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DC FLY-IN ISSUE BRIEF

ECONOMY

Taxes & Fiscal Policy

Tax certainty is foundational to the Charlotte Region's continued growth and investment climate. The enactment of [HR 1](#), the "One Big Beautiful Bill," represents the most significant federal tax legislation in nearly a decade, delivering critical wins for regional employers across financial services, manufacturing, energy, healthcare, and construction. The Charlotte Regional Business Alliance now shifts its focus from advocacy for enactment to ensuring effective implementation, full utilization by Charlotte Region businesses, and vigilance against the next generation of threats to the pro-growth federal tax environment Congress established.

The CLT Alliance supports:

- Permanent extension of the 20% pass-through deduction (Section 199A), which is now law under HR 1, a major victory for the Charlotte Region. Roughly half of all private-sector workers nationally are employed by pass-through entities, including the region's construction, manufacturing, and professional services firms. The ask now shifts to the IRS: timely, clear implementation guidance that allows small and mid-sized businesses to claim this deduction with confidence, and outreach through the Small Business Administration (SBA) and chamber networks to ensure pass-through employers actually utilize it.
- Restoration of immediate expensing for domestic research and experimentation (R&E) expenditures under new Section 174A is enacted in HR 1, reversing the five-year amortization requirement that had suppressed innovation investment since 2022. Charlotte Region companies in energy tech, advanced manufacturing, and financial technology, whose R&E activity is primarily domestic, benefit directly and can plan around this as permanent policy. The current ask is twofold: IRS guidance on retroactive treatment for costs amortized under the old rule, and consistent congressional messaging reinforcing that immediate expensing is here to stay.
- Protection of the Business SALT (B-SALT) deduction was permanently secured in HR 1, preserving the pass-through entity tax (PTET) framework that allows businesses to deduct state and local taxes at the entity level, a direct win for Charlotte's Fortune 500 and mid-market employers with multi-state operations. The ongoing ask is ensuring that Treasury and IRS rulemaking does not inadvertently narrow this deduction through regulatory interpretation, and monitoring for future legislative efforts to revisit the provision.
- Protection of Section 48C advanced energy manufacturing tax credits in any future budget negotiations. The 30% investment tax credit for qualifying advanced energy manufacturing facilities is directly relevant to Charlotte Region manufacturers in electric vehicle technology, battery production, and clean energy supply chains. The ask is congressional protection of 48C in future reconciliation and timely IRS guidance on qualifying facility definitions.
- Maintaining a globally competitive 21% corporate tax rate, preserved in HR 1, remains an ongoing priority. The near-term threat is no longer domestic legislative pressure but the [OECD's Pillar Two global minimum tax framework](#), which establishes a 15% floor internationally and creates compliance complexity for companies headquartered in Charlotte, including Bank of America, Duke Energy, Truist, and Honeywell.

CLT Alliance Perspective

HR 1 delivered