,250,000	$2,700,000	$2,750,000	$3,300,000	$11,800,000
East Worthington Avenue SDIP	$150,000	$350,000	$400,000	2,000,000	1,500,000	$4,400,000
Eastway SDIP	$1,500,000	$1,500,000	$2,100,000	$–	$–	$5,100,000
Elvis Drive SDIP	$1,900,000	$800,000	$–	$–	$–	$2,700,000
Farmer Street/Romare Bearden SDIP	$5,250,000	$1,500,000	$–	$–	$–	$6,750,000
Foxrun/Burtonwood SDIP	$–	$500,000	$1,575,000	$–	$–	$2,075,000
Galway SDIP	$350,000	$300,000	$450,000	1,600,000	3,200,000	$5,900,000
Hidden Valley SDIP	$400,000	$400,000	$350,000	$3,150,000	$2,800,000	$7,100,000
Industrial SDIP	$300,000	$400,000	$325,000	1,000,000	2,150,000	$4,175,000
Lanier Avenue SDIP	$–	$200,000	$120,000	$1,500,000	$1,500,000	$3,320,000
Laurel SDIP	$2,800,000	$3,000,000	$1,425,000	$–	$–	$7,225,000
Lorna/Laburnum SDIP	$300,000	$150,000	$175,000	$1,800,000	$700,000	$3,125,000
Magnolia/Winthrop SDIP	$2,500,000	$950,000	$–	$–	$–	$3,450,000
Manor SDIP	$300,000	$550,000	$1,500,000	$–	$–	$2,350,000
Marlowe SDIP	$–	$250,000	$300,000	$450,000	$2,000,000	$3,000,000
Perth/Milton SDIP	$475,000	$1,000,000	$2,500,000	$1,400,000	$–	$5,375,000
Pickney SDIP	$350,000	$350,000	$350,000	$650,000	$750,000	$2,450,000
Princeton/Hastings SDIP	$350,000	$500,000	$1,800,000	$1,800,000	$1,800,000	$6,250,000
Queens SDIP	$1,750,000	$3,100,000	$–	$–	$–	$4,850,000
Queens/Westfield SDIP	$350,000	$450,000	$1,525,000	$2,750,000	$4,400,000	$9,475,000
Raleigh SDIP	$250,000	$150,000	$1,400,000	$1,500,000	$–	$3,300,000
Reece SDIP	$–	$–	$1,600,000	$2,300,000	$–	$3,900,000
Riverbend SDIP	$1,500,000	$1,000,000	$1,000,000	$–	$–	$3,500,000
Severn (Sunnyvale) SDIP	$1,850,000	$2,600,000	$2,400,000	$2,000,000	$–	$8,850,000
Shamrock Drive SDIP	$–	$1,500,000	$2,000,000	$3,000,000	$1,500,000	$8,000,000
Shamrock Gardens SDIP	$2,050,000	$2,500,000	$1,025,000	$600,000	$–	$6,175,000
Sunview/Telfair SDIP	$475,000	$700,000	$2,300,000	$3,475,000	$1,100,000	$8,050,000
Tennessee Avenue SDIP	$–	$250,000	$250,000	$1,100,000	$3,000,000	$4,600,000

Storm Water Services Summary (continued)

STORM WATER SERVICES EXPENDITURES	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Area Improvements (continued)						
Toomey Avenue SDIP	$500,000	$1,700,000	$2,000,000	$2,000,000	$2,425,000	$8,625,000
Valleybrook SDIP	$375,000	$500,000	$–	$–	$–	$875,000
Sub-Total Drainage	**$74,300,000**	**$77,550,000**	**$80,750,000**	**$81,650,000**	**$85,600,000**	**$399,850,000**
Improve Surface Water Quality						
Stream Restoration/Mitigation	$525,000	$825,000	$1,175,000	$1,150,000	$1,050,000	$4,725,000
Storm Water Pollution Control	$725,000	$775,000	$1,075,000	$1,200,000	$1,350,000	$5,125,000
Reedy Watershed Study Area	$500,000	$600,000	$–	$–	$–	$1,100,000
Coulwood Branch Stream Restoration	$500,000	$750,000	$–	$–	$–	$1,250,000
Colonial Pond	$750,000	$–	$–	$–	$–	$750,000
Robert L. Smith Park / Little Rock Pond	$700,000	$500,000	$–	$–	$–	$1,200,000
Sub-Total Mitigation Programs	**$3,700,000**	**$3,450,000**	**$2,250,000**	**$2,350,000**	**$2,400,000**	**$14,150,000**
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**
TOTAL STORM WATER SERVICES EXPENDITURES	**$81,000,000**	**$83,000,000**	**$85,000,000**	**$86,000,000**	**$90,000,000**	**$425,000,000**

CITY OF CHARLOTTE

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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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$24,865,411	$26,465,411	$28,065,411	$29,665,411	$31,265,411	$140,327,055
Total	**$24,865,411**	**$26,465,411**	**$28,065,411**	**$29,665,411**	**$31,265,411**	**$140,327,055**

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, $4,500,000 in COPs funding is available in FY 2026 to support other, capital-eligible efforts such as replacement of roofs and mechanical systems at city-owned facilities.

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$6,110,172	$5,253,748	$5,159,463	$4,372,325	$3,291,374	$24,187,082
Total	**$6,110,172**	**$5,253,748**	**$5,159,463**	**$4,372,325**	**$3,291,374**	**$24,187,082**

Upgrade Business System Software (ERP)

Enterprise Resource Planning (ERP) supports city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automate processes, reducing the amount of manual, routine work. An additional $9,657,474 of funding is planned from Enterprise Funds and Municipal Debt Service Fund cash for an FY 2026 total of $13,250,000. Full project details and costs are presented on the Upgrade Business System Software project page 333.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$3,592,526	$–	$–	$–	$–	$3,592,526
Total	**$3,592,526**	**$–**	**$–**	**$–**	**$–**	**$3,592,526**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$2,016,722	$–	$–	$–	$–	$2,016,722
Total	**$2,016,722**	**$–**	**$–**	**$–**	**$–**	**$2,016,722**

Replace Trees

This funding replaces trees along public streets and in public areas 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.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$2,000,000	$765,000	$780,300	$795,906	$811,824	$5,153,030
Total	**$2,000,000**	**$765,000**	**$780,300**	**$795,906**	**$811,824**	**$5,153,030**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,000,000	$500,000	$–	$–	$–	$1,500,000
Total	**$1,000,000**	**$500,000**	**$–**	**$–**	**$–**	**$1,500,000**

Reimburse Board of Elections Office

This funding will reimburse the Mecklenburg County Elections Office consistent with the cost-sharing formula in the City-County Interlocal Agreement. This one-time funding is needed to supplement the city's ongoing operating support for the Elections Office due to an additional election in FY 2026.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,000,000	$–	$–	$–	$–	$1,000,000
Total	**$1,000,000**	**$–**	**$–**	**$–**	**$–**	**$1,000,000**

Repair City-Owned Parking Lots and Parking 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$600,000	$400,000	$–	$–	$–	$1,000,000
Total	**$600,000**	**$400,000**	**$–**	**$–**	**$–**	**$1,000,000**

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. Additionally, $2,500,000 in COPs funding is available in FY 2026 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$250,000	$–	$–	$–	$–	$250,000
Total	**$250,000**	**$–**	**$–**	**$–**	**$–**	**$250,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$200,000	$200,000	$–	$–	$–	$400,000
Total	**$200,000**	**$200,000**	**$–**	**$–**	**$–**	**$400,000**

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 2026. Additionally, $3,000,000 of COPs funding is available in FY 2026 to support other, capital-eligible efforts such as altering travel paths, bathrooms, and drinking fountains at city-owned facilities.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$–	$700,000	$1,000,000	$1,000,000	$1,000,000	$3,700,000
Total	**$–**	**$700,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$3,700,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,580,000	$–	$–	$–	$–	$1,580,000
Total	**$1,580,000**	**$–**	**$–**	**$–**	**$–**	**$1,580,000**

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 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.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Total	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$250,000	$250,000	$–	$–	$–	$500,000
Total	**$250,000**	**$250,000**	**$–**	**$–**	**$–**	**$500,000**

Replace Radios

Radios are critical communication infrastructure that enable first responders to communicate and coordinate responses during emergencies. This funding supports replacement of radios necessary for Charlotte Fire and Charlotte-Mecklenburg Police Department operations.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$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**

Trim and Remove Trees

As the city's tree canopy 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.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$2,675,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,675,000
Total	**$2,675,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$6,675,000**

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. Existing SAFE Charlotte funding remains available to contribute to this effort for a total of $500,000 in FY 2026.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$300,000	$–	$–	$–	$–	$300,000
Total	**$300,000**	**$–**	**$–**	**$–**	**$–**	**$300,000**

Offer In Rem Remedy

The In Rem Remedy program provides funds for the demolition of residential properties due to safety or blight issues.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Total	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

Reduce Juvenile Crime

This funding expands the partnerships with Atrium Health's Project BOOST and funds two full-time Violence Intervention Specialists, extends coverage until midnight, and will help establish training protocols in partnership with hospital leadership and community partners.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$250,000	$–	$–	$–	$–	$250,000
Total	**$250,000**	**$–**	**$–**	**$–**	**$–**	**$250,000**

Advance Community Area Planning Initiatives

Following City Council's adoption of the Charlotte Future 2040 Comprehensive Plan in 2021, 14 Community Area Plans were developed with community input to detail development recommendations for each plan area. Following City Council adoption, this funding is available to begin implementing initiatives within the plan areas.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,000,000	$–	$–	$–	$–	$1,000,000
Total	**$1,000,000**	**$–**	**$–**	**$–**	**$–**	**$1,000,000**

Complete Transportation Project Feasibility

This funding supports the exploration of potential future mobility projects. The program helps identify project candidates for advanced planning and grant application opportunities.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$550,000	$250,000	$–	$–	$–	$800,000
Total	**$550,000**	**$250,000**	**$–**	**$–**	**$–**	**$800,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$100,000	$100,000	$–	$–	$–	$200,000
Total	**$100,000**	**$100,000**	**$–**	**$–**	**$–**	**$200,000**

Transfer Maintenance of Effort (MOE) to CATS

Mecklenburg County, the City of Charlotte, and the Town of Huntersville are required to fund transit at the 1998 level as a maintenance of effort. Originally, this contribution was a constant annual amount of $18,400,000. In 2011, City Council revised the contribution to include three percent annual escalations, effective starting in FY 2014.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$27,021,020	$27,831,650	$28,666,600	$29,526,598	$30,412,396	$143,458,264
Total	**$27,021,020**	**$27,831,650**	**$28,666,600**	**$29,526,598**	**$30,412,396**	**$143,458,264**

Contribute to CityLYNX Gold Line Operating Costs

This transfer to CATS 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.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$5,238,331	$5,447,864	$5,665,778	$5,892,409	$6,128,106	$28,372,488
Total	**$5,238,331**	**$5,447,864**	**$5,665,778**	**$5,892,409**	**$6,128,106**	**$28,372,488**

Allocate Proportional U-Drive-It Rental Tax to County and Towns

These payments provide proportionate revenue of the 2006 U-Drive-It Rental Tax to Mecklenburg County and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville. Each town receives the equal tax proceeds from vehicle rental transactions initiated within the respective municipality; Mecklenburg County receives the vehicle rental revenue from the unincorporated areas.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,310,928	$1,350,256	$1,390,764	$1,432,487	$1,475,462	$6,959,897
Total	**$1,310,928**	**$1,350,256**	**$1,390,764**	**$1,432,487**	**$1,475,462**	**$6,959,897**

PAYGO
Workforce and Business Development

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$14,587,211	$15,024,827	$15,475,572	$15,939,839	$16,418,034	$77,445,483
Total	**$14,587,211**	**$15,024,827**	**$15,475,572**	**$15,939,839**	**$16,418,034**	**$77,445,483**

Support Small Business Development

This funding will establish the Small Business Readiness fund, dedicating $1.5 million to build small business capacity. The program will ensure that small, locally owned businesses are equipped to successfully compete for contracts in emerging industries, especially those industries related to mobility infrastructure.

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$1,500,000	$–	$–	$–	$–	$1,500,000
Total	**$1,500,000**	**$–**	**$–**	**$–**	**$–**	**$1,500,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$336,443	$280,328	$713,705	$446,210	$478,793	$2,255,479
Total	**$336,443**	**$280,328**	**$713,705**	**$446,210**	**$478,793**	**$2,255,479**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
PAYGO	$125,882	$125,882	$125,882	$125,882	$125,882	$629,410
Total	**$125,882**	**$125,882**	**$125,882**	**$125,882**	**$125,882**	**$629,410**

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Advanced Planning and Design Program

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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. Any additional funding appropriations will require City Council approval. The need for additional program funding will be assessed annually; however, no additional allocations are anticipated in FY 2026.

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 ultimately are 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.

Advanced Planning and Design Program

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. Phase Three programming and conceptual design includes 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. 30% design is anticipated to be complete in the third quarter of calendar year 2026.
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.
Relocate the Asset Recovery and Disposal (ARD)/ Commissioning and Decommissioning (CDC) Facility	TBD	FY 2022	The city is currently looking to acquire land to construct a new ARD/CDC facility or to purchase or lease a property with existing facilities that can be repurposed for ARD/ CDC operations. Continuing the ARD/CDC in the Advanced Planning Program allows for planning and design work to begin as soon as an appropriate property is identified. Previously-appropriated land acquisition funds are available to acquire a property, if necessary.
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.

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
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. The city intends to utilize a Design-Build delivery method for the new hangar. 30% design is anticipated to be complete in the third quarter of calendar year 2026.
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.

FY 2026 Additions

In FY 2026, one new project is included in the Advanced Planning and Design Program. The projects is outlined below and contain a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Commercial Burn Building

Increasing development density and corresponding infrastructure changes in Charlotte require different firefighting skills than low-density, residential areas. To be best prepared, the Charlotte Fire Department has prioritized the construction of a Commercial Burn Building and Drill Tower to train recruits and existing firefighters. A Commercial Burn Building simulates conditions in commercial buildings, such as multiple levels, different types of rooms, and potential hazards, to train more efficiently for emergencies in commercial settings. Fire's existing training tower is more than 40 years old, and the structure cannot be modified to meet current requirements and needs.



If the project is determined to be feasible, additional funding will be added to the "Construct Fire Facilities" program in future years. The project would be located on the Police and Fire Training Academy at 1770 Shopton Road in Council District 3.

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Well-Managed Government

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Construct Capital Building Improvements

Project Description

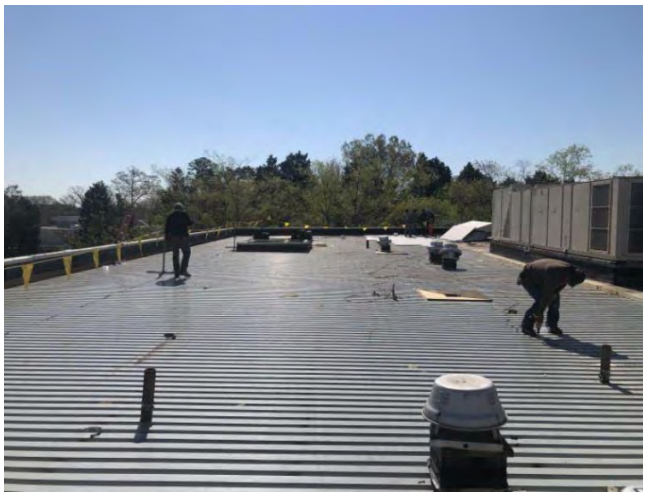
This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. Additionally, $6,110,172 in PAYGO funding is available in FY 2026 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$6,188,624	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$16,188,624
Total	**$6,188,624**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$16,188,624**
Five-Year Prior Program Appropriations						**$18,699,182**
Grand Total						**$34,887,806**

Revenue	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
COPs	$4,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$14,500,000
Reimbursements	$1,688,624	$–	$–	$–	$–	$1,688,624
Total	**$6,188,624**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$16,188,624**

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 2026 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	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						**$10,000,000**
Grand Total						**$25,000,000**

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. Additionally, $250,000 in PAYGO funding is available in FY 2026 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Construction	$2,300,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$9,500,000
Total	**$2,500,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,500,000**
Five-Year Prior Program Appropriations						**$11,500,000**
Grand Total						**$22,000,000**

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 third quarter of calendar year 2026, and retrofits at Firehouse 12 are currently being planned. FY 2026 funding will complete construction on Firehouse 22 and advance renovations at Firehouse 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$100,000	$50,000	$50,000	$50,000	$50,000	$300,000
Construction	$600,000	$450,000	$450,000	$450,000	$450,000	$2,400,000
Total	**$700,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**$2,700,000**
Five-Year Prior Program Appropriations						**$4,000,000**
Grand Total						**$6,700,000**

Reserved for Animal Care and Control

Project Description

This funding is to construct 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.

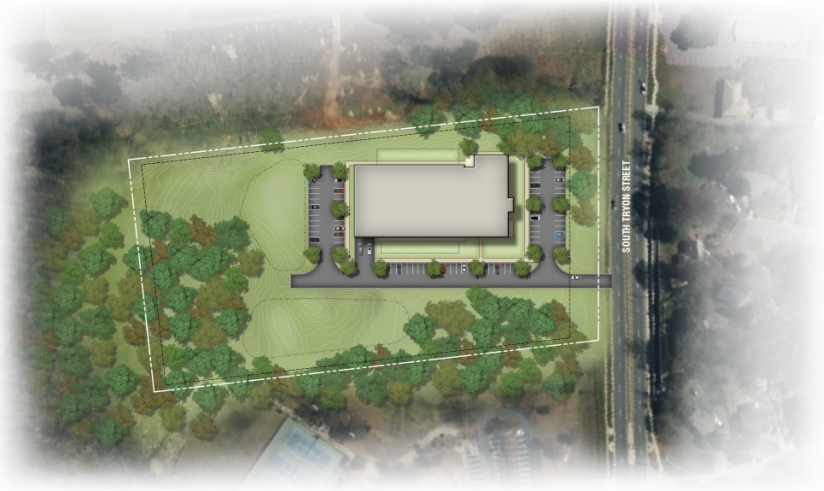
As part of FY 2025 Budget Adoption, City Council dedicated $30 million of unprogrammed capacity for this facility. The project will remain in the Advanced Planning Program until it reaches 30 percent design, which is anticipated to be complete in the third quarter of calendar year 2026.

Department General Services

Location 5400 South Tryon Street

Council District 3

Priority Area Well-Managed Government



Conceptual Rendering of Satellite Adoption Center

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$7,455,000	$7,455,000	$7,455,000	$7,455,000	$–	$29,820,000
Public Art	$45,000	$45,000	$45,000	$45,000	$–	$180,000
Total	**$7,500,000**	**$7,500,000**	**$7,500,000**	**$7,500,000**	**$–**	**$30,000,000**
Five-Year Prior Program Appropriations						**$–**
Grand Total						**$30,000,000**

Reserved for Projects in Advanced Planning

Project Description

This funding is reserved to construct facility projects once they have been explored through the Advanced Planning and Design Program. The funding source is Certificates of Participation, and this funding will be dedicated to the construction of new facilities, the renovation of existing facilities, or other asset-producing projects.

Department Citywide

Location TBD

Council District TBD

Priority Area Well-Managed Government



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$2,500,000	$2,500,000	$2,500,000	$3,800,000	$11,300,000
Total	**$–**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$3,800,000**	**$11,300,000**
Five-Year Prior Program Appropriations						**$–**
Grand Total						**$11,300,000**

Upgrade Business System Software (ERP)

Project Description

Enterprise Resource Planning (ERP) supports city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automate processes, reducing the amount of manual, routine work. In addition, the ERP system will create a holistic enterprise view to support decision making by centralizing information from multiple parts of the value chain to a single point and standardizing data definition and eliminating data redundancy; facilitating the flow of information across business units; and integrating with core modules, eliminating system fragmentation. The ERP program will provide intrinsic controls that support data security (e.g., access controls), create the ability to automate/centralize critical system maintenance activity, and utilize cloud architecture to provide another layer of security by storing data redundantly.

City Council approved the selection of Workday as the city's new ERP system in January 2023, and the FY 2026 – 2030 Capital Investment Plan continues to allocate funding for its implementation. An additional $3,592,526 of funding is planned from PAYGO for an FY 2026 total of $13,250,000.

Department Innovation and Technology

Location N/A

Council District N/A

Priority Area Well-Managed Government



Budget Overview

Expenditure	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
ERP System Upgrade	$9,657,474	$–	$–	$–	$–	$9,657,474
Total	**$9,657,474**	**$–**	**$–**	**$–**	**$–**	**$9,657,474**
FY 2026 PAYGO						**$3,592,526**
Five-Year Prior Program Appropriations						**$49,250,000**
Grand Total						**$62,500,000**

Revenue	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
MDSF	$4,685,901	$–	$–	$–	$–	$4,685,901
Aviation	$964,881	$–	$–	$–	$–	$964,881
CATS	$1,046,852	$–	$–	$–	$–	$1,046,852
Charlotte Water	$2,268,871	$–	$–	$–	$–	$2,268,871
Storm Water	$530,167	$–	$–	$–	$–	$530,167
Risk Management	$160,802	$–	$–	$–	$–	$160,802
Total	**$9,657,474**	**$–**	**$–**	**$–**	**$–**	**$9,657,474**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$–	$20,840,906	$18,950,327	$22,576,920	$18,457,690	$80,825,843
Total	**$–**	**$20,840,906**	**$18,950,327**	**$22,576,920**	**$18,457,690**	**$80,825,843**
Five-Year Prior Program Appropriations						**$5,472,935**
Grand Total						**$86,298,778**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$32,906,585	$16,021,078	$52,116,787	$27,641,787	$–	$128,686,237
Total	**$32,906,585**	**$16,021,078**	**$52,116,787**	**$27,641,787**	**$–**	**$128,686,237**
Five-Year Prior Program Appropriations						**$23,972,118**
Grand Total						**$152,658,355**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$6,459,000	$8,758,740	$9,732,500	$1,706,640	$6,550,000	$33,206,880
Total	**$6,459,000**	**$8,758,740**	**$9,732,500**	**$1,706,640**	**$6,550,000**	**$33,206,880**
Five-Year Prior Program Appropriations						**$32,556,615**
Grand Total						**$65,763,495**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$6,821,180	$11,137,434	$11,682,238	$13,279,679	$15,741,358	$58,661,889
Construction	$27,284,720	$44,549,734	$46,728,953	$53,118,714	$62,965,434	$234,647,555
Total	**$34,105,900**	**$55,687,168**	**$58,411,191**	**$66,398,393**	**$78,706,792**	**$293,309,444**
Five-Year Prior Program Appropriations						**$94,914,545**
Grand Total						**$388,223,989**

Replace and Upgrade Field and Administrative Facilities

Project Description

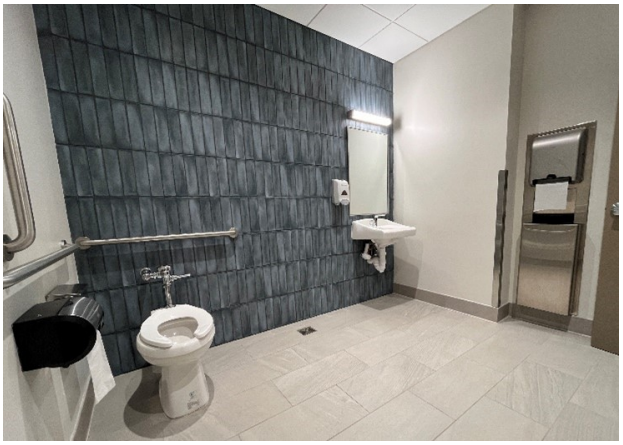
These programs provide ongoing support to maintain administrative facilities, including roof replacements, parking improvements, HVAC upgrades, and minor renovations. Additionally, projects include ADA improvements and upgrades, such as improvements to bathrooms, entrance doors, hallways, sidewalks, and parking.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Well-Managed Government





Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$576,000	$556,450	$438,450	$490,450	$287,450	$2,348,800
Construction	$2,304,000	$2,225,800	$1,753,800	$1,961,800	$1,149,800	$9,395,200
Total	**$2,880,000**	**$2,782,250**	**$2,192,250**	**$2,452,250**	**$1,437,250**	**$11,744,000**
Five-Year Prior Program Appropriations						**$7,745,422**
Grand Total						**$19,489,422**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$3,232,112	$3,421,890	$9,941,890	$6,393,362	$5,275,890	$28,265,144
Construction	$12,928,448	$13,687,560	$39,767,560	$25,573,447	$21,103,560	$113,060,575
Total	**$16,160,560**	**$17,109,450**	**$49,709,450**	**$31,966,809**	**$26,379,450**	**$141,325,719**
Five-Year Prior Program Appropriations						**$23,748,272**
Grand Total						**$165,073,991**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$555,000	$517,500	$337,500	$352,500	$360,000	$2,122,500
Construction	$3,145,000	$2,932,500	$1,912,500	$1,997,500	$2,040,000	$12,027,500
Total	**$3,700,000**	**$3,450,000**	**$2,250,000**	**$2,350,000**	**$2,400,000**	**$14,150,000**
Five-Year Prior Program Appropriations						**$38,353,500**
Grand Total						**$52,503,500**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	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						**$46,500,000**
Grand Total						**$57,500,000**

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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.

Department Housing and Neighborhood Services

Location TBD

Council District TBD

Priority Area Great Neighborhoods



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Affordable Housing Payments	$–	$50,000,000	$–	$50,000,000	$–	$100,000,000
Total	**$–**	**$50,000,000**	**$–**	**$50,000,000**	**$–**	**$100,000,000**
Five-Year Prior Project Appropriation						**$200,000,000**
Grand Total						**$300,000,000**

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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 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.

This multi-year program is intended to construct 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 also funds costs associated with the new fire trucks necessary to expand service areas.

Department Fire

Location
Firehouse 11 Replacement, located at 620 W 28th Street
Firehouse 30 Replacement, located at 3019 Beam Road
Firehouse 20 Expansion, located at 9400 Nations Ford Road
New infill Firehouse 45, located at 5800 North Tryon Street
New infill Firehouse 46, located at 4032 Miranda Road
New temporary and permanent Infill Firehouses in the River District off Dixie River Road

Council District 1, 3, 4, Adjacent to Districts 2, 3, and 4

Priority Area Safe Communities



Infill River District Firehouse Mass Timber Rendering

Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$6,600,000	$6,600,000	$–	$–	$–	$13,200,000
Construction	$18,846,400	$11,689,600	$–	$–	$–	$30,536,000
Public Art	$153,600	$110,400	$–	$–	$–	$264,000
Total	**$25,600,000**	**$18,400,000**	**$–**	**$–**	**$–**	**$44,000,000**
Five-Year Prior Program Appropriations						**$63,000,000**
Grand Total						**$107,000,000**

Renovate the Law Enforcement Center for 911 Expansion

Project Description

This funding will renovate the 911 Call Centers at Charlotte-Mecklenburg Police Headquarters and the Charlotte Police and Fire Training Academy. The renovations will increase 911 telecommunicator capacity to meet increasing call volumes of the growing region and reduce abandoned calls.

Department Charlotte-Mecklenburg Police

Location 601 E Trade Street and 1770 Shopton Road

Council District 1 and 3

Priority Area Safe Communities



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$600,000	$–	$–	$–	$–	$600,000
Construction	$1,400,000	$–	$–	$–	$–	$1,400,000
Total	**$2,000,000**	**$–**	**$–**	**$–**	**$–**	**$2,000,000**
Five-Year Prior Program Appropriations						**$7,000,000**
Grand Total						**$9,000,000**

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.

Department Transportation

Location TBD

Council District TBD

Priority Area Safe Communities



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$400,000	$–	$400,000	$–	$800,000
Construction	$–	$3,596,000	$–	$3,596,000	$–	$7,192,000
Public Art	$–	$4,000	$–	$4,000	$–	$8,000
Total	**$–**	**$4,000,000**	**$–**	**$4,000,000**	**$–**	**$8,000,000**
Five-Year Prior Program Appropriations						**$43,600,000**
Grand Total						**$51,600,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$10,734,650	$19,798,406	$17,530,841	$15,355,730	$16,685,750	$80,105,377
Construction	$42,938,600	$79,193,623	$70,123,366	$61,422,922	$66,742,998	$320,421,509
Total	**$53,673,250**	**$98,992,029**	**$87,654,207**	**$76,778,652**	**$83,428,748**	**$400,526,886**
Five-Year Prior Program Appropriations						**$425,030,360**
Grand Total						**$825,557,246**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$7,266,921	$8,937,743	$12,986,119	$18,108,618	$19,879,028	$67,178,429
Construction	$29,067,684	$35,750,970	$51,944,478	$72,434,474	$79,516,112	$268,713,718
Total	**$36,334,605**	**$44,688,713**	**$64,930,597**	**$90,543,092**	**$99,395,140**	**$335,892,147**
Five-Year Prior Program Appropriations						**$186,794,587**
Grand Total						**$522,686,734**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$27,498,731	$14,880,059	$5,766,235	$–	$–	$48,145,025
Construction	$110,694,925	$59,520,236	$23,064,942	$–	$–	$193,280,103
Public Art	$175,000	$–	$–	$–	$–	$175,000
Total	**$138,368,656**	**$74,400,295**	**$28,831,177**	**$–**	**$–**	**$241,600,128**
Prior Project Appropriations						**$420,517,004**
Grand Total						**$662,117,132**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$2,870,369	$3,561,604	$3,088,443	$2,692,865	$1,019,254	$13,232,535
Construction	$11,481,475	$14,246,415	$12,353,770	$10,771,458	$4,077,014	$52,930,132
Total	**$14,351,844**	**$17,808,019**	**$15,442,213**	**$13,464,323**	**$5,096,268**	**$66,162,667**
Five-Year Prior Project Appropriations						**$29,000,000**
Grand Total						**$95,162,667**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$5,951,327	$3,479,422	$3,042,000	$3,042,000	$3,042,000	$18,556,749
Construction	$23,805,306	$13,917,687	$12,168,000	$12,168,000	$12,168,000	$74,226,993
Total	**$29,756,633**	**$17,397,109**	**$15,210,000**	**$15,210,000**	**$15,210,000**	**$92,783,742**
Five-Year Prior Program Appropriations						**$96,847,444**
Grand Total						**$189,631,186**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$4,298,520	$4,288,806	$5,856,375	$3,765,348	$3,565,348	$21,774,397
Construction	$17,194,080	$17,155,224	$23,425,500	$15,061,394	$14,261,394	$87,097,592
Total	**$21,492,600**	**$21,444,030**	**$29,281,875**	**$18,826,742**	**$17,826,742**	**$108,871,989**
Five-Year Prior Program Appropriations						**$53,686,870**
Grand Total						**$162,558,859**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$2,911,124	$3,214,644	$5,130,902	$4,071,402	$2,255,950	$17,584,022
Construction	$11,644,498	$12,858,574	$20,523,608	$16,285,608	$9,023,800	$70,336,088
Total	**$14,555,622**	**$16,073,218**	**$25,654,510**	**$20,357,010**	**$11,279,750**	**$87,920,110**
Five-Year Prior Program Appropriations						**$41,715,339**
Grand Total						**$129,635,449**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$6,231,187	$2,831,325	$4,930,000	$4,540,000	$5,000,000	$23,532,512
Construction	$24,924,749	$11,325,301	$19,720,000	$18,160,000	$20,000,000	$94,130,050
Total	**$31,155,936**	**$14,156,626**	**$24,650,000**	**$22,700,000**	**$25,000,000**	**$117,662,562**
Prior Project Appropriations						**$43,750,000**
Grand Total						**$161,412,562**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$670,000	$1,800,000	$600,000	$–	$3,070,000
Construction	$–	$2,680,000	$7,200,000	$2,400,000	$–	$12,280,000
Total	**$–**	**$3,350,000**	**$9,000,000**	**$3,000,000**	**$–**	**$15,350,000**
Prior Project Appropriations						**$4,000,000**
Grand Total						**$19,350,000**

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.

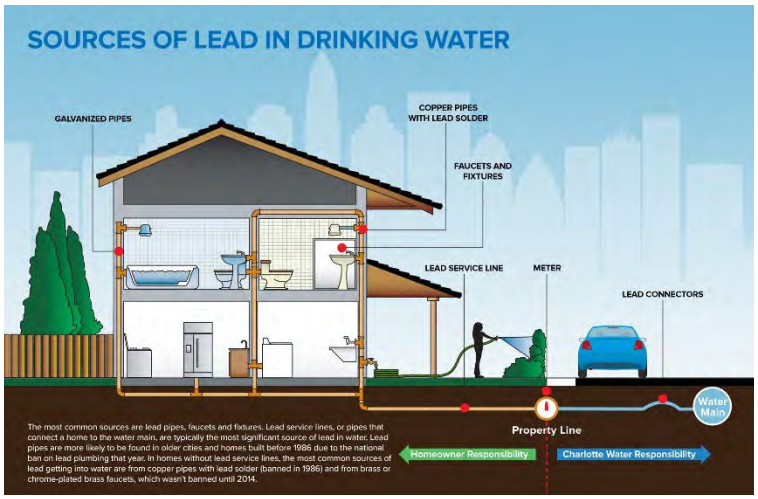
This program will: (1) establish a lead service line inventory for public and private service lines; (2) increase testing in schools and childcare facilities; (3) mitigate public health risks associated with old service lines that may contain lead or galvanized iron; (4) ensure new testing requirements 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$120,000	$211,084	$135,484	$121,000	$121,000	$708,568
Construction	$480,000	$844,334	$541,934	$484,000	$484,000	$2,834,268
Total	**$600,000**	**$1,055,418**	**$677,418**	**$605,000**	**$605,000**	**$3,542,836**
Prior Project Appropriations						**$2,400,000**
Grand Total						**$5,942,836**

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Transportation and Planning

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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 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$4,000,000	$–	$4,000,000	$–	$8,000,000
Construction	$–	$15,980,000	$–	$15,980,000	$–	$31,960,000
Public Art	$–	$20,000	$–	$20,000	$–	$40,000
Total	**$–**	**$20,000,000**	**$–**	**$20,000,000**	**$–**	**$40,000,000**
Five-Year Prior Program Appropriations						**$115,000,000**
Grand Total						**$155,000,000**

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.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$15,000,000	$–	$15,000,000	$–	$30,000,000
Total	**$–**	**$15,000,000**	**$–**	**$15,000,000**	**$–**	**$30,000,000**
Five-Year Prior Program Appropriations						**$54,200,000**
Grand Total						**$84,200,000**

Improve Eastway Drive/Shamrock Drive Intersection

Project Description

The Eastway Drive/Shamrock Drive/Frontenac Avenue intersection is part of the high injury network, and a redesign of the intersection is important to reduce the number of crashes and protect drivers, pedestrians, and cyclists. The project will add a multi-use path along Eastway Drive, buffered bike lanes, sidewalks, and a planting strip on Shamrock Drive that will tie into the Shamrock Drive Streetscape project.

The original project estimate was $39.0 million, including $8.0 million from the North Carolina Department of Transportation and an additional $7.8 million from the Charlotte Regional Transportation Planning Organization. Planned project allocations in the 2026 and 2028 Bonds have been updated due to inflation and increased material costs. 2024 Community Area Planning will continue to test named project scopes to ensure consistency with community priorities.

Department Transportation

Location Eastway Drive/ Shamrock Drive/ Frontenac Avenue Intersection

Council District 1

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$10,000,000	$–	$10,500,000	$–	$20,500,000
Total	**$–**	**$10,000,000**	**$–**	**$10,500,000**	**$–**	**$20,500,000**
Prior Project Appropriations						**$23,200,000**
NCDOT Funding						**$8,000,000**
CRTPO Funding						**$7,800,000**
Grand Total						**$59,500,000**

Construct Bryant Farms Road Extension (Phase II)

Project Description

This project includes the extension of Bryant Farms Road from Rea Road to Ardrey Kell Road, approximately 1.2 miles. The new road will include curb and gutter, a multi-use path, planting strips, a bridge connection, and a new intersection at Tom Short Road and Bryant Farms Road. The extension of Bryant Farms Road to Ardrey Kell Road expands upon the funded (2018 and 2020 Bonds) Phase 1 segment from Elm Lane to Rea Road and will provide additional connectivity and alternative east-west route choices for this area.

The original project estimate from 2022 was $53.0 million. Planned project allocations in the 2028 Bond have been updated due to inflation and increased material costs.

Department Transportation

Location Ballantyne

Council District 7

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$43,000,000	$–	$11,000,000	$–	$54,000,000
Total	**$–**	**$43,000,000**	**$–**	**$11,000,000**	**$–**	**$54,000,000**
Prior Project Appropriations						**$10,000,000**
Grand Total						**$64,000,000**

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.

The 2024 Bond funding is planned to focus funding where it will have the greatest impact to align mobility goals with mobility needs, which could include Strategic Investment Areas and Corridors of Opportunity.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$1,000,000	$–	$1,000,000	$–	$2,000,000
Construction	$–	$4,000,000	$–	$4,000,000	$–	$8,000,000
Total	**$–**	**$5,000,000**	**$–**	**$5,000,000**	**$–**	**$10,000,000**
Five-Year Prior Program Appropriations						**$27,612,000**
Grand Total						**$37,612,000**

Connect Bicycle Facilities

Project Description

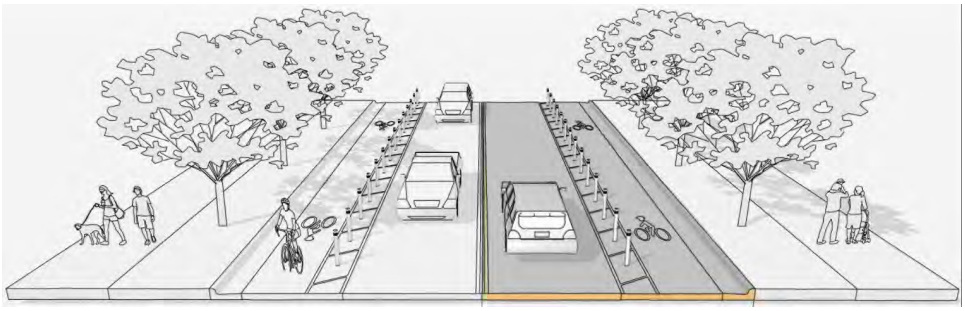
This program provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Bicycle Priority Network identified in the Strategic Mobility Plan, and aims 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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$2,000,000	$–	$2,000,000	$–	$4,000,000
Construction	$–	$5,992,000	$–	$5,992,000	$–	$11,984,000
Public Art	$–	$8,000	$–	$8,000	$–	$16,000
Total	**$–**	**$8,000,000**	**$–**	**$8,000,000**	**$–**	**$16,000,000**
Five-Year Prior Program Appropriations						**$20,000,000**
Grand Total						**$36,000,000**

Construct Robinson Church Road

Project Description

The Robinson Church Road project extends from W.T. Harris Boulevard to Hood Road, about 2.65 miles, and creates a roundabout at the intersection with Plott Road. The project plans for the construction of landscaped medians, curb and gutter, a multi-use path, planting strips, and, where needed, pedestrian refuge islands.

The original project estimate was $58.8 million, including $6.227 million from the Charlotte Regional Transportation Planning Organization. Planned project allocations in the 2028 Bond have been updated due to inflation and increased material costs. 2024 Community Area Planning will continue to test named project scopes to ensure consistency with community priorities.

Department Transportation

Location East Charlotte

Council District 5

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$925,000	$–	$–	$–	$925,000
Construction	$–	$17,575,000	$–	$46,200,000	$–	$63,775,000
Total	**$–**	**$18,500,000**	**$–**	**$46,200,000**	**$–**	**$64,700,000**
Prior Project Appropriations						**$7,800,000**
Grand Total						**$72,500,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$5,994,000	$–	$5,994,000	$–	$11,988,000
Public Art	$–	$6,000	$–	$6,000	$–	$12,000
Total	**$–**	**$6,000,000**	**$–**	**$6,000,000**	**$–**	**$12,000,000**
Five-Year Prior Program Appropriations						**$16,300,000**
Grand Total						**$28,300,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$5,000,000	$–	$5,000,000	$–	$10,000,000
Total	**$–**	**$5,000,000**	**$–**	**$5,000,000**	**$–**	**$10,000,000**
Five-Year Prior Program Appropriations						**$13,500,000**
Grand Total						**$23,500,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$–	$4,000,000	$–	$4,000,000	$–	$8,000,000
Total	**$–**	**$4,000,000**	**$–**	**$4,000,000**	**$–**	**$8,000,000**
Five-Year Prior Program Appropriations						**$12,000,000**
Grand Total						**$20,000,000**

Construct Ashley/Tuckaseegee/ Freedom Intersection

Project Description

This project modifies the intersection of Ashley Road, Tuckaseegee Road, and Freedom Drive to extend turn lanes and add pedestrian refuge islands, wider sidewalks, and bicycle lanes. The project supports a more connected pedestrian and bikeway network in the area and will improve safety and traffic operations. $5,200,000 is planned for the 2026 Bond and $9,800,000 is planned for the 2028 Bond.

Department Transportation

Location West Charlotte

Council District 3

Priority Area Transportation and Planning



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$260,000	$–	$–	$–	$260,000
Construction	$–	$4,940,000	$–	$9,800,000	$–	$14,740,000
Total	**$–**	**$5,200,000**	**$–**	**$9,800,000**	**$–**	**$15,000,000**
Prior Project Appropriations						**$–**
Grand Total						**$15,000,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$1,500,000	$–	$1,610,000	$1,670,000	$–	$4,780,000
Land Acquisition	$500,000	$–	$500,000	$500,000	$350,000	$1,850,000
Planning and Design	$1,500,000	$10,800,732	$500,000	$500,000	$500,000	$13,800,732
Staff Charges	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Total	**$4,000,000**	**$11,300,732**	**$3,110,000**	**$3,170,000**	**$1,350,000**	**$22,930,732**
Five-Year Prior Program Appropriations						**$184,938,676**
Grand Total						**$207,869,408**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$9,594,035	$2,895,000	$1,285,000	$11,460,000	$25,774,100	$51,008,135
Total	**$9,594,035**	**$2,895,000**	**$1,285,000**	**$11,460,000**	**$25,774,100**	**$51,008,135**
Five-Year Prior Program Appropriations						**$10,384,861**
Grand Total						**$61,392,996**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$1,323,814	$1,078,474	$2,025,974	$1,643,824	$1,178,224	$7,250,310
Total	**$1,323,814**	**$1,078,474**	**$2,025,974**	**$1,643,824**	**$1,178,224**	**$7,250,310**
Five-Year Prior Program Appropriations						**$4,255,910**
Grand Total						**$11,506,220**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$4,265,764	$1,129,460	$952,119	$665,725	$689,804	$7,702,872
Total	**$4,265,764**	**$1,129,460**	**$952,119**	**$665,725**	**$689,804**	**$7,702,872**
Five-Year Prior Program Appropriations						**$1,599,285**
Grand Total						**$9,302,157**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$1,479,400	$3,688,770	$3,046,770	$3,154,370	$9,825,770	$21,195,080
Construction	$5,917,600	$14,755,080	$12,187,080	$12,617,480	$39,303,080	$84,780,320
Total	**$7,397,000**	**$18,443,850**	**$15,233,850**	**$15,771,850**	**$49,128,850**	**$105,975,400**
Five-Year Prior Program Appropriations						**$53,443,859**
Grand Total						**$159,419,259**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$20,084,000	$21,714,000	$23,330,000	$22,862,000	$23,968,000	$111,958,000
Real Estate	$3,765,000	$3,877,500	$3,987,500	$4,082,500	$4,280,000	$19,992,500
Construction	$50,451,000	$51,958,500	$53,432,500	$54,705,500	$57,352,000	$267,899,500
Total	**$74,300,000**	**$77,550,000**	**$80,750,000**	**$81,650,000**	**$85,600,000**	**$399,850,000**
Five-Year Prior Program Appropriations						**$710,949,000**
Grand Total						**$1,110,799,000**

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Workforce and Business Development

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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 TBD

Council District TBD

Priority Area Workforce and Business Development



Budget Overview

Funding Category	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Public/Private Partnership Payments	$–	$8,300,000	$–	$8,000,000	$–	$16,300,000
Total	**$–**	**$8,300,000**	**$–**	**$8,000,000**	**$–**	**$16,300,000**
Five-Year Prior Program Appropriations						**$18,000,000**
Grand Total						**$34,300,000**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$23,807,831	$4,523,376	$101,300,426	$208,992,003	$213,186,934	$551,810,570
Other	$8,718,955	$14,507,184	$20,804,783	$14,035,695	$5,965,660	$64,032,277
Total	**$32,526,786**	**$19,030,560**	**$122,105,209**	**$223,027,698**	**$219,152,594**	**$615,842,847**
Five-Year Prior Program Appropriations						**$908,513,041**
Grand Total						**$1,524,355,88**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$24,074,500	$–	$–	$–	$–	$24,074,500
Construction	$357,291,314	$85,484,890	$133,135,433	$122,857,211	$97,905,802	$796,674,650
Other	$12,947,724	$7,951,897	$5,705,389	$4,984,879	$5,134,425	$36,724,314
Total	**$394,313,538**	**$93,436,787**	**$138,840,822**	**$127,842,090**	**$103,040,227**	**$857,473,464**
Five-Year Prior Program Appropriations						**$1,413,577,663**
Grand Total						**$2,271,051,127**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$–	$9,025,000	$–	$–	$–	$9,025,000
Construction	$6,945,439	$33,013,062	$3,311,737	$3,261,089	$3,208,922	$49,740,249
Technology	$2,281,350	$1,964,091	$2,013,263	$2,063,911	$2,116,078	$10,438,693
Other	$2,091,350	$2,164,091	$2,239,513	$2,317,724	$2,398,831	$11,211,509
Total	**$11,318,139**	**$46,166,244**	**$7,564,513**	**$7,642,724**	**$7,723,831**	**$80,415,451**
Five-Year Prior Program Appropriations						**$156,420,098**
Grand Total						**$236,835,549**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Equipment	$17,605,000	$19,800,000	$18,500,000	$19,500,000	$15,410,572	$90,815,572
Total	**$17,605,000**	**$19,800,000**	**$18,500,000**	**$19,500,000**	**$15,410,572**	**$90,815,572**
Five-Year Prior Program Appropriations						**$54,011,000**
Grand Total						**$144,826,572**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Construction	$18,923,966	$–	$–	$–	$–	$18,923,966
Equipment	$1,752,607	$1,805,185	$1,859,341	$1,915,121	$1,972,574	$9,304,828
Total	**$20,676,573**	**$1,805,185**	**$1,859,341**	**$1,915,121**	**$1,972,574**	**$28,228,794**
Five-Year Prior Program Appropriations						**$17,323,378**
Grand Total						**$45,552,172**

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	*Adopted*	*Planned*				
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	TOTAL
Planning and Design	$9,349,609	$10,358,959	$10,832,600	$10,972,600	$11,272,600	$52,786,368
Construction	$37,398,438	$41,435,836	$43,330,400	$43,890,400	$45,090,400	$211,145,474
Total	**$46,748,047**	**$51,794,795**	**$54,163,000**	**$54,863,000**	**$56,363,000**	**$263,931,842**
Five-Year Prior Program Appropriations						**$170,524,847**
Grand Total						**$434,456,689**

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User Fees

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Adopted FY 2026 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 2026 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
    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 2024).

- 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.

FY 2026 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 Adopted FY 2026 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 decreased from 92.3 percent to 90.4 percent. The Adopted FY 2026 User Fees include a General Fund subsidy of 9.6 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

	Department/Regulatory Service	FY 2024 Recovery Rate	FY 2025 Recovery Rate	FY 2026 Recovery Rate	FY 2026 Subsidy Rate
1	Transportation: Land Development & Right-of-Way	67.5%	78.6%	77.8%	22.2%
2	Planning, Design, and Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	96.3%	96.3%	89.0%	11.0%
3	Fire: Fire Code and Plans Review	89.6%	95.8%	98.0%	2.0%
4	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	66.3%	75.4%	76.8%	23.2%
5	City Clerk: Legal Advertisements-Rezoning	99.0%	68.4%	65.6%	34.4%
Total Percentage (based on revenue projections)		**87.8%**	**92.3%**	**90.4%**	**9.6%**

Adopted FY 2026 User Fees

The Adopted FY 2026 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:

- Planning, Design, and Development's fee schedule includes the creation of a new, tiered fee schedule for commercial zoning plan reviews and verification letters, and the elimination or creation of other fees as part of the continued implementation of the Unified Development Ordinance (UDO). It also includes three new Historic District Review fees.
- Transportation's fee schedule includes alignment of rezoning reviews and fees to other departments as well as the consolidation of Urban Plan Reviews & Revisions in to the Commercial Site Plan review process.
- Charlotte Fire's fee schedule includes the combination of two sections (fire code permits and state-mandated inspections) into one section called fire code permits and inspections, the addition of two high rise inspection fees, and the deletion of one inspection fee.

Non-regulatory user fees recoup costs associated with all other city services or facilities that are unrelated to regulations. These fees are associated with programs such as city-owned cemeteries and airport landing fees.

The fees associated with non-regulatory services are calculated using different methods than regulatory fees because City Council's policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the city agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts or to comply with federal requirements for the Airport to be financially self-sufficient. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services and stable perpetual care.

Notable changes to non-regulatory fees include various updates to Aviation's airline fee schedule and increases in employee parking rates, changes to cemetery fees that better reflect market rates, and a new fee schedule for the Expedited Review process that is being reintroduced as an option in the permit and plans review process.

Adopted FY 2026 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

- A budget reduction of approximately $200,000, including one position, to better reflect activity
- The creation of tiers for conditional rezoning reviews to align with Planning, Design and Development
- The consolidation of the Urban Review process and fees into the existing Commercial Site Plan review process to align with Planning, Design, and Development, as well as align fees with the level of effort required for these reviews, which is similar to Commercial Site Plan reviews

2. Planning, Design, and Development - Land Development, Rezoning, Subdivision, and Zoning Administration

- A budget reduction of approximately $400,000, including two positions, to better reflect reduced activity
- The creation of a new, tiered fee schedule for commercial zoning plan reviews and verification letters, and the elimination or creation of other fees as part of the continued implementation of the Unified Development Ordinance (UDO). It also includes three new Historic District Review fees.

3. Fire - Fire Code and Plans Review

- Combination of Fire Code Permits and State-Mandated Inspections sections into one section: Fire Code Permits and Inspections
- Two new inspection fees added to and one inspection fee eliminated from the FY 2026 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, and the fee remains unchanged from FY 2025

6. Storm Water - Land Development

- No new fees or restructured fees, and fees recover 100 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 58.5 percent of fully allocated costs

Adopted FY 2026 User Fees

Non-regulatory Fees

9. Aviation

Airline fees are based on Aviation's cost recovery model. FY 2026 non-regulatory fees include the following:

- Airline Fees:
  - Landing fees increase 12.6 percent
  - Terminal rental rates increase 5.3 percent
  - Baggage fees increase 7.6 percent
  - Loading Bridge fee increases 4.4 percent
  - Aircraft ramp parking fees and cargo ground handling fees remain the same as in FY 2025
- Ground Transportation Operators:
  - Fees remain unchanged from FY 2025
- Parking Fees
  - Fees remain unchanged from FY 2025
- Rental Rates
  - Small updates to various rental rates depending on the facility and type of space
- Tenant Fees
  - Increases for employee parking cards from $15 per year for the standard to over $300 per year for both the premium and premier options
  - All other tenant fees remain unchanged from FY 2025

10. City Clerk

- Fees remain the same as in FY 2025

11. General Services

- Updates to the cemetery fee schedule that better reflect market rates
- Parking rates at the Charlotte Mecklenburg Parking Deck for city employees remain the same as in FY 2025
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2025
- Telecommunication tower fees remain the same as in FY 2025
- Adoption fees largely remained unchanged from FY 2025 with some adjustments for certain types of birds to a dynamic market and an increase of $20 for puppies and $10 for kittens
- Animal spay or neuter fees increased from $5 to $25 each

12. Storm Water - Land Development

- Elimination of the Enhanced Review fee with the creation of the new Expedited Review fee schedule for the Charlotte Development Center.
- All other fees remain the same as in FY 2025

13. Planning, Design, and Development - Land Development

- Six fees are eliminated with the creation of the new Expedited Review fee schedule for the Charlotte Development Center.
- The fee for Bond Administration is increased from $650 to $815 to better reflect the amount of staff effort dedicated to this program
- Pursuant to the Unified Development Ordinance, the maximum average tax value used to calculate a parcel's Tree Save Payment in Lieu payment is updated to reflect the most recent property revaluation

14. Charlotte Development Center - Land Development

- New fee schedule for Expedited Review process

15. Charlotte Water - Land Development

- Elimination of the Enhanced Review fee with the creation of the new Expedited Review fee schedule for the Charlotte Development Center

16. Police – Special Events

- No new or restructured fees

17. Solid Waste Services

- Fees for annual solid waste collection and disposal for dumpster collection points increases from $104.05 to $109.90 and for curbside collection points from $104.05 to $120.30
- Small Business Solid Waste fee increases from $250 to $300

18. Transportation

- Three fees eliminated with the creation of the new Expedited Review fee schedule for the Charlotte Development Center
- All other fees remain the same as in FY 2025

19. Charlotte Water

- One fee eliminated with the creation of the new Expedited Review fee schedule for the Charlotte Development Center

Other Fees

20. Storm Water Fees

- Storm Water fees increase by 6.60 percent from FY 2025 across all tiers

21. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month increases from $6.16 to $6.62 for both water and sewer service.
- No increase in the availability fee charge per month for water service and an increase from $9.48 to $10.32 for sewer service.
- No increase in water volumetric rates across all tiers.
- The sewer volumetric rate increases from $5.93 to $6.46 for all sewer customers. The Industrial Waste surcharge rate is reduced by 14 percent.
- The common connection fee increases from $4,332 to $4,421 for residential water and from $5,957 to $6,132 for residential sewer.
- The common system development fee increases from $1,298 to $1,398 for residential water and from $5,052 to $5,389 for residential sewer.
- The typical monthly total water and sewer bill for residential customers is estimated to be $85.82 in FY 2026, an average increase of $5.47 per month.
- The typical bill assumes 5,236 gallons or seven 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.

Adopted FY 2026 User Fees

Transportation				
1. Regulatory Fees: Land Development and Right-of-Way	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan[1]	$500	$1,100	120.0%	22.8%
Commercial Plan Revision	$650	$1,175	80.8%	–%
Rezoning - Conventional	$1,465	$2,690	83.6%	–%
Rezoning - Conditional	$4,345	N/A	N/A	N/A
Rezoning - Conditional (Tier 1)	N/A	$2,690	N/A	85.8%
Rezoning - Conditional (Tiers 2 & 3)	N/A	$7,020	N/A	–%
Subdivision Processing[1]	$1,380	$1,300	-5.8%	–%
Subdivision Plan Revision	$865	$1,065	23.1%	–%
Subdivision Sketch Review	$425	$430	1.2%	–%
CTR - Multi-Modal Assessment	$780	$1,560	100.0%	32.3%
CTR - Transportation Demand Management Assessment	$645	$1,500	132.6%	76.6%
CTR - Traffic Impact Study	$3,510	$7,000	99.4%	32.8%
Urban Reviews	$1,525	N/A	N/A	N/A
Urban Plan Revision	$1,270	N/A	N/A	N/A
Minor Site Review/Administrative Fee	$1,025	$1,425	39.0%	–%
B. Right-of-Way Permits:				
Festival Permits:				
Festival Permit Application	$130	$230	76.9%	54.6%
Single Day (<300 attendees)	$130	$230	76.9%	76.3%
Single Day (≥300 attendees)	$1,500	$2,000	33.3%	12.7%
Multi-Day (a permit is required for each day for the duration of the event)	$1,435	$1,690	17.8%	–%
Parade Permits:				
Parade Permit Application	$130	$230	76.9%	31.1%
Small (< 1,000 attendees)	$580	$850	46.6%	36.2%
Large (≥1,000 attendees)	$3,250	$3,995	22.9%	–%
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	$425	$850	100.0%	64.2%
Right-of-Way Abandonment (one street/alleyway)	$5,700	$8,000	40.4%	29.3%
Right-of-Way Abandonment (additional street/alleyway)	$2,000	$2,000	–%	–%
Commercial Right-of-Way Encroachment	$3,800	$4,925	29.6%	–%
Commercial Right-of-Way Encroachment Amendment	$2,250	$3,000	33.3%	–%
Single Family Lot Encroachment	$975	$1,200	23.1%	88.8%
Temporary Infrastructure Permit:				
Parklets, Art, etc.	$175	$310	77.1%	68.1%
Tryon Street Vendors	N/A	$350	N/A	79.3%
Food Trucks	$350	$350	–%	78.5%
Sidewalk Dining Permit	$1,450	$1,800	24.1%	55.1%
Valet Parking Permits:				
New Annual Permit	$525	$800	52.4%	81.9%
Permit Renewals	$300	$500	66.7%	77.7%

[1] Transportation's portion; additional fees collected by Planning, Design, and Development

Adopted FY 2026 User Fees

Transportation (continued)				
1. Regulatory Fees: Land Development and Right-of-Way (continued)	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
Right-of-Way Permits (continued):				
Temporary Permit	$315	$500	58.7%	43.4%
Right-of-Way Use Permits (< 30 days)[1]:				
Right-of-Way Use Application	$45	$50	11.1%	–%
Street Closure	$160	$115	-28.1%	–%
Travel/Bike Lane Closure	$25	$15	-40.0%	6.6%
Sidewalk Closure	$30	$40	33.3%	1.4%
Miscellaneous Closure	$10	$15	50.0%	20.7%

[1] Fees are per day. Metered parking fees by ParkIt may apply and shall be in addition to the fees listed above.

Adopted FY 2026 User Fees

Planning, Design, and Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
A. Rezoning:				
Conventional	$3,515	$1,605	-54.3%	–%
Conditional - Tier 1	$5,210	$6,800	30.5%	16.1%
Conditional - Tier 2	$7,260	$7,965	9.7%	–%
Conditional - Tier 3	$9,135	$12,500	36.8%	22.0%
Text Amendment	$1,695	$2,610	54.0%	–%
Administrative Options	$290	$290	–%	–%
Land Development Staff Review of Rezonings	$200	$340	70.0%	36.5%
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	$290	$290	–%	–%
Commercial Inspection	$1,170	$1,300	11.1%	–%
Single Family Hold Release Inspection	$100	$160	60.0%	10.2%
Single-Family Subdivision Review	$6,820	$9,150	34.2%	–%
Preliminary Plan Revisions and Inspections	$1,200	$2,030	69.2%	–%
Final Plats	$1,620	$1,370	-15.4%	–%
Final Plats Revision	$480	$605	26.0%	–%
Not Subject Plats	$595	$380	-36.1%	1.3%
Subdivision Non-Single Family	$4,870	$6,345	30.3%	–%
Commercial Subdivision Zoning Review	$2,825	$4,095	45.0%	–%
Sketch Plan Review	$420	$300	-28.6%	–%
Commercial Zoning Plan Review: Construction Costs of $1-$3,000	$120	N/A	N/A	N/A
Commercial Zoning Plan Review: Construction Costs of $3,001-$50,000	$235	N/A	N/A	N/A
Commercial Zoning Plan Review: Construction Costs of $50,001-$100,000	$520	N/A	N/A	N/A
Commercial Zoning Plan Review: Construction Costs of $100,001-$1,000,000	$960	N/A	N/A	N/A
Commercial Zoning Plan Review: Construction Costs >$1,000,000	$1,070	N/A	N/A	N/A
Commercial Zoning Plan Review: RTAP/RTAC	$150	$275	83.3%	21.0%
Commercial Zoning Plan Review: CTAC	$140	$300	114.3%	87.5%
Commercial Zoning Plan Review: <0.5 acre	N/A	$800	N/A	29.8%
Commercial Zoning Plan Review: ≥0.5 acre-1 acre	N/A	$815	N/A	10.9%
Commercial Zoning Plan Review: >1 acre-5 acres	N/A	$830	N/A	4.8%
Commercial Zoning Plan Review: >5 acres-10 acres	N/A	$850	N/A	3.2%
Commercial Zoning Plan Review: >10 acres-15 acres	N/A	$870	N/A	–%
Commercial Zoning Plan Review: >15 acres	N/A	$955	N/A	–%
Street Exceptions	$580	$580	–%	–%
Variances & Appeals	$5,000	$5,000	–%	–%

Adopted FY 2026 User Fees

Planning, Design, and Development (continued)				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
C. Zoning Administration:				
Appeals (Residential)	$570	$625	9.6%	–%
Appeals (Non-Residential)	$3,350	$3,715	10.9%	–%
Variances (Residential)	$820	$1,400	70.7%	36.1%
Variances (Non-Residential)	$1,240	$1,905	53.6%	–%
Administrative Deviation (Residential)	$265	$390	47.2%	–%
Administrative Deviation (Non-Residential)	$495	$195	-60.6%	2.3%
Alternative Compliance Review	$2,885	$2,600	-9.9%	–%
Residential Single-Family Reviews	$70	$65	-7.1%	3.0%
Sign Permits	$175	$175	–%	–%
Verification Letters	$260	N/A	N/A	N/A
Verification Letter - Tier 1	N/A	$185	N/A	1.0%
Verification Letter - Tier 2	N/A	$325	N/A	–%
UDO Administrative Interpretation	N/A	$2,475	N/A	–%
Zoning Use Permits	$330	$510	54.5%	–%
Amended Site Plan Approval	$700	$1,090	55.7%	16.0%
Parking Reductions	$250	$250	–%	–%
Sign Flex	$280	$280	–%	–%
D. Historic District Review:				
Minor Review	$525	$525	–%	48.4%
Major Review - Residential (≤ 4 units)	$1,500	$540	-64.0%	1.0%
Major Review (with survey)	$1,625	$2,250	38.5%	56.3%
After-the-Fact Administrative Approval	$525	$750	42.9%	50.6%
Major Review - Multi-Family (>4 units)	N/A	$3,000	N/A	44.3%
Major Review - Non-Residential	N/A	$4,645	N/A	–%
Major Review - Mixed Use	N/A	$5,080	N/A	–%
E. Community Tree Canopy Preservation:				
Urban Forestry Review & Inspection	$1,390	$1,770	27.3%	–%
Urban Forestry Tree Preservation	$1,115	$1,005	-9.9%	–%
Single-Family Subdivision Tree Preservation	$2,385	$1,145	-52.0%	–%
Residential Single-Lot Tree Preservation (Tier 1)	$75	$180	140.0%	80.2%
Residential Single-Lot Tree Preservation (Tier 2)	$225	$260	15.6%	62.8%
Residential Single-Lot Tree Preservation (Tier 3)	$375	$300	-20.0%	–%
Non-Development Heritage Tree Permit	$340	$265	-22.1%	–%
Tree Preservation Compliance Review & Inspection	$260	$500	92.3%	50.6%
Tree Ordinance Appeal & Variance Hearing Process	$670	$1,600	138.8%	92.2%

Adopted FY 2026 User Fees

Fire				
3. Regulatory Fees: Fire Code and Plans Review	FY 2025	FY 2026	% Change	% Subsidy
A. Fire Code Permits and Inspections:				
Aerosol Products Permit	$200	$65	-67.5%	2.0%
Amusement Buildings Permit	$300	$330	10.0%	–%
Aviation Facilities Permit	$350	$55	-84.3%	4.3%
Carnivals & Fairs Permit	$400	$660	65.0%	–%
Combustible Dust Permit	$200	$55	-72.5%	4.3%
Combustible Fibers Permit	$300	$55	-81.7%	4.3%
Compressed Gas Permit	$300	$65	-78.3%	2.0%
Covered Mall Buildings – Retail Fixtures and Displays, Concessions – Permit	$200	$55	-72.5%	–%
Covered Mall Buildings – Display or Liquid or Gas-fired Equipment – Permit	$200	$220	10.0%	–%
Covered Mall Buildings – Use of open flame producing equipment – Permit	$200	$220	10.0%	–%
Cryogenic Fluids Permit	$300	$65	-78.3%	2.0%
Dry Cleaning Plants Permit	$200	$65	-67.5%	2.0%
Exhibits & Trade Shows Permit	$300	$330	10.0%	–%
Explosives – Manufacturing, Storage, Handling, & Sale – Permit	$400	$65	-83.8%	2.0%
Explosives – Blasting Operations – Permit	$400	$440	10.0%	–%
Explosives – Fireworks (Outdoors) – Permit	$400	$550	37.5%	–%
Explosives – Fireworks (Indoors) – Permit	$325	$440	35.4%	–%
Explosives – Fireworks (Sales) – Permit	$200	$220	10.0%	–%
Flammable Liquids Class 1 (5-50 gallons) Permit	$200	$65	-67.5%	2.0%
Flammable Liquids Class 1 (51-500 gallons) Permit	$300	$65	-78.3%	2.0%
Flammable Liquids Class 1 (501-5,000 gallons) Permit	$350	$65	-81.4%	2.0%
Flammable Liquids Class 1 (Greater than 5,000 gallons) Permit	$400	$65	-83.8%	2.0%
Combustible Liquids Class 2 and 3A (25-60 gallons) Permit	$200	$65	-67.5%	2.0%
Combustible Liquids Class 2 and 3A (61-500 gallons) Permit	$300	$65	-78.3%	2.0%
Combustible Liquids Class 2 and 3A (501-5,000 gallons) Permit	$350	$65	-81.4%	2.0%
Combustible Liquids Class 2 and 3A (> 5,000 gallons) Permit	$400	$65	-83.8%	2.0%
Flammable and Combustible Liquids (Operate tank vehicles, equipment, tanks, plants, terminals, wells, refineries) Permit	$350	$65	-81.4%	2.0%
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal) Permit	$350	$385	10.0%	–%
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design) Permit	$350	$385	10.0%	–%
Flammable and Combustible Liquids (Manufacture, process, blend/refine) Permit	$350	$65	-81.4%	2.0%
Dispensing of Flammables/Combustibles (including service stations) Permit	$200	$65	-67.5%	2.0%
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles) Permit	$350	$65	-81.4%	2.0%
Fumigation and Thermal Insecticide Fogging Permit	$200	$55	-72.5%	4.3%
Hazardous Materials <=110 gallons; <=1,000 pounds Permit	$200	$65	-67.5%	2.0%

Fire (continued)				
3. Regulatory Fees: Fire Code and Plans Review	FY 2025	FY 2026	% Change	% Subsidy
Fire Code Permits and Inspections (continued):				
Hazardous Materials 111-1,100 gallons; 1,001-10,000 pounds Permit	$300	$65	-78.3%	2.0%
Hazardous Materials 1,101-5,500 gallons; 10,001-50,000 pounds Permit	$350	$65	-81.4%	–%
Hazardous Materials >5,500 gallons; >50,000 pounds Permit	$400	$65	-83.8%	2.0%
Lumber Storage – Yards and Woodworking Plants Permit	$200	$55	-72.5%	4.3%
Places of Assembly Permit	$300	$75	-75.0%	–%
Repair Garages Permit	$200	$55	-72.5%	4.3%
Heliport/Helistop Permit	$200	$55	-72.5%	4.3%
Spraying or Dipping Operations Permit	$300	$75	-75.0%	–%
Temporary Membrane Structures, Tents, Canopies Permit	$200	$220	10.0%	–%
Multiple Temporary Membrane Structures, Tents, Canopies Permit	$360	$440	22.2%	–%
Tire Rebuilding Plant Permit	$350	$55	-84.3%	4.3%
Waste Handling – Junk Yards, Wrecking Yards, Waste Material – Permit	$200	$55	-72.5%	4.3%
Day Care/Group Homes Renewable Permit	$200	$70	-65.0%	1.1%
ABC Inspection/Permit	$200	$350	75.0%	14.0%
Combustible Storage Permit – over 2,500 cubic feet – Permit	$300	$55	-81.7%	4.3%
High Pile Storage Permit	$300	$55	-81.7%	4.3%
Fueled Vehicles in Assembly Buildings Permit	$200	$55	-72.5%	–%
Bulk Terminal Operations Permit	$2,950	$920	-68.8%	–%
Hazardous Location Close Out Permit	$200	$350	75.0%	–%
Non-Mandated Inspection	$200	$210	5.0%	1.1%
Re-Inspection (3rd Inspection)	$200	$220	10.0%	–%
Carbon Dioxide Beverages > 100 Pounds Permit	$200	$55	-72.5%	4.3%
Outdoor Assembly Event Permit	$400	$660	65.0%	–%
Energy Storage Systems Permit	$200	$55	-72.5%	–%
Additive Manufacturing Permit	$200	$55	-72.5%	–%
Plant Extraction Systems Permit	$300	$55	-81.7%	–%
0 - 2,499 square feet Inspection	$100	$110	10.0%	–%
2,500 - 4,499 square feet Inspection	$125	$155	24.0%	–%
4,500 - 7,999 square feet Inspection	$135	$190	40.7%	–%
8,000 - 15,999 square feet Inspection	$160	$230	43.8%	–%
16,000 - 49,999 square feet Inspection	$215	$285	32.6%	–%
50,000 - 99,999 square feet Inspection	$370	$400	8.1%	–%
100,000 - 499,999 square feet Inspection	$520	$580	11.5%	–%
500,000 + square feet Inspection	$565	$980	73.5%	–%
High Rise (up to 20 floors) Inspection	N/A	$1,240	N/A	–%
High Rise (greater than 20 floors) Inspection	N/A	$2,255	N/A	–%
Interior Suite or Floor Inspection	$35	N/A	N/A	N/A
Apartment Building with Direct Egress Inspection	$30	$45	50.0%	–%

Fire (continued)				
3. Regulatory Fees: Fire Code and Plans Review	FY 2025	FY 2026	% Change	% Subsidy
Fire Code Permits and Inspections (continued):				
Parking Decks Inspection	$185	$190	2.7%	–%
First Re-Inspection Fee	$70	$105	50.0%	–%
Vacant Buildings Inspection	$45	$65	44.4%	–%
B. Plans Review:				
Hydrant Test	$135	$190	40.7%	1.3%
Fire Alarm Plans (Shop drawings)	$135	$165	22.2%	2.6%
Fire Sprinkler Plans (Shop drawings)	$290	$315	8.6%	1.2%
Interactive Review	$55	$95	72.7%	3.6%
Plans Review-Construction - <$50,000	$155	$200	29.0%	–%
Plans Review-Construction - $50,001 to $100,000	$185	$200	8.1%	2.4%
Plans Review-Construction - $100,001 to $500,000	$210	$245	16.7%	–%
Plans Review-Construction - $500,001 to $1,000,000	$250	$260	4.0%	1.9%
Plans Review-Construction - $1,000,001 to $5,000,000	$265	$285	7.5%	–%
Plans Review-Construction - $5,000,001 to $10,000,000	$560	$425	-24.1%	1.1%
Plans Review-Construction - > than $10,000,000	$1,180	$1,585	34.3%	–%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	$2,900	$2,830	-2.4%	–%
Performance Tests - Fire Pumps	$160	$230	43.8%	–%
Performance Tests - Sprinkler System (13R, drain test, etc.)	$215	$305	41.9%	1.0%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	$215	$305	41.9%	1.0%
Performance Tests - Fire Alarm (Upfit)	$215	$305	41.9%	1.0%
Performance Tests - Private Fire Hydrants	$135	$190	40.7%	1.3%
Performance Tests - Standpipe System Tests	$215	$305	41.9%	1.0%
Performance Tests - Automatic fire-extinguishing systems (hood systems, halon systems, pre-action systems in computer rooms or alternatives)	$80	$115	43.8%	1.0%
After Hours Construction Inspection	$130	$190	46.2%	–%
C. Other Reviews:				
Rezoning Petitions	$210	$290	38.1%	1.2%
Sketch Plan Review	$170	$150	-11.8%	3.2%
Single-Family Subdivision Review	$510	$890	74.5%	65.9%
Non Single-Family Subdivision Review	$510	$830	62.7%	–%
Commercial Site Plan Review	$750	$1,320	76.0%	–%

Adopted FY 2026 User Fees

Police				
4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
A. Adult Business Fees:				
Application Fee	$4,385	$5,345	21.9%	–%
Background Check Fee	$30	$35	16.7%	3.3%
Building Design Change Fee	$1,755	$1,830	4.3%	–%
License Fee	$1,580	$2,100	32.9%	27.6%
B. Carnival Permit Fee:				
Carnival Permit Fee	$1,215	$455	-62.6%	–%
C. Dance Hall License Fees:				
Application/Renewal Fee	$3,540	$5,345	51.0%	45.3%
Background Check Fee	$45	$45	–%	75.5%
Building Design Change Fee	$1,770	$1,830	3.4%	–%
License Fee	$1,260	$2,100	66.7%	31.3%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	$370	$465	25.7%	–%
Late Renewal Charge (per day)[1]	$100	$100	–%	–%
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	$60	$75	25.0%	2.4%
Driver/Chauffeur Permit Fee [2]	$15	$15	–%	79.6%
Transfer/Add/Replace/Duplication Fee	$100	$165	65.0%	45.7%
Reinstatement of Permit Fee	$100	$165	65.0%	1.9%
Vehicle Fees:				
Vehicle Permit Fee	$10	$15	50.0%	9.4%
Replace Vehicle Permit/Decals	$70	$115	64.3%	91.8%
Transfer Vehicle Permit	$210	$305	45.2%	1.4%

[1] Penalty; not a regulatory fee

[2] Fee regulated by North Carolina General Statutes

City Clerk				
5. Regulatory Fees: Legal Advertisements	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
Legal Advertisements for Rezoning Petitions[1]	$370	$370	–%	34.4%

[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.

Adopted FY 2026 User Fees

Storm Water					
6. Regulatory Fees: Land Development	**Basis**	**FY 2025**	**FY 2026**	**% Change**	**% Subsidy**
As-Builts	Per As-Built	$690	$750	8.7%	–%
Commercial Plan Review	Per project	$1,765	$1,515	-14.2%	–%
Detention/Drainage Plan Review	Per project + disturbed acre	$1,190 + $100	$1,205 + $100	1.3%	–%
Grading/Erosion Control Permit	Per disturbed acre	$530	$615	16.0%	–%
Major Commercial Subdivision Review[1]	Per project + disturbed acre	$2,875 + $100	$2,825 + $100	-1.7%	–%
Single Family, Planned Multifamily, and Mixed-Use Development	Per project + disturbed acre	$3,935 + $100	$3,895 + $100	-1.0%	–%
Minor Residential Subdivision (without streets) and Final Plat	Per project	$380	$410	7.9%	–%
Residential Storm Water Reviews (UDO) (Additions, Sheds, Pools, etc)	Per project	$50	$50	–%	–%
Residential Storm Water Reviews (UDO) (New Homes, Duplexes, ADUs)	Per project	$415	$410	-1.2%	–%
Revision to Approved Plan	Per project	$665	$655	-1.5%	–%
Rezoning Staff Review	Per project	$180	$130	-27.8%	–%
Sketch Plan Review	Per project	$260	$245	-5.8%	–%

[1] Major subdivision costs are based on total acreage; commercial subdivision based on disturbed acreage.

Adopted FY 2026 User Fees

Charlotte Water				
7. Regulatory Fees: Plans Review/Inspection Fees	FY 2025	FY 2026	% Change	% Subsidy
Backflow Review - Plan Review	$204	$240	17.6%	–%
Backflow Inspection - Per Inspection	$471	$316	-32.9%	–%
Infrastructure Permit - Project Initiation	$447	$491	9.8%	–%
Infrastructure Permit - Plan Review: Per Linear Foot	$1.57	$2.09	33.1%	–%
Infrastructure Permit - Inspection: Per Linear Foot	$6.85	$5.80	-15.3%	–%
Infrastructure Permit - Revision to Approved Plans (RTAP): Per Occurrence	$298	$327	9.7%	–%
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 2025	FY 2026	% Change	% Subsidy
Land Development Plans Review	$1,785	$2,230	24.9%	35.6%
License Agreements	$2,450	$4,410	80.0%	48.5%
Rezoning Petitions	$420	$670	59.5%	46.8%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, and joint use agreements)	$5,690	$8,250	45.0%	38.4%

Adopted FY 2026 User Fees

Aviation				
9. Non-Regulatory Fees: Aviation Fees	**Basis**	**FY 2025**	**FY 2026**	**% Change**
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	$1.98	$2.23	12.6%
Terminal Rental Rates	Per square foot	$94.56	$99.61	5.3%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	$1.62	$1.84	13.6%
Non-Signatory Carrier	Per available seat delivered	$2.08	$2.72	30.8%
Common Use Ticket Counter	Per hour used	$12.56	$21.41	70.5%
Baggage Fee	Per bag	$1.32	$1.42	7.6%
Federal Inspection Service (International)	Per deplaned passenger	$8.31	$8.79	5.8%
Loading Bridge Fee	Annual Fee	$64,624	$67,483	4.4%
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	$500	–%
Commercial Courier Vehicles	Per trip through lane	$1.50	$1.50	–%
Transportation Network Companies (TNCs)	Per trip through lane	$3.50	$3.50	–%
Contract Vans or Limos	Per trip through lane	$1.50	$1.50	–%
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	$20	–%
Daily North	Flat fee per day	$14	$14	–%
Long Term Lots[1]	Flat fee per day	$12	$12	–%
Curbside Valet	Flat fee per day	$45	$45	–%
Express Deck Self-Park	Flat fee per day	$20	$20	–%
Express Deck Preferred	Flat fee per day	$24	$24	–%

[1] Up to 60 percent discount when booking online

Adopted FY 2026 User Fees

Aviation (continued)				
9. Non-Regulatory Fees: Aviation Fees	**Basis**	**FY 2025**	**FY 2026**	**% Change**
Rental Rates:				
Ground Rent	Per acre	$14,500-$19,500	$14,500-$19,500	–%
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-$11.50	$5.75-$12.00	Various
Cargo Facility Rentals-Office	Per square foot	$8.75-$14.50	$8.75-$15.00	Various
FBO Hangar Rentals	Per square foot	$9.00-$22.00	$9.00-$22.50	Various
Tenant Fees:				
Airport Identification Cards	Per card	$35.00	$35.00	–%
Background Check	Per Badge Issued	$13.00	$13.00	–%
Fingerprinting	Per Application	$32.00	$32.00	–%
Employee Parking Cards (Standard)	Per month	$35.00	$50.00	42.9%
Employee Parking Cards (Premium)	Per month	$70.00	$400.00	471.4%
Employee Parking Cards (Premier)	Per month	$200.00	$600.00	200.0%

City Clerk			
10. Non-Regulatory Fees: Voluntary Annexation and Passports	**FY 2025**	**FY 2026**	**% Change**
Voluntary Annexation Petition:			
Voluntary Annexation Petition Fee	$400	$400	–%
Passport Fees:			
Passport Processing Fee	$35	$35	–%
Passport Photo Fee	$15	$15	–%

Adopted FY 2026 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	**FY 2025**	**FY 2026**	**% Change**
Opening and Closing Fees - Adult:			
Weekdays	$1,300	$1,350	3.8%
Weekdays after 3:00 p.m.	$2,700	$2,750	1.9%
Saturdays	$2,500	$2,550	2.0%
Sundays and Holidays	$3,000	$3,050	1.7%
Entombment Fee	$1,500	$1,550	3.3%
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.	$800	$850	6.3%
Saturdays	$1,200	$1,250	4.2%
Sunday and Holidays	$1,750	$1,800	2.9%
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)	$75,000	$36,000	-52.0%
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	–%

Adopted FY 2026 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees	**FY 2025**	**FY 2026**	**% Change**
Perpetual Care Mausoleum Charge (per space)	25%	25%	–%
Perpetual Care Charge- Second Right of Internment	N/A	$85	N/A
Perpetual Care Charge (one time fee per ossuary space)- Ossuary Burial for Cremation	N/A	$30	N/A
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 2025	FY 2026	% 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 2025	FY 2026	% 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	–%

Adopted FY 2026 User Fees

General Services (continued)			
11d. Non-Regulatory Fees: Animal Care and Control Fees	**FY 2025**	**FY 2026**	**% Change**
Animal Control Adoption Fees:			
Adult Dog/Cat	$30	$30/$20	–%
Adult Dog/Cat for Senior Citizen 62 and older	No Charge	No Charge	–%
Puppy/Kitten	$30	$50/$40	66.7%
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	$5	Market Rate	N/A
Parakeet/Canary	$10	Market Rate	N/A
Parrot	Market Rate	Market Rate	N/A
Gray Cockatiel	$25	Market Rate	N/A
Lutino Cockatiel	$50	Market Rate	N/A
Peach Faced Lovebird	$25	Market Rate	N/A
Other Lovebird	$50	Market Rate	N/A
Horse/Cow	Auction Starting Price	Auction Starting Price	N/A
Goats	$15	$15	–%
Animal Spay/Neuter Fees:			
Canine Spay	$70	$75	7.1%
Canine Neuter	$65	$70	7.7%
Feline Spay	$50	$55	10.0%
Feline Neuter	$45	$50	11.1%
Rabbit Spay	$140	$165	17.9%
Rabbit Neuter	$120	$140	16.7%
Internal Clinic Service Fees:			
Medical Veterinary Services and Pharmaceuticals	Market Rate	Market Rate	–%

Adopted FY 2026 User Fees

General Services (continued)			
11d. Non-Regulatory Fees: Animal Care and Control Fees	**FY 2025**	**FY 2026**	**% Change**
Animal Reclaim/Boarding/Rabies Shot/Microchip Fees:			
Canine	$40/$25/$15/$8	$40/$25/$15/$10	Various
Feline	$25/$9/$15/$8	$25/$9/$15/$10	Various
Livestock	$55/$18/$0/$0	$55/$18/$15/$10	Various
Wildlife Processing Fee	$40	$40	–%
Animal Surrender	$10	$10	–%

Storm Water			
12. Non-Regulatory Fees: Land Development	**FY 2025**	**FY 2026**	**% Change**
Administrative Review Fee	$560 per project	$560 per project	–%
Expedited As-built Plan Review	$2,500 per project	$2,500 per project	–%
Enhanced Plan Review	$7,730 per project[1]	N/A	N/A
Grading Only for Plan Under Review	$2,500 per project	$2,500 per project	–%

[1] Storm Water's portion of the existing $30,000 Enhanced Plan Review fee

Adopted FY 2026 User Fees

Planning, Design, and Development			
13. Non-Regulatory Fees: Land Development	**FY 2025**	**FY 2026**	**% Change**
Bond Administration Service	$650/per surety posted, renewal, replacement, adjustment or release	$815/per surety posted, renewal, replacement, adjustment or release	25.4%
Expedited Pre-submittal Meeting	$560 per meeting	N/A	N/A
Expedited Minor Plat	$1,000	N/A	N/A
Expedited Revised Plat	$1,000	N/A	N/A
Expedited Final Plat	$1,000	N/A	N/A
Expedited Plan RTAP/Commercial Review	$5,000 per project	N/A	N/A
Enhanced Plan Review	$7,730 per project[1]	N/A	N/A
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)	$192,626 per acre[2]	$335,937 per acre[2]	74.4%
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] Planning's portion of the existing $30,000 Enhanced Plan Review fee

[2] 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).

Adopted FY 2026 User Fees

Charlotte Development Center			
14. Non-Regulatory Fees: Land Development	**FY 2025**	**FY 2026**	**% Change**
Expedited Construction Plan Review:			
1 Hour Comment Meeting Between Cycles (per meeting)	N/A	$2,000	N/A
10-Business Day Review Cycle (<1 Acre Site)[1]	N/A	$20,000	N/A
5-Business Day Review Cycle (<1 Acre Site)[1]	N/A	$30,000	N/A
10-Business Day Review Cycle (1-10 Acre Site)[1]	N/A	$30,000	N/A
10-Business Day Review Cycle (>10 Acre Site)[1]	N/A	$40,000	N/A
Expedited Revision to Approved Plans (RTAP) Plan Review:			
1 Hour Comment Meeting Between Cycles (per meeting)	N/A	$2,000	N/A
10-Business Day Review Cycle (Any Acre Site)	N/A	$20,000	N/A
5-Business Day Review Cycle (Any Acre Site)	N/A	$30,000	N/A
Expedited Plat Review:			
Expedited Minor Plat	N/A	$2,000	N/A
Expedited Revised Plat	N/A	$2,000	N/A
Expedited Final Plat	N/A	$2,000	N/A

[1] Cycles 2 and 3 covered; beyond 3 cycles is not eligible for expedited review.

Charlotte Water			
15. Non-Regulatory Fees: Land Development	**FY 2025**	**FY 2026**	**% Change**
Charlotte Water Land Development Expedited Review	$6,810	N/A	N/A

Adopted FY 2026 User Fees

Police			
16. Non-Regulatory Fees: Special Events	**FY 2025**	**FY 2026**	**% Change**
Special Event Administrative Fee (per officer per hour)	$1.50	$1.50	–%

Solid Waste Service			
17. Non-Regulatory Fees: Annual Solid Waste Fee	**FY 2025**	**FY 2026**	**% Change**
Annual Solid Waste Fee:			
Residential: Dumpster	$104.05	$109.90	5.6%
Residential: Curbside	$104.05	$120.30	15.6%
Small Business (<512 gallons/week)	$250	$300	20.0%
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			
18. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit	**FY 2025**	**FY 2026**	**% Change**
Land Development Expedited Review	$1,000	N/A	N/A
Land Development Expedited Review Revision	$780	N/A	N/A
Enhanced Plan Review[1]	$7,730	N/A	N/A
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[2]	Dynamic	Dynamic	N/A
Temporary Parking Permit	$3	$3	–%
Off-Duty Police Officer Permit:			
Permit	$50	$50	–%
Permit Renewal	$50	$50	–%

[1] Transportation's portion of the existing $30,000 Enhanced Plan Review fee

[2] A $3.50 transaction fee is charged in addition to the permit fee

Adopted FY 2026 User Fees

Storm Water			
19. Other Fees: Storm Water Rates	**FY 2025**	**FY 2026**	**% Change**
Single-family:			
Tier I - <2,000 square feet of impervious area	$6.88/month	$7.34/month	6.67%
Tier II - 2,000 to <3,000 square feet of impervious area	$10.15/month	$10.82/month	6.60%
Tier III - 3,000 to <5,000 square feet of impervious area	$15.00/month	$16.00/month	6.67%
Tier IV - ≥5,000 square feet of impervious area	$24.81/month	$26.46/month	6.65%
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	$179.07/month	$190.98/month	6.65%

Charlotte Water			
20. Other Fees: Water & Sewer Rates	**FY 2025**	**FY 2026**	**% Change**
Water Rates:			
Fixed:			
Billing Fee	$6.16	$6.62	7.5%
Availability Fee	$1.44	$1.44	–%
Volume Rate:			
Tier I - (0-4 Ccf)[1]	$1.98	$1.98	–%
Tier II - (5-8 Ccf)	$2.56	$2.56	–%
Tier III - (9-16 Ccf)	$5.91	$5.91	–%
Tier IV - (16+ Ccf)	$11.20	$11.20	–%
Non-Residential (Ccf)	$3.43	$3.43	–%
Sewer Rates:			
Fixed:			
Billing Fee	$6.16	$6.62	7.5%
Availability Fee	$9.48	$10.32	8.9%
Volumetric - residential, commercial, others (Ccf)[2:]	$5.93	$6.46	8.9%
Industrial Waste	$0.50	$0.43	-14.0%
Common Residential Connection Fee:			
Water	$4,332	$4,421	2.1%
Sewer	$5,957	$6,132	2.9%
Common Residential System Development Fee:			
Water	$1,298	$1,398	7.7%
Sewer	$5,052	$5,389	6.7%
The typical monthly water and sewer bill for residential customers is estimated to be $85.82, an increase of $5.47 per month (6.81 percent). The typical bill assumes 5,236 gallons or 7 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

CITY OF CHARLOTTE

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EXECUTIVE SUMMARY

Background

The City of Charlotte is committed to fostering an inclusive environment where employees can carry out their job responsibilities while feeling a sense of belonging and being comfortable as their true, authentic selves. 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 2026 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 in salary range while considering market conditions.
- Employees may also be rewarded for attaining specific skills which helps them and the city meet our goals.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life, and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- 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 2025 Salary Budget Survey, due to the stabilization of inflation and the labor market, 66 percent of U.S organizations predict salary increase budgets will be about the same as last year. For 2025, the anticipated salary increase budget for US Organizations is 3.5 percent, while the Government sector trends higher at 4.6 percent.
- Mercer Consulting's November 2024 U.S. Compensation Planning Survey reports that projected compensation budgets are holding steady over the past several months. The total increase budgets for 2025 are tracking at 3.7 percent.
- World at Work's 2024-2025 Salary Budget Survey reports a decline in the salary increase budgets as organizations settle into moderate economic growth, tempered inflation, and low unemployment. They predict an average salary increase budget for 2025 of 3.8 percent (median predicted at 4 percent).

- According to the International Foundation of Employee Benefits Healthcare Costs Pulse Survey: 2025 Cost Trend, most medical plan costs will increase for the 2025 plan year. The expected median increase is 8.0 percent. The primary reasons include catastrophic claims, specialty/costly prescription drugs, medical provider costs, and utilization due to chronic health conditions. Benefit initiatives with the most anticipated impact to cost include utilization control initiatives, cost sharing initiatives, plan design initiatives, purchasing/provider initiatives, administration/data analysis initiatives, and work and wellness programs.

- Mercer's Health and Benefit Strategies for 2024 report surveyed CFOs asking for their perspectives on health benefits. 48 percent of respondents said they would emphasize network strategies as a means of managing cost. These strategies capitalize on the opportunity to reduce waste and save by steering members to better performing providers, thus enhancing their care.

- According to the 2024 Society for Human Resource Management (SHRM) Benefits Survey, the top benefits employers viewed as most important were health-related benefits, retirement savings and planning benefits, leave benefits, flexible work benefits, family friendly benefits, professional and career development benefits, financial (non-retirement) benefits, wellness benefits, education benefits, technology benefits, transportation benefits, and housing and relocation benefits.

FY 2026 COMPENSATION

Public Safety Pay Plan

The City of Charlotte's Public Safety Pay Plan, as shown in **Attachments 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 adopted:

- All merit steps of the FY 2026 Public Safety Pay Plan to be funded.
- A market adjustment to the pay steps of 1.5 percent, effective August 16, 2025 (**Attachment B**).
- Allow for a one-time 1.5 percent lump-sum payment in November 2025 for Public Safety Pay Plan members that are not eligible for a step increase in FY 2026.

Salaried Pay Plan

The City of Charlotte's Salaried Pay Plan covers all salaried exempt employees. Jobs are placed in traditional ranges, with each range having a minimum and maximum. There is no general pay (market) increase for employees in this pay plan, like the Public Safety and the Hourly Pay Plans. The following recommendations are adopted:

- Increase the personnel services budget to fund a three percent Salary Pay Plan pool.
- Merit pay decisions are 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.
- A 2.5 percent structural increase to the Salaried Pay Plan ranges, effective July 5, 2025, as reflected in **Attachment C**. The impact of this recommendation will change the minimum and maximum rates of pay grades to ensure the plan remains competitive in the marketplace.

Hourly Pay Plan

The City of Charlotte's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. Jobs in the Hourly Pay Plan are placed in traditional ranges, with each range having a minimum and maximum. Reflecting the current economic landscape of moderate growth and easing inflation, the following recommendations are adopted:

- Increase city minimum pay rate to $49,920 for all non-temporary, full-time employees effective November 1, 2025 as reflected in **Attachment D**.
- One across-the-board pay increase of 1.5 percent effective August 16, 2025. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid as a lump sum.
- Increase the personnel services budget to fund a 2.5 percent Hourly Pay Plan pool as the city transitions hourly employees back to an annual salary review. 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, 2025.
- A 2.5 percent structural increase adjustment to the Hourly Pay Plan ranges, effective July 5, 2025, as reflected in **Attachment D**. The impact of this recommendation will change the pay grades to ensure the Plan remains competitive in the marketplace.

Mayor and City Council Compensation and Expenses

After a review of Mayor and City Council pay rates, the following adjustment is adopted in FY 2026.

- Align the pay of City Council with the FY 2025 pay of Mecklenburg County Board of Commissioners effective July 5, 2025, as reflected in **Attachment E**.

FY 2026 BENEFITS

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 adopted:

Medical Plans

- Plan design changes include:
  - Implement a High-Performing Network medical plan.
  - Increase deductibles in Plans A, D and E by:
    - $250 individual/$500 family for Plan A to reset to the deductibles in effect in Plan Year 2021
    - $250 individual/$500 family for Plan D to reset to the deductibles in effect in Plan Year 2021
    - $250 individual/$500 family for Plan E to reset to the deductibles in effect in Plan Year 2021
  - Adjust medical plan deductibles in all plans to discontinue cross-accumulation
  - Increase the out-of-pocket maximum (OOP) in Plans A, D, and E by:
    - $250 individual/$500 family for Plan A to reset to the OOP in effect in Plan Year 2021
    - $1,000 individual/$2,000 family for Plan D to reset to the OOP in effect in Plan Year 2018
    - $500 individual/$1,000 family for Plan E

Prescription Drug Plan

- Authorize the City Manager or designee to make Plan Year 2026 plan design changes within the overall health insurance budget.

- The city is conducting a rebidding process. With the adopted budget the City Manager or designee is 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.

Active Employee Health Plan Premiums

- For coverage effective January 1, 2026, increase weekly health plan premiums by $1.00 to $32.00, based on plan and tier.

	Plan Year 2025	Plan Year 2026	Weekly Increase
Plan A – Employee Only	$11	$12	$1
Plan A – Employee + Spouse	$74	$80	$6
Plan A – Employee + Child(ren)	$45	$50	$5
Plan A – Employee + Family	$84	$95	$11
Plan D – Employee Only	$17	$18	$1
Plan D – Employee + Spouse	$80	$90	$10
Plan D – Employee + Child(ren)	$56	$57	$1
Plan D – Employee + Family	$104	$122	$18
Plan E – Employee Only	$42	$43	$1
Plan E – Employee + Spouse	$159	$179	$20
Plan E – Employee + Child(ren)	$116	$129	$13
Plan E – Employee + Family	$215	$247	$32

- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.

- Authorize an update to the income-based medical premium relief program criteria and income means testing to increase the eligible household income from $55,000 to $70,500 and provide the City Manager or designee the authority to further study and alternatively establish eligibility for this program based on sixty percent area median income (AMI) if it is determined to be financially and administratively feasible.

Non-Medicare Retiree Health Plan Premiums

- Effective, January 1, 2026, increase monthly health plan premiums by $2.00 to $69.00, based on plan and tier, for retirees with 20+ years of service.

Non-Medicare Eligible Retirees with 20+ Years of Service	Plan Year 2025	Plan Year 2026	Monthly Increase
Plan A – Retiree Only	$238	$240	$2
Plan A – Retiree + Spouse	$654	$667	$13
Plan A – Retiree + Child(ren)	$469	$480	$11
Plan A – Retiree + Family	$809	$833	$24
Plan D – Retiree Only	$260	$262	$2
Plan D – Retiree + Spouse	$706	$727	$21
Plan D – Retiree + Child(ren)	$509	$511	$2
Plan D – Retiree + Family	$874	$913	$39
Plan E – Retiree Only	$391	$393	$2
Plan E – Retiree + Spouse	$1,025	$1,068	$43
Plan E – Retiree + Child(ren)	$743	$771	$28
Plan E – Retiree + Family	$1,269	$1,338	$69

Medicare-Eligible Retiree Health Plan

- This plan is fully insured and currently administered by AmWINS. Since these plans are fully insured, with the adopted budget, the City Manager or designee is 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. Based on the adopted budget the City Manager or designee is 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

- The city is conducting a rebidding process. Based on the adopted budget the City Manager or designee is 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.

Voluntary Benefits

- The city will be conducting a rebidding process. Based on the adopted budget the City Manager or designee is 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, health coaching, and substance abuse. Based on the adopted budget the City Manager or his designee is authorized to select a solution(s) and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

Holiday Benefit

- Amend the holiday benefit to grant the City Manager the authority to provide additional day(s) off during the Christmas holiday, both in the current year and in future years.

Benefits Consulting Services

- The city will be conducting a bid process. Based on the adopted budget the City Manager or designee is 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.

Deferred Compensation

- The city will be conducting a bid process for consulting services. Based on the adopted budget the City Manager or designee is 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. Based on the adopted budget the City Manager or his designee is 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 2021-2024, 2025 projected market movement, and the five-year market movement average.

Attachment B - **FY 2026 Public Safety Pay Plan Structure Effective August 16, 2025**
New minimum, maximum, and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment for FY 2026.

Attachment C - **FY 2026 Salary Pay Plan Structure**
New minimum and maximum rates in the Salaried Pay Plan based on the 2.5 percent structural adjustment for FY 2026.

Attachment D - **FY 2026 Hourly Pay Plan Structure**
New minimum and maximum rates in the Hourly Pay Plan based on the 2.5 percent structural adjustment and the city's new minimum pay for FY 2026.

Attachment E - **FY 2026 Mayor and City Council Compensation**
FY 2026 Mayor and City Council Compensation.

Attachment A

Market Movement Summary

(Average Percent Change)

Source	2021 Actual Market Movement	2022 Actual Market Movement	2023 Actual Market Movement	2024 Actual Market Movement	2025 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by Payscale, Willis Towers Watson, Mercer	2.9	3.4	3.9	4.2	3.4	3.6
National Municipalities	1.6	3.1	4.4	4.3	4.0	3.5
Charlotte Area Municipalities	3.7	4.3	6.4	4.7	4.5	4.7
Large North Carolina Municipalities	not available	not available	3.8	3.9	TBD	3.9
Large Charlotte Employers (private sector)	2.7	2.7	3.3	4.0	TBD	3.2

Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 Adopted	5 Year Average
City of Charlotte Hourly Pay Plan	3.0	8.0	6.0	5.0	4.0	5.2
City of Charlotte Salaried Pay Plan	3.0	3.0	4.0	4.0	3.0	3.4

Attachment B

FY 2026 Public Safety Pay Plan Effective August 16, 2025

FY 2026 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.

	New Hire									
	Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**SPO I**	**SPO II**	**SPO III**	**SPO IV**
	–	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
POLICE OFFICER	$1,144.27	$1,201.48	$1,261.55	$1,387.71	$1,457.10	$1,529.96	$1,606.46	$1,686.78	$1,771.12	$1,859.68
3102	**$59,502**	**$62,477**	**$65,601**	**$72,161**	**$75,769**	**$79,558**	**$83,536**	**$87,713**	**$92,098**	**$96,703**

	Step 1	**Step 2**	**Step 3**	**Step 4**
	–	5.0%	5.0%	2.5%
POLICE SERGEANT	$2,046.73	$2,149.07	$2,256.52	$2,312.93
3110	**$106,430**	**$111,752**	**$117,339**	**$120,272**

Police Incentives

2nd Language, Training Officer 5%

2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)

4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

	New Hire				
	Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
	–	5.0%	5.0%	5.0%	5.0%
FIREFIGHTER I	$1,090.57	$1,145.10	$1,202.36	$1,262.48	$1,325.60
3006	**$56,710**	**$59,545**	**$62,523**	**$65,649**	**$68,931**

		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**
		–	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
FIREFIGHTER II		$1,145.10	$1,202.36	$1,262.48	$1,325.60	$1,391.88	$1,461.47	$1,534.54	$1,611.27
3008		**$59,545**	**$62,523**	**$65,649**	**$68,931**	**$72,378**	**$75,996**	**$79,796**	**$83,786**

					Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**
					–	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
FF ENGINEER					$1,325.60	$1,391.88	$1,461.47	$1,534.54	$1,611.27	$1,691.83	$1,776.42
3011					**$68,931**	**$72,378**	**$75,996**	**$79,796**	**$83,786**	**$87,975**	**$92,374**

	Step 1	**Step 2**	**Step 3**	**Step 4**
	–	5.0%	2.5%	2.5%
FIRE CAPTAIN	$2,047.49	$2,149.86	$2,203.61	$2,258.70
3016	**$106,469**	**$111,793**	**$114,588**	**$117,452**

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 10% (Captain not eligible)

Attachment C

FY 2026 Salaried Pay Plan Structure

Effective July 5, 2025

Grade	Minimum	Midpoint	Maximum
Grade 1	$51,082	$63,852	$79,816
Grade 2	$53,636	$67,045	$83,807
Grade 3	$56,318	$70,398	$87,997
Grade 4	$59,134	$73,917	$92,397
Grade 5	$62,091	$77,614	$97,018
Grade 6	$65,196	$81,495	$101,869
Grade 7	$68,455	$85,569	$106,962
Grade 8	$71,878	$89,847	$112,309
Grade 9	$75,471	$94,339	$117,924
Grade 10	$79,245	$99,057	$123,821
Grade 11	$83,208	$104,010	$130,013
Grade 12	$87,368	$109,210	$136,513
Grade 13	$91,736	$114,670	$143,338
Grade 14	$96,323	$120,404	$150,505
Grade 15	$101,140	$126,425	$158,031
Grade 16	$106,196	$132,745	$165,932
Grade 17	$111,506	$139,383	$174,229
Grade 18	$117,081	$146,352	$182,940
Grade 19	$122,936	$153,669	$192,087
Grade 20	$129,083	$161,353	$201,691
Grade 21	$141,991	$177,488	$221,860
Grade 22	$156,190	$195,238	$244,047
Grade 23	$171,809	$214,761	$268,452
Grade 24	$188,990	$236,237	$295,297
Grade 25	$207,889	$259,861	$324,827
Grade 26	$239,072	$298,840	$373,550

Attachment D

FY 2026 Hourly Pay Plan
Structure Effective July 5, 2025

Grade	Minimum	Midpoint	Maximum
Grade 1	$–	$–	$–
Grade 2	$49,920	$49,920	$49,960
Grade 3	$49,920	$49,920	$52,458
Grade 4	$49,920	$49,920	$55,080
Grade 5	$49,920	$49,920	$57,835
Grade 6	$49,920	$49,920	$60,726
Grade 7	$49,920	$51,010	$63,762
Grade 8	$49,920	$53,560	$66,950
Grade 9	$49,920	$56,238	$70,298
Grade 10	$49,920	$59,051	$73,813
Grade 11	$49,920	$62,004	$77,505
Grade 12	$52,084	$65,104	$81,381
Grade 13	$54,688	$68,360	$85,450
Grade 14	$57,423	$71,778	$89,723
Grade 15	$60,293	$75,367	$94,208
Grade 16	$63,309	$79,136	$98,920
Grade 17	$66,474	$83,093	$103,866
Grade 18	$69,798	$87,247	$109,059
Grade 19	$73,287	$91,609	$114,511
Grade 20	$76,951	$96,189	$120,236

In grades 2-6, the city minimum pay falls above the midpoint

In grades 7-11, the city minimum pay falls above the grade minimum

Attachment E

FY 2026 Mayor and City Council Annual Compensation
Effective July 5, 2025

	Salary	Expense Allowance	Auto Allowance	Technology Allowance	Total Compensation
Mayor	$49,774	$11,202	$5,938	$5,987	$72,901
Council Member	$41,600	$11,202	$5,462	$5,987	$64,251

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Summary Statistics and Policies

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Summary Statistics

(all figures represent FY 2026 unless otherwise noted)

Total Full-Time-Equivalent Employees	9,035.25
Total Budget (net of transfers)	$3.65 billion
General Fund	$943.5 million
General Bonded Debt per capita (FY 2024)	$887
General Bonded Debt % of Property Value (FY 2024)	0.42%
Debt Service % of Non-Capital Expenditures	27.9%
Assessed value (2024)	$231.8 billion
Land Area (square miles) (as of April 2025)	314.2
Gross Taxable Sales - Mecklenburg County 2024	$35.0 billion
General Obligation Bond Ratings	AAA

Population

2020 Census	940,144
2024 city limit estimate	966,400

Unemployment Rate (Mecklenburg County)

2022 (as of March)	3.8%
2023 (as of March)	3.4%
2024 (as of March)	3.7%
2025 (as of February)	3.8%

Top Principal Taxpayers (2024)

Duke Energy Corporation	1.00%
Bank of America	0.79%
Wells Fargo	0.73%
American Airlines	0.36%
Truist	0.35%
Time Warner Entertainment	0.25%
SouthPark Mall	0.19%
Piedmont Natural Gas	0.18%
Panthers Stadium	0.15%
AT&T	0.15%

Fire Protection

Fire Prevention Inspectors	58.00
Firefighters	1,203.00

Police Protection

Sworn Police Officers	1,936.00
Civilian	483.50

Storm Water Rates

Single Family (monthly) < 2,000 sq feet	$7.34
Single Family (monthly) 2,000 to <3,000 sq ft	$10.82
Single Family (monthly) 3,000 to <5,000 sq ft	$16.00
Single Family (monthly) >5,000 sq ft	$26.46
Commercial (monthly) per impervious acre	$190.98

Utilities

Water Accounts (projected)	330,493
Sewer Accounts (projected)	295,883
1 Ccf = 748 gallons	
Water Rates for ccf use (typical)	$15.60
Fixed Charge	$8.06
Typical Total Water Rates	$23.66
Sewer Rates	$45.22
Fixed Charge	$16.94
Typical Total Sewer Rates	$62.16
Typical Residential User's Monthly Fee	$85.82
Median Household Income - 2023	$80,581

Charlotte Area's Largest Employers (2024)

Atrium Health	35,700
Wells Fargo	24,000
Charlotte-Mecklenburg Schools	18,495
Bank of America	15,000
Novant Health/Presbyterian Regional Healthcare Corporation	11,698

Summary Statistics

Real Property Tax	
1-cent on the property tax rate	$23,038,674.00
General Fund	21.23¢
Muni Debt Service for Capital	4.09¢
Pay-As-You-Go Capital	2.09¢
Total Property Tax Rate (per $100 valuation)	**27.41¢**

Local Sales Tax	
State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1, 2024)	**7.25%**

Occupancy Tax (FY 2026)	
First 3-Percent	3.0%
Second 3-Percent	2.0%
NASCAR Hall of Fame Tax	2.0%
Total	**7.0%**

Prepared Food Tax (FY 2026)	
City/County	1.0%

Municipal Service Districts (FY 2026)	
District	
01 - Center City	1.28¢
02 - Center City	3.00¢
03 - Center City	4.14¢
04 - South End	2.80¢
05 - University City	2.62¢
06 - SouthPark	3.81¢
(per $100 valuation)	

Regional City and County Property Tax Rates	
Charlotte FY 2026 Adopted	27.41¢
Mecklenburg County FY 2025 Adopted	48.31¢

FY 2025 Tax Rates for Towns/District	
Cornelius	$17.31
Davidson	$26.60
Huntersville	$22.75
Matthews	$26.65
Mint Hill	$22.50
Pineville	$28.50
Police Service District	$11.70
Stallings	$18.60

Motor Vehicle Registration Fee (FY 2026)	
Charlotte	$30.00

Solid Waste Fees	
Charlotte FY 2026 Adopted	
Residential: Curbside	$120.30
Residential: Dumpster	$109.90
County (FY 2025)	
Single-Family & Mobile Homes	$49.50
Multiple Family	$49.50

Car Rental Taxes (FY 2026)	
Road Use Tax	8.0%
Charlotte Vehicle Rental Tax	1.5%
Mecklenburg Vehicle Rental Tax	1.5%
Airport Tax (If applicable)	10.0%
U-Drive-it Vehicle Rental tax	5.0%

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. US 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 twenty-five 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

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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 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.

Hourly Pay Plan: The city's hourly pay plan covers hourly employees in labor, trades, and administrative positions. Hourly employees typically receive an annual market adjustment as well as a merit increase based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

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 Transit Commission (MTC): The policy board for the Charlotte Area Transit System (CATS) that has responsibility for reviewing and recommending all long-range public transportation plans.

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.

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.

Key Terms

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.

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.

Salaried Pay Plan: The city's Salaried Pay Plan covers all salaried city employees with the exception of non-managerial uniformed Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

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, focused on Equity, Engagement, and the Environment.

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
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
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
PAYGO	Pay-As-You-Go
RFP	Request for Proposal
SBE	Small Business Enterprise
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services

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Council Actions

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Request for Council Action

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9. Fiscal Year 2026 Operating Budget and Fiscal Years 2026 - 2030 Capital Investment Plan

Action:
Adopt the Fiscal Year (FY) 2026 Appropriations and Tax Levy Ordinance, the FY 2026 Compensation and Benefits Recommendations, and other items related to the Annual Budget Ordinance adoption:

A. The FY 2026 Operating Appropriations and Tax Levy Ordinance,

B. The FY 2026 - 2030 Capital Investment Plan,

C. The FY 2026 General Solid Waste Fee,

D. The FY 2026 Storm Water Services Fees,

E. The FY 2026 Transit Operating Budget, FY 2026 Transit Debt Service Budget, and FY 2026 - 2030 Transit Capital Investment Plan which was approved by the Metropolitan Transit Commission on April 30, 2025,

F. The Charlotte Water Rate Methodology by approving revisions to the Revenue Manual,

G. The FY 2026 Charlotte Water Rates,

H. The FY 2026 Compensation and Benefits Plan and associated Human Resources contracts,

I. Outside Agency and Municipal Service District contracts,

J. Internal Service Funds Financial Plans Resolution, and

K. Other budget items.

Committee Chair:
Dimple Ajmera, Budget, Governance, and Intergovernmental Relations Committee

Staff Resource(s):
Marcus Jones, City Manager
Marie Harris, Strategy and Budget
Teresa Smith, Finance

Policy

- As required by Chapter 159 of the North Carolina General Statutes, the City of Charlotte adopts annual appropriations and a tax levy ordinance and considers related actions by July 1 of each fiscal year.
- The annual budget is an instrument that establishes policy. The budget identifies and summarizes programs and services provided by the city and how they are funded. It is the annual plan that coordinates the use of revenues and associated expenditures.

Background

- The annual budget ordinance is presented in accordance with the City Manager's Proposed FY 2026 Budget presented on May 5, 2025, and subsequent City Council budget adjustments.
- The FY 2026 Budget is structurally balanced and focuses on five City Council Strategic Priorities: Well-Managed Government focused on Equity, Engagement, and the Environment; Great Neighborhoods; Safe Communities; Transportation and Planning; and Workforce and Business

Development.

- The budget development process includes input from the community, city departments, and the Mayor and City Council. To facilitate input, the city held three Budget, Governance, and Intergovernmental Relations Committee meetings on February 3, March 3, and April 7, 2025, and two Budget Workshops on February 10 and March 24, 2025. Public budget engagement occurred through a virtual budget "Lunch and Learn" session on March 4; an in-person Budget 101 event on March 18; a virtual "Community Conversation" on May 27; and a budget public input survey that was available from February 8 through April 7. There was also a Public Hearing on the Proposed Budget on May 12, a Budget Adjustments Meeting on May 19, and a Budget Straw Votes Meeting on June 2, 2025.
- The Mayor and City Council met on May 19 and June 2, 2025, to discuss budget adjustments for consideration to the Proposed FY 2026 Budget. Five budget adjustments were approved by City Council for inclusion in the FY 2026 Budget, including the use of $3,237,000 in one-time funding from American Rescue Plan Act (ARPA) revenue replacement funds.
- FY 2026 General Fund and FY 2026 General Capital Investment Plan (CIP):
  - Balances budget without a property tax increase.
  - Preserves core services.
  - Maintains operating reserve levels with no use of one-time revenues such as General Fund fund balance.
  - Continues Charlotte's legacy of affordable cost of service, with the expectation of maintaining the lowest tax rate among North Carolina's largest cities in FY 2026.
  - Protects current employees with no layoffs or furloughs.
  - Raises minimum pay to $24/hour for city employees.
  - Begins 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 Residential Dumpster, and increasing the Curbside fee by $1.35 per month and the Dumpster fee by $0.49 per month.
  - Establishes the Office of Youth Opportunities to promote economic opportunity and positive youth development for ages 13-24.
  - Continues the city's commitment to violence reduction through investments in the Alternatives to Violence program along Beatties Ford Road and provides funding for the expansion of Atrium Health's hospital-based violence intervention program, Project BOOST.
  - Supports small businesses with nearly $2 million to establish the Small Business Readiness fund to build capacity in targeted industries, especially those related to mobility investments, and to continue NXT|CLT and Amp Up.
  - Leverages more than $1.8 million in funding to support urgent home repair, affordable housing placement, and high-quality naturally occurring affordable housing in addition to the $100 million voter-approved 2024 Housing Bond to increase affordable housing production.
  - Invests $1 million to start a community benefits fund to help advance the greatest needs identified in the 14 Community Area Plans.
  - Continues the city's Education to Employment (E2E) program, giving Charlotte-Mecklenburg Schools graduates opportunities to apply for entry-level positions within the city.
  - Continues being a leader in municipal sustainability led by the Strategic Energy Action Plan with:
    - $2.5 million to support the installation of sustainable infrastructure at city-owned facilities; and
    - Funding for 45 electric vehicles and 155 hybrid vehicles to reduce emissions in the city's fleet, as well as the continued conversion of the Airport's bus fleet to electric vehicles.
  - Invests $25.6 million in Fire infrastructure by advancing the construction of five firehouses (three new infill and two replacements) and expansion of one existing firehouse to accommodate an additional fire company.
  - Adds a Commercial Burn Building to the Advanced Planning and Design Program to support on-going training for Charlotte firefighters.

- Funds $30 million over the next four years for a satellite Animal Care and Control adoption facility that is currently in design.
- Elevates Charlotte Business INClusion and the General Services' Procurement Division into the new Contracting and Procurement Department to optimize cohesion and the expertise within these core services.
- Establishes a new Organizational Improvement Team that will identify opportunities to streamline operations, improve service delivery, and improve customer satisfaction beginning with the new Contracting and Procurement Department as well as the CLT Development Center.
- Realigns Animal Care and Control services from Police to the General Services department to allow Animal Care and Control to more directly benefit from the administrative, operations, and field services components within General Services.
- Dedicates $3 million in FY 2026 and $11 million over five years towards an ongoing radio replacement program to ensure critical public safety communication infrastructure is replaced regularly.
- Supports expansion of the 911 Call Center in Police headquarters and the Police and Fire Training Academy with $2 million in funding in FY 2026 for a total investment of $9 million.
- Continues to implement the Americans with Disabilities Act Transition Plan in city-owned facilities.

Recommended Changes to the Proposed FY 2026 Budget from the June 2 City Council Budget Straw Votes Meeting

- During the June 2 Budget Straw Votes Meeting, City Council approved five adjustments with the first four adjustments listed utilizing one-time funding from American Rescue Plan Act (ARPA) revenue replacement funds.
  - Allocates $1.5 million over three-years for the city's employee support programs;
  - Provides $200,000 for the NAACP National Convention hosted in Charlotte;
  - Programs $1,237,000 to add the following non-profit organizations to the city's FY 2026 One-Time Discretionary Financial Partner program:
    - Carolina Metro Inc.: $50,000,
    - Carolina Youth Coalition: $100,000,
    - Carolinas Asian American Chamber of Commerce: $100,000,
    - Charlotte Museum of History (operating): $100,000,
    - DreamKey Partners: $231,000,
    - For The Struggle, Inc.: $100,000,
    - Hearts for the Invisible: $100,000,
    - Just Do It Movement! Inc.: $32,000,
    - PowerUp USA: $100,000,
    - Que-OS/BOOM Charlotte: $90,000,
    - Roof Above: $100,000,
    - The Males Place, Inc.: $100,000, and
    - The Save Our Children Movement, Inc.: $34,000;
  - Provides $300,000 to the Helping Hands Foundation; and
  - Authorizes the City Manager to seek $350,000 of alternate funding sources for an upcoming Charlotte Museum of History exhibit.

A. Adopt the FY 2026 Operating Appropriations and Tax Levy Ordinance

- The total FY 2026 budget is $3.65 billion net of transfers, with $1.21 billion for personnel and benefits expenditures, $988.0 million for operating expenditures, $1.14 billion for capital expenditures, and $308.2 million for debt service expenditures. The General Fund operating budget totals $943.5 million.
- The total budget includes the following key revenues:
  - A property tax rate of 27.41¢ per $100 of assessed valuation, the same rate as in FY 2025. The FY 2026 assessed value is estimated at $231.8 billion, with an estimated collection rate

of 99.4 percent.
- The FY 2026 Water and Sewer Fee is proposed to increase by 6.81 percent for the typical homeowner, which is an average increase of $5.47 per month.
- The FY 2026 Storm Water Services Fee is proposed to increase by 6.60 percent. The typical homeowner would experience a $0.67 per month increase.
- The Solid Waste Fee is being split in FY 2026 to align with the two residential service types, dumpster and curbside. The Solid Waste Fee is increasing by approximately $0.49 per month for residential dumpster service and approximately $1.35 per month for residential curbside service.
- Select Aviation non-regulatory fees were adjusted to increase or decrease based on Aviation's cost-recovery model.
- Charlotte Area Transit System (CATS) base transit fare remains flat from FY 2025 to FY 2026.

B. Adopt the FY 2026 - 2030 Capital Investment Plan

General CIP

- The General CIP is supported by a portion of the 27.41¢ property tax as follows:
  - 4.09¢ for the Municipal Debt Service Fund, and
  - 2.09¢ for the Pay-As-You-Go (PAYGO) Fund.
- The FY 2026 - 2030 five-year General CIP totals $651 million and includes General Obligation Bonds, other sources, reappropriation of prior authorization, and PAYGO funds.

Nongeneral CIPs

- Nongeneral programs are financially self-sustaining and do not rely on property tax support.
- The FY 2026 - 2030 five-year nongeneral CIPs include:
  - Aviation totals $1.67 billion and is funded by $906.8 million in revenue bonds, $249.5 million ir Aviation PAYGO, $262.0 million in passenger facility charges, $182.2 million in federal grants, and $72.2 million in state grants.
  - CATS totals $331.6 million and is funded by $121.6 million in Certificates of Participation, $106.9 million in federal grants, $16.8 million state grants, and $86.3 million in other sources.
  - Charlotte Water totals $2.29 billion and is funded by $988.6 million in Charlotte Water PAYGO and $1.30 billion in water and sewer revenue bonds.
  - Storm Water totals $425.0 million and is funded by $180.0 million in revenue bonds and $245.0 million in Storm Water PAYGO and program income.

C. Amend the General Solid Waste Fee

- The Solid Waste Fee is being split in FY 2026 to align with the two residential service types, dumpster and curbside. The annual Solid Waste Fee changes for residential dumpster service from $104.05 to $109.90 and for residential curbside service from $104.05 to $120.30. The increase will generate additional revenue to cover a portion of FY 2026 increases in Solid Waste operations. The additional revenue brings the estimated cost recovery for curbside residential service to 39.8 percent with the goal to reach 50 percent cost recovery by FY 2029.
- These changes become effective on July 1, 2025.
  - The revised fee will be included in the tax bills that will be mailed to property owners by September 2025 and are due by December 31, 2025.

D. Approve the FY 2026 Storm Water Services Fee

- In accordance with the Interlocal Agreement on Storm Water Services, this action will inform Mecklenburg County of the amount to be charged for the city's portion of the fee.
- The FY 2026 Storm Water Services Fee changes include:
  - Detached single family homes with less than 2,000 square feet (sf) of impervious area changes from $6.88 per month to $7.34 per month in FY 2026;
  - Detached single family homes with 2,000 to less than 3,000 sf of impervious area changes from $10.15 per month to $10.82 per month in FY 2026;
  - Detached single family homes with 3,000 to less than 5,000 sf of impervious area changes

from $15.00 per month to $16.00 per month in FY 2026;
- Detached single family homes with 5,000 sf or more of impervious area changes from $24.81 per month to $26.46 per month in FY 2026; and
- Commercial and multi-family per acre of impervious area changes from $179.07 per month to $190.98 per month in FY 2026.

E. Adopt the FY 2026 Transit Operating Budget, FY 2026 Transit Debt Service Budget, and FY 2026 -2030 Transit Capital Investment Plan which was approved by the Metropolitan Transit Commission on April 30, 2025

Policy

- The Transit Governance Interlocal Agreement calls for the Metropolitan Transit Commission (MTC) to annually approve a Transit Operating Program and a Transit Capital Program by April 30. Following the MTC's approval, the Transit Operating and Capital Programs are forwarded to City Council for approval. Upon approval, City Council shall fund the programs through its budget process and/or project ordinances.

Budget Overview

- The FY 2026 Transit Operating and Debt Service Budgets and the FY 2026 - 2030 Transit CIP have been developed in compliance with CATS Financial Policies, including an annual contribution to the Transit Revenue Reserve Fund, year-end fund balance, debt service coverage ratios, and the transfer of balances to the capital program.
- The FY 2026 Budget includes no proposed fare increases and no proposed new fees.
- The FY 2026 Budget for CATS represents three key ideas: safety and security of riders and operators, valuing CATS employees, and maintenance and preservation of CATS facilities, buses, and rail vehicles.

F. Amend the Charlotte Water Rate Methodology by approving Revisions to the Revenue Manual

- Charlotte Water rate methodology changes with the adoption of the FY 2026 Budget.
- The schedule of water and sewer rates, fees, and charges is calculated according to the rate methodology as codified in the revenue manual and Charlotte Water's approved budget and is published annually.
- The Revenue Manual revisions include:
  - Clarification of language related to special financing programs, civil penalties, and installation fees;
  - Addition of miscellaneous fees related to backflow and meter/yoke removal;
  - Addition of levelized billing options for customers;
  - Rebranding of the manual name;
  - Various formatting and editing of duplicative language; and
  - Alignment with Chapter 23 of the City Code.
- A Joint Public Hearing between the City Council and the Charlotte Water Advisory Committee was held on May 12, 2025. No comments from the public were received.

G. Adopt the FY 2026 Charlotte Water Rates

- Water and sewer fees are necessary to maintain current infrastructure, accommodate growth, and respond to changing regulatory requirements.
- FY 2026 rate changes include:
  - Typical resident water and sanitary sewer availability fees at $11.76 per month, an increase of $0.84 from Fiscal Year 2025;
  - Typical resident water and sanitary sewer fixed fees at $13.24 per month, an increase of $0.92 from Fiscal Year 2025;
  - The typical monthly total water and sanitary sewer bill for residential customers is estimated to be $85.82 in Fiscal Year 2026, an increase of $5.47 per month; and
  - The typical bill assumes 5,236 gallons, or seven 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.

H. Adopt the FY 2026 Compensation and Benefits Plan and Associated Human Resources Contracts

Compensation

- This action authorizes the City Manager to implement the recommendations from the FY 2026 Compensation and Benefits Plan and subsequent adjustments by Council at the June 2 Budget Adjustments meeting including, but not limited to the following items:
- In the Public Safety Pay Plan:
  - All merit steps of the FY 2026 Public Safety Pay Plan to be funded,
  - A market adjustment to the pay steps of 1.5 percent, effective August 16, 2025, and
  - A one-time 1.5 percent lump-sum payment in November 2025 for Public Safety Pay Plan members that are not eligible for a step increase in FY 2026.
- In the Salaried Pay Plan:
  - Merit increase pool funded at three percent, and
  - A 2.5 percent structural increase to the Salaried Pay Plan ranges, effective July 5, 2025, which adjusts the minimum and maximum rates of pay grades to ensure the plan remains competitive in the marketplace.
- In the Hourly Pay Plan:
  - City minimum pay rate increase to $49,920 for all non-temporary, full-time employees effective November 1, 2025,
  - One across-the-board pay increase of 1.5 percent effective August 16, 2025,
  - A 2.5 percent Hourly Pay Plan pool as the city transitions hourly employees back to an annual salary review, and
  - A 2.5 percent structural increase adjustment to the Hourly Pay Plan ranges, effective July 5, 2025, which adjusts the minimum and maximum rates of pay grades to ensure the plan remains competitive in the marketplace.

Benefits

- Increase active employee medical plan weekly premiums by $1 to $32 based on plan and tier.
- Increase non-Medicare-eligible medical plan monthly premiums for retirees with 20 years of service by $2 to $69 based on plan and tier.
- Provide the City Manager the authority to make medical and prescription drug plan and wellness incentive changes within the overall health insurance budget.
- Provide the City Manager the authority to approve vendor, rate, plan options and plan design changes for the Medicare-eligible Retiree Health Plans.
- Provide the City Manager the authority to renegotiate the current contracts, or if the contracts are rebid, to select vendors, execute the contracts and future contract amendments and determine plan design within the selected vendors for Medical Coverage, Dental, Health Clinic, Employee Assistance Program, Flexible Spending Accounts, Health Savings Accounts, Health Advocacy, Short-Term and Long-Term Disability, Family Medical Leave Administration, Benefits Administration, Vision, Stop Loss insurance, Life Insurance, Prescription Drug Plan, Benefits Consulting Services, voluntary benefits, and wellness services.

I. Approve Outside Agency and Municipal Service District Contracts

- This action authorizes the City Manager to negotiate and execute contracts related to outside agencies and municipal service districts. The outside agency and Municipal Service District contracts are outlined below.

Arts and Culture Sector

- Foundation For The Carolinas (FFTC) will administer the city's FY 2026 allocation of arts and culture funding totaling $11,000,000 from the General Fund. This allocation includes:
  - $8,850,000 to support the organizations that have historically received annual operating support;
  - $2,000,000 to be distributed to Arts, Sciences and Cultural Council (ASCC) via FFTC for grantmaking that supports individual artists, creatives, collaboration across the ecosystem, of this amount, up to 15 percent is eligible for administrative costs that support the Arts and

Culture Plan; and
  - $150,000 in an administrative fee to FFTC for their service as the fiscal agent and administrative partner.
- Additionally, FFTC will provide $300,000 of excess funds raised for the Infusion Fund to the Charlotte Museum of History for the upcoming exhibit, *The American Revolution, the Augmented Exhibition*. This is in addition to the city's funding of $50,000 for the exhibit.

FY 2026 General Fund Discretionary Financial Partners

- Alliance Center for Education (formerly Bethlehem Center): $90,000
- Greater Enrichment Program: $200,000
- Knothole Foundation: $75,000
- My Brother's Keeper Charlotte-Mecklenburg: $50,000
- Safe Alliance: $397,038

FY 2026 One-Time Discretionary Financial Partners

- Big Brothers Big Sisters of Central Carolinas: $100,000
- Carolina Metro Inc.: $50,000
- Carolina Youth Coalition: $100,000
- Carolinas Asian American Chamber of Commerce: $100,000
- Charlotte Museum of History (operating): $100,000
- Crisis Assistance Ministry: $825,000
- DreamKey Partners: $231,000
- For The Struggle, Inc.: $100,000
- Hearts for the Invisible: $100,000
- Housing Collaborative: $200,000
- Just Do It Movement! Inc.: $32,000
- National Institute of Minority Economic Development - The Women's Business Center: $50,000
- Our Daily Bread Foundation: $70,000
- PowerUp USA: $100,000
- Prospera NC: $50,000
- Que-OS/BOOM Charlotte: $90,000
- Roof Above: $100,000
- The Boost Pad: $50,000
- The Males Place, Inc.: $100,000
- The Save Our Children Movement, Inc.: $34,000
- United Way of Greater Charlotte: $130,000

FY 2026 Dedicated Revenue Sources Financial Partners

- Municipal Service District (MSD) Contracts
- The tax rates remain unchanged in MSDs #1 and #4 (Charlotte Center City Partners), #5 (University City Partners), and #6 (SouthPark Community Partners). Charlotte Center City Partners' FY 2026 Budget for MSDs #2 and #3 includes tax rate increases of 0.82¢. MSD #2 increases from 2.18¢ to 3.00¢ per $100 assessed valuation and MSD #3 increases from 3.32¢ to 4.14¢ per $100 assessed valuation. These increases are to support the Uptown Vibrancy Collaborative, which focuses on public safety, improving perception, and increasing economic vibrancy.
  - Charlotte Center City Partners ($8,137,294)
    - District 1: Center City
      - Tax Rate remains the same, 1.28¢
      - FY 2026 Contract: $1,929,137
    - District 2: Center City
      - Tax Rate increased, 3.00¢
      - FY 2026 Contract: $1,859,722
    - District 3: Center City
      - Tax Rate increased, 4.14¢
      - FY 2026 Contract: $2,605,759
    - District 4: South End
      - Tax Rate remains the same, 2.80¢

        - FY 2026 Contract: $1,742,675
    - University City Partners
        - District 5: University City
            - Tax Rate remains the same, 2.62¢
            - FY 2026 Contract: $1,613,953
    - SouthPark Community Partners
        - District 6: SouthPark
            - Tax Rate remains the same, 3.81¢
            - FY 2026 Contract: $1,794,542
- Charlotte Center City Partners: Additional support from Tourism Fund for special events (up to $500,000)
- Charlotte Regional Visitors Authority (CRVA): $23,978,293
    - CRVA - Film Commission: $150,000

Federal Grant Funded and Other Sources Financial Partners

- DreamKey Partners (formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing: $1,300,000
- TreesCharlotte funded through Tree Canopy Care funds: $250,000

FY 2026 Public Art Work Plan

- The Arts, Sciences, and Cultural Council administers the Public Art Program, which is outlined in Chapter 15 Article IX of the Charlotte City Code.
- The FY 2026 CIP Public Art allocations include:
    - General Capital Investment Plan: $198,600,
    - Aviation Capital Investment Plan: $393,451, and
    - Charlotte Water Capital Investment Plan: $175,000.

School Resource Officer Program for Charlotte-Mecklenburg Schools

- The Charlotte-Mecklenburg Police Department (CMPD), through the School Resource Officer (SRO) Program, has a security presence at Charlotte-Mecklenburg Schools (CMS) middle and high schools in their jurisdiction.
- The SROs provide police services to their respective school communities as their primary assignment.
- CMPD will provide approximately 57 Police Officers and three Sergeants to CMS for the 2025 - 2026 school year.
- This action authorizes the City Manager to negotiate and execute the FY 2026 contract with CMS for continued funding for these SRO positions.

One-Time Outside Agency Programmatic Support

- Provide funding for the Helping Hands Foundation: $300,000.
- Funding to support the 2025 NAACP Convention: $200,000.
- Provide supplemental funding to the Charlotte Museum of History for the upcoming exhibit, *The American Revolution, the Augmented Exhibition*, in addition to the $300,000 from the FFTC: $50,000. This funding will come from the FY 2026 Non-Departmental - Contributions and Grants.

J. Internal Service Funds Financial Plans Resolution

- Adopts the Financial Plans for the city's Internal Service Funds.
- The three Funds include the Employee Health & Life Fund, Risk Management Fund, and Fleet Management Fund. These three Funds predominately benefit other city funds and departments or other governments.
- City Council has typically authorized the Financial Plans for these funds as part of the Budget Ordinance. This action excludes the Financial Plans from the Budget Ordinance, as authorized by state statute, with adoption granted through the approval of a separate Resolution.

K. Approve Other Budget Items

- Various updates to the schedule of regulatory and non-regulatory user fees.
- The budget ordinance included is the city's annual budget operating ordinance. Sections 1 through 13 of this Ordinance reflect the items included in the FY 2026 Budget and all Council adjustments.

- The remainder of the Annual Ordinance (Sections 14 through 95) serves to make budgetary corrections to the current fiscal year for technical, accounting, and other adjustments necessary prior to the fiscal year's end.

Attachment(s)
Annual Budget Ordinance
Resolution by MTC
FY 2026 Charlotte Water Revenue Manual
FY 2026 Compensation and Benefits
Internal Service Funds Resolution

FY 2026 Annual Budget Ordinance

MTC Resolution

FY 2026 CLTW Revenue Manual

FY 2026 Compensation and Benefits

Internal Service Funds Resolution

CITY OF CHARLOTTE

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Budget Ordinance

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CITY OF CHARLOTTE

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2025-2026 BUDGET ORDINANCE

ADOPTED JUNE 9, 2025

BE IT ORDAINED by the City of Charlotte, North Carolina;

Section 1. The following amounts are hereby appropriated for the operation of the City Government and its activities for the fiscal year (FY) beginning July 1, 2025, and ending June 30, 2026, according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND	**943,500,000**
SCHEDULE B. CHARLOTTE WATER OPERATING FUND	**651,237,539**
SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS-CONSOLIDATED	**289,238,642**
SCHEDULE D. AVIATION OPERATING FUNDS-CONSOLIDATED	**840,459,037**
SCHEDULE E. STORM WATER OPERATING FUND	**104,014,004**
SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS-CONSOLIDATED	**182,262,769**
SCHEDULE G. MUNICIPAL DEBT SERVICE FUND	**200,411,012**
SCHEDULE H. AVIATION DEBT SERVICE FUNDS-CONSOLIDATED	**123,061,926**
SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND	**15,510,425**
SCHEDULE J. STORM WATER DEBT SERVICE FUND	**21,303,617**
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS-CONSOLIDATED	**35,351,287**
SCHEDULE L. TOURISM DEBT SERVICE FUND	**22,882,188**
SCHEDULE M. POWELL BILL FUND	**15,028,173**
SCHEDULE N. CONVENTION CENTER TAX FUND	**93,521,600**
SCHEDULE O. TOURISM OPERATING FUND	**57,748,000**
SCHEDULE P. CEMETERY TRUST FUND	**143,799**
SCHEDULE Q. NASCAR HALL OF FAME TAX FUND	**24,608,700**
SCHEDULE R. NASCAR HALL OF FAME DEBT SERVICE FUND	**9,278,083**
SCHEDULE S. CULTURAL FACILITIES DEBT SERVICE FUND	**7,654,900**
SCHEDULE T. PUBLIC SAFETY COMMUNICATIONS FUND	**8,549,822**

Section 2. The following amounts are hereby appropriated for the capital projects of the City Government and its activities for the FY beginning July 1, 2025, according to the following schedules:

SCHEDULE A. NEIGHBORHOOD DEVELOPMENT GRANTS FUND	**13,517,997**
SCHEDULE B. GENERAL GRANTS FUND	**21,785,200**
SCHEDULE C. EMERGENCY TELEPHONE SYSTEM FUND	**2,751,067**
SCHEDULE D. HOME GRANT FUND	**3,564,250**
SCHEDULE E. COMMUNITY DEVELOPMENT FUND	**5,842,450**
SCHEDULE F. PAY-AS-YOU-GO FUND	**104,203,928**
SCHEDULE G. GENERAL CAPITAL PROJECTS FUND	
Well-Managed Government, Equity, Engagement, and Environment	46,315,518
Great Neighborhoods	2,080,000
Safe Communities	34,075,000
Transportation and Planning	1,650,000
Workforce and Business Development	2,000,000
TOTAL GENERAL CAPITAL PROJECTS FUND	**86,120,518**
SCHEDULE H. TOURISM CAPITAL PROJECTS FUND	
Baseball Stadium Allocation	683,000
Arena Maintenance Reserve	1,100,000
Ovens/Bojangles Capital Maintenance and Repair	5,000,000
Cultural Facilities Maintenance	5,335,700
Special Projects and Other Expenses	3,710,600
TOTAL TOURISM CAPITAL PROJECTS FUND	**15,829,300**

SCHEDULE I. STORM WATER CAPITAL PROJECTS FUND	
Improve Drainage for Storm Water	74,300,000
Improve Surface Water Quality	3,700,000
Mitigate Impacts to Streams and Wetlands	3,000,000
TOTAL STORM WATER CAPITAL PROJECTS FUND	**81,000,000**
SCHEDULE J. CHARLOTTE WATER CAPITAL PROJECTS FUND	
Water	116,422,163
Sewer	316,117,930
Other	15,040,560
TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND	**447,580,653**
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED	
Develop Transit Systems	4,000,000
Enhance Safety and Security on Transit	1,323,814
Purchase New Transit Support Systems and Equipment	9,594,035
Purchase Support Vehicles for CATS	4,265,764
Purchase and Maintain Rail Vehicles	32,906,585
Maintain Transit Facilities	6,459,000
TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED	**58,549,198**
SCHEDULE L. AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED	
Renovate Airport Terminal	32,526,786
Enhance Airfield Capacity	394,313,538
Enhance Airport Services Facilities	11,318,139
Expand Ground Transportation Capacity	17,605,000
Improve Private Aircraft Area	20,676,573
TOTAL AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED	**476,440,036**

Section 3. It is estimated the following revenues will be available during the fiscal year beginning July 1, 2025, and ending on June 30, 2026, to meet the appropriations shown in Section 1 according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND	
Taxes	
Property Tax	492,825,277
Property Tax - Synthetic TIG	2,035,766
Sales Tax	153,353,397
Sales Tax on Utilities	63,897,043
Tax Reimbursements	5,217,070
Police Services	28,988,956
Solid Waste Disposal Fees	45,109,161
Other Revenues	
Licenses and Permits	21,029,288
Fines, Forfeits, and Penalties	4,146,473
Interlocal Grants and Agreements	4,927,171
Federal and State Shared Revenues	11,220,741
General Government	21,664,342
Public Safety	2,980,886
Cemeteries	1,094,385
Use of Money and Property	8,143,253
Sale of Salvage and Land	975,000

SCHEDULE A. GENERAL OPERATING FUND (continued)	
Other Revenues	841,419
Intragovernmental Revenues	73,696,503
Transferred Revenues	1,210,070
Transfers from Other Funds	143,799
TOTAL GENERAL OPERATING FUND	**943,500,000**
SCHEDULE B. CHARLOTTE WATER OPERATING FUND	
Volumetric Rate Revenues	423,635,360
Fixed Rate Revenues	49,759,319
Availability Fees	63,477,535
Connection Fees	11,000,000
System Development Fees	47,000,000
Industrial Waste Surcharges	7,100,000
Service Charges	3,913,000
Interest on Investments	3,000,000
Other Revenues	5,631,300
Uncollectable Revenue	(3,000,000)
Other Non-Operating Revenue	2,300,000
Fund Balance	37,421,025
TOTAL CHARLOTTE WATER OPERATING FUND	**651,237,539**
SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS-CONSOLIDATED	
Half-Percent Sales Tax (Sales Tax Consolidation Fund)	167,333,658
Interlocal Agreements	
Town of Huntersville	18,566
Mecklenburg County	192,942
Passenger Fares	18,500,000
Federal Grants	38,293,583
State Grants	9,528,761
Transit Pay-As-You-Go Transfer	32,057,920
Other Revenues	15,586,000
Interest Earnings	7,727,212
TOTAL CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS-CONSOLIDATED	**289,238,642**
SCHEDULE D. AVIATION OPERATING FUNDS-CONSOLIDATED	
Terminal Area	169,223,319
Airfield	73,740,874
Concessions	79,174,531
Rental Cars	24,874,147
Parking	130,000,000
Fixed Based Operator	41,840,867
Other	29,036,312
Passenger Facility Charges	121,880,888
Contract Facility Charges	22,314,000
Discretionary Fund	148,374,099
TOTAL AVIATION OPERATING FUNDS-CONSOLIDATED	**840,459,037**

SCHEDULE E. STORM WATER OPERATING FUND	
Storm Water Fees	88,441,361
Permitting Fees	4,000,000
Interest Earnings	500,000
Fund Balance	11,072,643
TOTAL STORM WATER OPERATING FUND	**104,014,004**
SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS-CONSOLIDATED	
Contribution from Charlotte Water Operating Fund	182,262,769
TOTAL CHARLOTTE WATER DEBT SERVICE FUNDS-CONSOLIDATED	**182,262,769**
SCHEDULE G. MUNICIPAL DEBT SERVICE FUND	
Property Tax	96,661,292
Sales Tax	60,494,725
Interest on Investments	4,691,135
Contribution from Other Funds	
Powell Bill Fund	2,557,203
PAYGO Fund - Vehicles/Other	24,865,411
Proceeds from Lease Purchases	750,000
Other Revenue	1,834,500
Fund Balance	8,556,746
TOTAL MUNICIPAL DEBT SERVICE FUND	**200,411,012**
SCHEDULE H. AVIATION DEBT SERVICE FUNDS-CONSOLIDATED	
Contribution from Aviation Operating Fund	44,594,168
Contribution from Passenger Facility Charges	76,967,758
Proceeds from Sale of Debt	1,500,000
TOTAL AVIATION DEBT SERVICE FUNDS-CONSOLIDATED	**123,061,926**
SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND	
Contribution from Convention Center Tax Fund	15,510,425
TOTAL CONVENTION CENTER DEBT SERVICE FUND	**15,510,425**
SCHEDULE J. STORM WATER DEBT SERVICE FUND	
Contribution from Storm Water Operating Fund	21,303,617
TOTAL STORM WATER DEBT SERVICE FUND	**21,303,617**
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS-CONSOLIDATED	
Transfers from CATS Operating Funds (Article 43 Sales Tax)	
Transfer from CATS Operating (Debt Service)	10,000,000
Transfer from CATS Operating (Control Account)	14,500,000
Federal Grants	2,927,275
Fund Balance	7,924,012
TOTAL CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS-CONSOLIDATED	**35,351,287**
SCHEDULE L. TOURISM DEBT SERVICE FUND	
Contribution from Tourism Operating Fund	22,882,188
TOTAL TOURISM DEBT SERVICE FUND	**22,882,188**

SCHEDULE M. POWELL BILL FUND	
State Powell Bill Distribution	13,679,745
Transfer from General Operating Fund	513,800
Interest on Investments	65,698
Sale of Used Vehicles	181,530
Fund Balance	587,400
TOTAL POWELL BILL FUND	**15,028,173**
SCHEDULE N. CONVENTION CENTER TAX FUND	
Taxes	88,524,000
Interest on Investments	3,997,600
Lease of City-Funded Bank of America Stadium Improvements	1,000,000
TOTAL CONVENTION CENTER TAX FUND	**93,521,600**
SCHEDULE O. TOURISM OPERATING FUND	
Occupancy Tax	27,813,749
Rental Car Tax	6,203,900
Interest on Investments	3,352,100
Contribution from Charlotte Hornets	1,100,000
Transfer from Pay-As-You-Go Fund	14,587,211
Transfers for Synthetic TIG Agreements from:	
General Operating Fund	1,279,532
Municipal Debt Service Fund	246,504
Pay-As-You-Go Fund	125,964
Contribution from Mecklenburg County	2,948,040
Contribution from Center City Partners	51,000
Miscellaneous	40,000
TOTAL TOURISM OPERATING FUND	**57,748,000**
SCHEDULE P. CEMETERY TRUST FUND	
Interest on Investments	143,799
TOTAL CEMETERY TRUST FUND	**143,799**
SCHEDULE Q. NASCAR HALL OF FAME TAX FUND	
Occupancy Tax	22,991,300
Interest on Investments	1,617,400
TOTAL NASCAR HALL OF FAME TAX FUND	**24,608,700**
SCHEDULE R. NASCAR HALL OF FAME DEBT SERVICE FUND	
Contribution from NASCAR Hall of Fame Tax Fund	9,278,083
TOTAL NASCAR HALL OF FAME DEBT SERVICE FUND	**9,278,083**
SCHEDULE S. CULTURAL FACILITIES DEBT SERVICE FUND	
Contribution from Tourism Operating Fund	7,654,900
TOTAL CULTURAL FACILITIES DEBT SERVICE FUND	**7,654,900**
SCHEDULE T. PUBLIC SAFETY COMMUNICATIONS FUND	
Operating Revenue from City of Charlotte	4,291,114
Operating Revenue from Regional Partners	4,249,784
Interest Earnings	4,424
Miscellaneous Revenue	4,500
TOTAL PUBLIC SAFETY COMMUNICATIONS FUND	**8,549,822**

Section 4. It is estimated the following revenues will be available during the fiscal year beginning July 1, 2025 to meet the appropriations shown in Section 2 according to the following schedules:

SCHEDULE A. NEIGHBORHOOD DEVELOPMENT GRANTS FUND	
Housing Opportunities for Persons with Aids (HOPWA) Grant	3,751,717
Emergency Solutions Grant	493,780
Bank of America Youth Grant	142,500
TOD Affordable Housing Fee-in-Lieu	2,500,000
Tree Mitigation and Planting Revenues	6,380,000
Miscellaneous Contributions	250,000
TOTAL NEIGHBORHOOD DEVELOPMENT GRANTS FUND	**13,517,997**
SCHEDULE B. GENERAL GRANTS FUND	
Federal and State Grants and Reimbursements	14,402,571
Assets Forfeiture	2,300,000
Contributions	4,454,929
Contribution from Other Funds	627,700
TOTAL GENERAL GRANTS FUND	**21,785,200**
SCHEDULE C. EMERGENCY TELEPHONE SYSTEM FUND	
NC 911 Fund Distributions	355,120
Interest on Investments	17,756
Fund Balance	2,378,191
TOTAL EMERGENCY TELEPHONE SYSTEM FUND	**2,751,067**
SCHEDULE D. HOME GRANT FUND	
HOME Investment Partnerships Program Grant (HOME)	2,896,775
HOME Grant Program Income	667,475
TOTAL HOME GRANT FUND	**3,564,250**
SCHEDULE E. COMMUNITY DEVELOPMENT FUND	
Community Development Block Grant	5,542,450
Community Development Block Grant Program Income	300,000
TOTAL COMMUNITY DEVELOPMENT FUND	**5,842,450**
SCHEDULE F. PAY-AS-YOU-GO FUND	
Property Tax	48,408,700
Interest Income	3,997,769
Heavy Equipment Tax	112,740
Street Tree Planting Income	750,000
Capital Reserve from FY 2024 (Sections 14)	13,874,057
Vehicle Rental Tax (U-Drive-It)	19,544,942
Motor Vehicle Licenses	15,769,619
Reappropriation of Prior Authorization (Section 16)	991,799
Pay-As-You-Go Fund Balance	754,302
TOTAL PAY-AS-YOU-GO FUND	**104,203,928**

SCHEDULE G. GENERAL CAPITAL PROJECTS FUND	
Contribution from Pay-As-You-Go Fund	28,974,420
Certificates of Participation	45,800,000
Contribution from Municipal Debt Service Fund	4,685,901
Mecklenburg County Reimbursement	1,688,624
Transfers from Non-General Funds	4,971,573
TOTAL GENERAL CAPITAL PROJECTS FUND	**86,120,518**
SCHEDULE H. TOURISM CAPITAL PROJECTS FUND	
Contribution from Tourism Operating Fund	15,829,300
TOTAL TOURISM CAPITAL PROJECTS FUND	**15,829,300**
SCHEDULE I. STORM WATER CAPITAL PROJECTS FUND	
Storm Water Revenue Bonds	30,000,000
Contribution from Storm Water Operating Fund	48,000,000
Storm Water Program Income	3,000,000
TOTAL STORM WATER CAPITAL PROJECTS FUND	**81,000,000**
SCHEDULE J. CHARLOTTE WATER CAPITAL PROJECTS FUND	
Water Revenue Bonds	30,320,000
Sewer Revenue Bonds	223,680,000
Contribution from Charlotte Water Operating Fund	193,580,653
TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND	**447,580,653**
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED	
Federal Transit Grants	44,686,384
State Transit Grants	6,605,383
Contribution from CATS Control Account	7,257,431
TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUND - CONSOLIDATED	**58,549,198**
SCHEDULE L. AVIATION CAPITAL PROJECT FUNDS - CONSOLIDATED	
Revenue Bonds	172,835,344
Aviation Pay-As-You-Go	56,850,058
Passenger Facility Charges	143,607,634
Federal Grants	67,047,000
State Grants	36,100,000
TOTAL AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED	**476,440,036**

Section 5. That the sum of $5,000,000 is estimated to be available from the proceeds of the FY 2026 Installment Payment Contract (Lease Purchase) and is hereby appropriated to the fund listed below. Interest earnings on these lease purchase proceeds are hereby appropriated to the fund listed below for allocation for future capital equipment needs in the current and future years until the funds are depleted.

Charlotte Water Capital Equipment Fund	5,000,000
Total	**5,000,000**

That the sum of $35,517,341 is appropriated in the following funds for capital equipment purchases and funded by a loan from an appropriation in the Municipal Debt Service Fund. Funds for General Capital Equipment will be repaid by the Pay-As-You-Go Fund over the next five years. Funds for Powell Bill Capital Equipment will be repaid by the Powell Bill Fund over the next five years.

General Capital Equipment Fund	34,116,146
Powell Bill (Street Maintenance) Capital Equipment Fund	1,401,195
Total	**35,517,341**

That the sum of $4,129,517 is estimated to be available from the following sources for technology equipment purchases in the General Technology Fund and are hereby appropriated.

Contribution from General Operating Fund	1,129,517
Contribution from Pay-As-You-Go Fund	3,000,000
Total	**4,129,517**

Section 6. That the following tax rates are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes as of January 1, 2025, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the Funds' appropriations:

	Tax Rates
General Operating Fund (for the general expenses incidental to the proper government of the City)	$0.2123
Municipal Debt Service Fund (for the payment of interest and principal on outstanding debt)	$0.0409
Pay-As-You-Go Fund (for dedication to the General Capital Projects Fund for capital improvements)	$0.0209
TOTAL RATE PER $100 VALUATION OF TAXABLE PROPERTY	**$0.2741**

Such rates of tax are based on an estimated total appraised valuation of property for the purpose of taxation of $231,777,401,713 and an estimated rate of collection of 99.40%.

Section 7. That the sum of $1,929,137 is hereby appropriated to the Municipal Service District 1; that the sum of $1,859,722 is hereby appropriated to the Municipal Service District 2; and that the sum of $2,605,759 is hereby appropriated to Municipal Service District 3. These funds will provide for planning, promotion, and revitalization activities within the designated Center City Municipal Service Districts for the period beginning July 1, 2025, and ending June 30, 2026.

Section 8. That the sum of $1,742,675 is hereby appropriated to the Municipal Service District 4. These funds will provide for planning, promotion, and revitalization activities within the designated South End Municipal Service District for the period beginning July 1, 2025, and ending June 30, 2026.

Section 9. That the sum of $1,613,953 is hereby appropriated to the Municipal Service District 5. These funds will provide for planning, promotion, and revitalization activities within the designated University City Municipal Service District for the period beginning July 1, 2025, and ending June 30, 2026.

Section 10. That the sum of $1,794,542 is hereby appropriated to the Municipal Service District 6. These funds will provide for planning, promotion, and revitalization activities within the designated South Park Municipal Service District for the period beginning July 1, 2025, and ending June 30, 2026.

Section 11. That the following estimated revenues are hereby available from the following sources to finance the operations of the Municipal Service Districts:

SCHEDULE A. MUNICIPAL SERVICE DISTRICT 1	
Property Taxes	1,929,137
TOTAL DISTRICT 1	**1,929,137**
SCHEDULE B. MUNICIPAL SERVICE DISTRICT 2	
Property Taxes	1,859,722
TOTAL DISTRICT 2	**1,859,722**
SCHEDULE C. MUNICIPAL SERVICE DISTRICT 3	
Property Taxes	2,605,759
TOTAL DISTRICT 3	**2,605,759**
SCHEDULE D. MUNICIPAL SERVICE DISTRICT 4	
Property Taxes	1,742,675
TOTAL DISTRICT 4	**1,742,675**
SCHEDULE E. MUNICIPAL SERVICE DISTRICT 5	
Property Taxes	1,613,953
TOTAL DISTRICT 5	**1,613,953**
SCHEDULE F. MUNICIPAL SERVICE DISTRICT 6	
Property Taxes	1,794,542
TOTAL DISTRICT 6	**1,794,542**

Section 12. That the following tax rates are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes as of January 1, 2025, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the foregoing appropriations in the Municipal Service Districts:

Municipal Service District	Tax Rates	Valuation	Collection Rate (%)
Municipal Service District 1	$0.0128	15,211,562,614	99.00 %
Municipal Service District 2	increase from $0.0218 to $0.0300	6,261,690,605	99.00 %
Municipal Service District 3	increase from $0.0332 to $0.0414	6,357,680,733	99.00 %
Municipal Service District 4	$0.0280	6,277,047,163	99.00 %
Municipal Service District 5	$0.0262	6,230,559,090	99.00 %
Municipal Service District 6	$0.0381	4,754,981,254	99.00 %

Section 13. That the sum of $198,600 is available from the following sources in the General Capital Projects Fund for FY 2026 Public Art-eligible projects.

Construct Fire Facilities	153,600
Reserved for Animal Care and Control	45,000
TOTAL	**198,600**

FY 2026 above, FY 2025 through Section 57.

General Capital Projects Fund

Section 14. That the sum of $13,874,057 is available from the General Operating Fund (1000) fund balance in excess of 16% and is hereby appropriated for transfer to the Pay-As-You-Go Fund (4000) to be allocated as follows:

Capital Reserve from FY 2024 (FY 2026 Annual Ordinance - Section 4, Schedule F).	**13,874,057**

Section 15. That the sum of $311,054.19 of prior authorization from various capital projects in the General Capital Projects Fund (4001) is available and is hereby transferred through 1400900040 (Budget Capital Control Account) for appropriation in the Pay-As-You-Go Fund (4000) (Section 16). These projects are determined to be complete, discontinued, or no longer viable.

Projects	PL Project	Funding Source	Decrease	Increase
Alignment Rezoning	6020000000	Pay-As-You-Go	100,000.00	–
Fleet Facility Repair	8010100014	Pay-As-You-Go	14,359.39	–
MWSBE Study	2300000001	Pay-As-You-Go	29,775.00	–
Polk Park	6210100109	Debt Service	1,023.62	–
Sweden Road Complex Repaving	8010150070	Debt Service	165,896.18	–
Budget Capital Control Account	1400900040	Pay-As-You-Go	–	144,134.39
Budget Capital Control Account	1400900040	Debt Service	–	166,919.80
Total			**311,054.19**	**311,054.19**

Section 16. That the sum of $991,799 of prior authorization in project 1400900040 (Budget Capital Control Account) in the General Capital Projects Fund (4001) is available and is hereby transferred to the Pay-As-You-Go Fund (4000) for appropriation in FY 2026 (Section 4, Schedule F). Funding from this project is from various capital projects that have previously been determined to be complete, discontinued, or no longer viable.

Section 17. That the sum of $7,034,502.82 of prior authorization in the General Capital Projects Fund (4001) is available and is hereby transferred to the following project in the General Capital Projects Fund (4001). These projects are determined to be complete, discontinued, or no longer viable.

Projects	PL Project	Funding Source	Decrease	Increase
Neighborhood Transportation Program	4288300000	Transportation Bonds	1,845,803.58	–
COMPREHENSIVE NEIGHBORHOOD IMP PROG	8010700038	Transportation Bonds	93,746.36	–
Neighborhood Reinvestment	8010700007	Neighborhood Bonds	15,138.56	–
Oakdale Rd Farm to Market	4288760002	Transportation Bonds	1,293,498.13	–
Montford Drive Exentsion	6088780006	Transportation Bonds	83,814.08	–
Tuck/Thrift/Berryhill Roundabout	8010600032	Transportation Bonds	702,502.11	–
Public/Private Partnerships - Bonds	6210100119	Neighborhood Bonds	3,000,000.00	–
Budget Capital Control Account	1400900040	Transportation Bonds	–	4,019,364.26
Budget Capital Control Account	1400900040	Neighborhood Bonds	–	3,015,138.56
Total			**7,034,502.82**	**7,034,502.82**

Section 18. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $91,000,000 in Installment Contract proceeds in the General Capital Projects Fund (4001) in project 4131102538 (Red Line Acquisition) for the Red Line acquisition and to return $91,000,000 from project 4131102538 (Red Line Acquisition) to the Municipal Debt Service Fund (3000).

Section 19. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $12,210,366 in interest earned on unexpended proceeds from various debt issuances in the General Capital Projects Fund (4001) for transfer to and appropriation in the Municipal Debt Service Fund (3000) to pay the debt service for the respective debt issuances for which these proceeds are restricted.

Section 20. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,524,138 from the Municipal Debt Service Fund (3000) in the General Capital Projects Fund (4001) in project 1400100011 (Budget Stabilization Reserve) ($1,356,099) and in project 1400100012 (Unallocated Contingency) ($168,039).

Section 21. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $320,992 in fund balance in the Pay-As-You-Fund (4000) for transfer to and appropriation in the General Capital Projects Fund (4001) in project 1400100010 (Transit PAYGO Reserve – MVLT).

Section 22. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,000,000 in grant funds from the Innovative Finance and Asset Concession Grant Program in the General Capital Projects Fund (4001) in project 4292000963 (Charlotte Gateway Station).

Section 23. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to appropriate $1,400,000 from the Public Safety Communications Fund (2200) in the General Capital Projects Fund (4001) in project 1840100001 (Public Safety Digital Comm Upgrade).

Section 24. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $5,603,893 in interest earned in the General Capital Projects Fund (4001) in project (1400100011 - Budget Stabilization Reserve).

Section 25. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $3,665,284.71 in Housing Trust Fund program income in the General Capital Projects Fund (4001) for transfer to and appropriation in the Municipal Debt Service Fund (3000) to pay the debt service for housing general obligation bonds.

Section 26. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $3,665,284.71 from the Municipal Debt Service Fund (3000) in the General Capital Projects Fund (4001) in project (1400100011 - Budget Stabilization Reserve).

Section 27. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to transfer $222,208 from project 6210100128 (CoO Business Opprtnty Hubs (ARPA)) to project 1400100012 (Unallocated Contingency).

General Operating Fund

Section 28. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,700,000 in intergovernmental reimbursements for public safety services in the General Operating Fund (1000).

Section 29. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,400,000 in intergovernmental reimbursements for fleet services in the General Operating Fund (1000).

Section 30. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,700,000 in interest income in the General Operating Fund (1000) for fleet services.

Municipal Debt Service Fund

Section 31. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $70,000,000 in General Obligation refunding bonds in the Municipal Debt Service Fund (3000).

Convention Center Tax Fund

Section 32. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,000,000 in interest income in the Convention Center Tax Fund (2001).

Tourism Operating Fund

Section 33. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $5,400,000 in fund balance in the Tourism Operating Fund (2002).

Section 34. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $378,910.67 in unspent 2018 Certificates of Participation proceeds from the Tourism Capital Projects Fund (4022) for transfer to the Tourism Debt Service Fund (3022).

Neighborhood Development Grants Fund

Section 35. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $85,034 in grant revenue in the Neighborhood Development Grants Fund (2700) in project 6110100043 (Housing Opportunities For People W/).

Section 36. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $221,624.50 in private contributions from fee-in-lieu payments in the Neighborhood Development Grants Fund (2700) in project 6110100141 (Affordable Housing Bonus Program).

Section 37. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $3,620,096.39 in revenue from tree mitigation payments in the Neighborhood Development Grants Fund (2700) in project 6035000000 (Tree Canopy Preservation Program).

Section 38. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,308,630 in revenue from heritage tree mitigation fees in the Neighborhood Development Grants Fund (2700) in project 6035000001 (Canopy Care Program).

Section 39. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $503,520 in fine revenue in the Neighborhood Development Grants Fund (2700) in project 6035000002 (Tree Enforcement Fine Program).

Section 40. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $140,394.33 in contributions in the Neighborhood Development Grants Fund (2700) in project 6110100047 (Mayor's Youth Employment Program).

Section 41. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $1,634,884.46 in proceeds from the sale of land in the Neighborhood Development Grants Fund (2700) in project 6210100125 (Eastland Lease).

Aviation Operating Funds-Consolidated

Section 42. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $6,400,000 in fund balance in the Aviation Operating Funds-Consolidated.

Aviation Debt Service Funds-Consolidated

Section 43. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $78,333,900.65 in bond proceeds and premiums in the Aviation Debt Service Funds-Consolidated.

Aviation Capital Projects Funds-Consolidated

Section 44. That Schedule L in Sections 2 and 4 of the Fiscal Year 2025 Budget Ordinance (807-X) are hereby amended according to the following schedules:

	Original	**Revised**
Renovate Airport Terminal	131,788,409	191,942,898
Enhance Airfield Capacity	610,616,272	445,901,938
Enhance Airport Services Facilities	19,082,964	12,253,408
Expand Ground Transportation Capacity	13,500,000	15,976,318
Total	**774,987,645**	**666,074,562**

	Original	**Revised**
Revenue Bonds	422,081,750	242,436,270
Aviation Pay-As-You-Go	63,266,187	117,145,084
Passenger Facility Charges	85,464,753	163,134,756
Federal Grants	158,674,955	95,859,817
State Grants	38,500,000	38,695,292
Customer Facility Charges	7,000,000	7,000,000
Private Contributions	–	1,803,343
Total	**774,987,645**	**666,074,562**

CATS Debt Service Funds-Consolidated

Section 45. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $22,300,000 in fund balance in the CATS Debt Service Funds-Consolidated.

CATS Capital Projects Funds-Consolidated

Section 46. That Schedule K in Sections 2 and 4 of the Fiscal Year 2025 Budget Ordinance (807-X) are hereby amended according to the following schedules:

	Original	Revised
Develop Transit System	18,460,365	18,460,365
Purchase New Transit Support Systems & Equipment	7,113,650	7,113,650
Enhance Safety and Security on Transit	2,228,600	2,323,940
Purchase Support Vehicles for CATS	336,000	336,000
Purchase and Maintain Transit Vehicles	8,198,000	8,197,625
Purchase and Maintain Rail Vehicles	14,677,914	14,677,914
Maintain Transit Facilities	6,402,048	6,402,048
Total	**57,416,577**	**57,511,542**

	Original	Revised
Federal Transit Grants	34,675,400	16,705,231
State Transit Grants	10,397,003	8,527,559
Contribution from CATS Control Account	12,344,174	32,278,752
Total	**57,416,577**	**57,511,542**

Charlotte Water Debt Service Funds-Consolidated

Section 47. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $10,770,000 from the Charlotte Water Operating Funds-Consolidated in the Charlotte Water Debt Service Funds-Consolidated.

Charlotte Water Capital Projects Fund

Section 48. That Schedule J in Sections 2 and 4 of the Fiscal Year 2025 Budget Ordinance (807-X) are hereby amended according to the following schedules:

	Original	Revised
Water	107,525,000	93,974,999
Sewer	332,838,728	315,251,479
Other	9,636,272	9,470,300
Total	**450,000,000**	**418,696,778**

	Original	Revised
Water Revenue Bonds	21,500,000	21,084,027
Sewer Revenue Bonds	228,500,000	221,644,067
Contribution from Charlotte Water Operating Fund	200,000,000	170,000,000
Other Contributions, Grants, and Loans	–	5,968,684
Total	**450,000,000**	**418,696,778**

Charlotte Water Capital Equipment Fund

Section 49. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $4,171.74 in 2024 Certificates of Participation proceeds in the Charlotte Water Capital Equipment Fund (6263) in project 7011010025 (FY25 Vehicles & Misc Equipment).

Section 50. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $224,077.59 in unspent 2018 Certificates of Participation proceeds from the Charlotte Water Capital Equipment Fund (6263) for transfer to the Charlotte Water Debt Service Fund (6220).

Stormwater Debt Service Fund

Section 51. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $198,237,060.55 in bond proceeds and $1,600,000 from the Storm Water Operating Fund (6300) in the Storm Water Debt Service Fund (6320).

Law Enforcement Emergency Relief Fund

Section 52. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $10,900 in interest income in the Law Enforcement Emergency Relief Fund (2010).

Cemetery Trust Fund

Section 53. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $57,505 in interest income in the Cemetery Trust Fund (5000) for transfer to the General Fund (1000).

General American Rescue Plan Act (ARPA) Fund

Section 54. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $2,073,903 in interest income in the General ARPA Fund (2697) in project 1941ARIN08 (ARPA Interest - FY26 Pub Sfty Bonus).

Section 55. That the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $3,841,747 in interest income in the General ARPA Fund (2697) for transfer to and appropriation in the General Capital Projects Fund (4001) in project 1400100012 (Unallocated Contingency).

Fleet Management Fund

Section 56. That the financial plan adopted in the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $5,600,000 in reimbursements from city operating funds in the Fleet Management Fund (7200).

Section 57. That the financial plan adopted in the Fiscal Year 2025 Budget Ordinance (807-X) is hereby amended to recognize and appropriate $400,000 in reimbursements from regional partners in the Fleet Management Fund (7200).

Authorizations

Section 58. That for obligations entered into in a prior fiscal year, some portion or all of which are to be performed in the current fiscal year, an amount of fund balance in each fund deemed sufficient to meet the amounts to be paid during the current fiscal year is hereby appropriated. Nothing in this section shall be construed as a waiver by the governing board of its right to limit or not to make an appropriation for a continuing contract or continuing contracts.

Section 59. That the unexpended appropriations for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in the current fiscal year. Local grant matching obligations and other amounts that were previously authorized as part of multi-year grant projects are also re-appropriated for expenditure in the current fiscal year.

Section 60. That if actual revenues collected exceed estimated revenues in the Tourism Operating Fund, amounts sufficient to make payments to the Mecklenburg County towns (Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville) are hereby appropriated in compliance with authorized agreements, local acts or codified statutes, or other required payments.

Section 61. That the entire sums available from MSD Funds 2101, 2102, 2103, 2104, 2105, and 2107 fund balances as of June 30, 2025, for MSDs #1, #2, #3, #4, #5, and #6 are hereby appropriated for payment to Charlotte Center City Partners (CCCP), University City Partners (UCP), and SouthPark Community Partners.

Section 62. That if actual revenues collected exceed estimated revenues in the Convention Center Tax Fund, Tourism Operating Fund, or NASCAR Hall of Fame Tax Fund, amounts sufficient to make payments to the Charlotte Regional Visitors Authority are hereby appropriated in each fund in order to make payments in compliance with authorized agreements, local acts or codified statutes, or other required payments.

Section 63. That if actual revenues collected from the Prepared Food and Beverage Tax exceed estimated revenues in the Convention Center Tax Fund, amounts sufficient to make payments to the Mecklenburg County towns (Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville) are hereby appropriated in accordance with Session Law 2001-402 (as amended) and the interlocal agreement authorized by City Council on June 13, 2005.

Section 64. That the City Manager is hereby authorized to implement all of the compensation and benefits recommendations as outlined in the FY 2026 Compensation and Benefits Recommendation book published with the June 9, 2025 Council Business Agenda.

Section 65. That the City Manager or designee is hereby authorized to move appropriations within Funds.

Section 66. That the City Manager or designee is hereby authorized to make corrections to the annual budget ordinance which are technical in nature.

Section 67. That the City Manager is hereby authorized to adjust appropriations in accordance with any Council amendments to this budget ordinance made at the Council Business Meeting of budget adoption.

Section 68. That the City Manager or designee is hereby authorized to assign, change, or close project numbers consistent with administration of the approved project or program.

Section 69. That the City Manager is hereby authorized to move appropriations for reorganizations within and between Funds. Any offsetting increases and decreases to both estimated revenues and appropriations may occur to accommodate these changes.

Section 70. That the City Manager or designee is hereby authorized to adjust the funding source for capital projects as necessary to reflect the appropriate source of funding.

Section 71. That the City Manager or designee is hereby authorized to remove any excess appropriations from active or completed projects and transfer all or any part of the associated balances to any other project or to the appropriate Funds' original source to be reprioritized through subsequent budget appropriations.

Section 72. That in sections of this ordinance which estimate grant (federal and/or state), debt, and other permanent funding sources, the Finance Officer or designee is hereby authorized to advance funding from the appropriate fund's fund balance to cover the estimated funding source until permanent financing is realized. Upon receipt of grant revenue, debt proceeds, or other permanent funding sources, funds advanced to the project shall revert back to the source fund's fund balance. If the permanent funding is not realized, the advance may be designated as the permanent source of funding. Upon receipt of the permanent funding, the sources and levels of funding for the project specified may be adjusted to reflect permanent financing.

Section 73. That the Finance Officer or designee is hereby authorized to appropriate program income, principal payments, interest earnings, or late fees for any Federal, State, Local, or other third party loans, grants, or other revenues for the duration of the grants', loans', or other revenues' authorized performance periods.

Section 74. That the Finance Officer or designee is hereby authorized to appropriate interest on investments on HUD-related revolving loan funds as required by HUD to return related interest earnings to HUD at fiscal years' end.

Section 75. That the Finance Officer or designee is hereby authorized to advance cash from the General Capital Project equity of the City's cash pool account to general capital projects that are bond-financed (unissued) and that have City Council-authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the General Capital Project equity of the City's cash pool account.

Section 76. That the Finance Officer or designee is hereby authorized to advance cash from the Enterprise's equity of the City's cash pool account to enterprise fund projects that are bond-financed (unissued) and that have City Council-authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the Enterprise's equity of the City's cash pool account.

Section 77. That the Finance Officer or designee is hereby authorized to replenish funds as needed up to the appropriated amount from the Municipal Debt Service Fund fund balance to the General Capital Projects Fund, Project 1400900500 – Advanced Planning/ Design Program.

Section 78. That the Finance Officer or designee is hereby authorized to transfer interest earnings from the City's various operating and capital funds to the appropriate debt service funds according to Council policy, except where specific exceptions have been authorized.

Section 79. That the Finance Officer or designee is hereby authorized to transfer sales tax revenues and reserves between CATS' funds as necessary to facilitate CATS' financial policies.

Section 80. That the Finance Officer or designee is hereby authorized to reimburse the Municipal Debt Service Fund (3000) from the General Capital Projects Fund (4001) for a prior year expense related to Ballantyne Reimagined – Bonds.

Section 81. That the Finance Officer or designee is hereby authorized to appropriate amounts needed to fund current fiscal year debt issues that have been approved by Council.

Section 82. That the Finance Officer or designee is hereby authorized to appropriate amounts needed to satisfy federal government regulations related to interest earnings on debt issues.

Section 83. That the Finance Officer or designee is hereby authorized to appropriate and pay amounts needed to fund banking fees.

Section 84. That the following system development fees are adopted, pursuant to G.S. 162A-205 and G.S. 162A-209:

Meter Size	Water Fee	Sewer Fee
5/8-inch Displacement	1,398	5,389
1-inch Displacement	3,495	13,472
1.5-inch Displacement	6,991	26,944
2-inch Displacement	11,185	43,111
3-inch Singlejet	22,370	86,221
3-inch Compound, Class I	22,370	86,221
3-inch Compound, Class II	24,467	94,305
3-inch Turbine, Class I	24,467	94,305
3-inch Ultrasonic	34,953	134,721
4-inch Singlejet	34,953	134,721
4-inch Compound, Class I	34,953	134,721
4-inch Compound, Class II	41,944	161,665
4-inch Turbine, Class I	44,041	169,748
4-inch x 1-inch FMCT	48,935	13,472
4-inch Ultrasonic	61,518	237,109
6-inch Singlejet	69,907	269,442
6-inch Compound, Class I	69,907	269,442
6-inch Compound, Class II	94,374	363,747
6-inch Turbine, Class I	90,879	350,274
6-inch x 1.5-inch FMCT	111,851	26,944
6-inch x 2-inch FMCT	111,851	43,111
6-inch Ultrasonic	97,869	377,219
8-inch Compound, Class I	111,851	431,107
8-inch Compound, Class II	111,851	431,107
8-inch Turbine, Class II	195,738	754,437
8-inch x 2-inch FMCT	195,738	43,111
8-inch Ultrasonic	195,738	754,437
10-inch Turbine, Class II	293,608	1,131,656
10-inch x 2-inch FMCT	307,589	43,111
10-inch x 12-inch x 2-inch FMCT	349,533	43,111
10-inch Ultrasonic	314,580	1,212,488
12-inch Turbine, Class II	370,505	1,428,042
12-inch FMCT with 2-inch at Crossover	307,589	1,185,544
12-inch Ultrasonic	384,486	1,481,930
2-inch Fire Line	11,185	n/a
4-inch Fire Line	27,963	n/a
6-inch Fire Line	62,916	n/a
8-inch Fire Line	125,832	n/a
10-inch Fire Line	157,290	n/a
12-inch Fire Line	246,491	n/a

Section 85. That the Finance Officer or designee is hereby authorized to dispose of, auction, or sell non-United States denominated coins and United States currency that is considered to be damaged and nondepositable, rare, and/or collectors' coins collected by the City for deposit into the City's cash pool account.

Section 86. That the Finance Officer or designee is hereby authorized to establish custodial funds to be known as petty cash, escrow, stewardship and change funds in amounts determined by the Finance Officer or designee; to designate official custodians of the funds; and to approve replacement of official custodians as necessary.

Section 87. That the Finance Officer or designee is hereby authorized to pay sales and use tax as required.

Section 88. That the Finance Officer or designee is hereby authorized to pay withholdings; insurance premiums; risk management claims and legal fees related to those claims; utility bills; escrow accounts; annual hardware/software maintenance and support fee renewals; refunds (excluding property tax and business privilege license refunds); auction fees; payments to Mecklenburg County in accordance with agreements authorized by City Council; payments to the city's transit management company; and payments to the property management/leasing company for Charlotte Transit Center.

Section 89. That, pursuant to G.S. 159-25(b), the City Council authorizes the Manager or Interim Manager or, if both are unable to sign checks or drafts on an official depository, the Deputy City Manager to countersign such checks and drafts until the Manager or Interim Manager becomes able to perform this function.

Section 90. That the Finance Officer or designee is hereby authorized to transfer appropriations between funds which are directly tied to specific revenues such as sales tax, tax increment financing, U-Drive it, and other applicable items.

Section 91. That the Finance Officer is hereby authorized to charge a 5% administrative fee on all purchases at City auctions of surplus property, and assess a storage charge of $25 per day per vehicle on any buyer who fails to remove a purchased vehicle from City property within the time frame stipulated in the auction rules.

Section 92. That the Finance Officer or designee is hereby authorized to transfer from the Aviation Operating Fund (6000) to the Aviation Discretionary Fund (6001) to provide for the transfer of excess revenues.

Section 93. That the Finance Officer or designee is hereby authorized to charge up to the maximum processing fee authorized by G.S. 25-3-506 for returned checks.

Section 94. That all ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 95. That this ordinance will be in effect July 1, 2025, except for Sections 14 through 83 and 85 through 95, which are to be effective upon adoption.

Approved as to form:

Tamika Hafer-Gray

City Attorney

CERTIFICATION

I, Stephanie C. Kelly, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of an Ordinance adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 9th day of June 2025, the reference having been made in Minute Book 160, and recorded in full in Ordinance Book 68, Page(s). 076-143.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 9th day of June 2025.

CITY OF CHARLOTTE MECKLENBURG L S 1775 NORTH CAROLINA

Stephanie C. Kelly

Stephanie C. Kelly, City Clerk, MMC, NCCMC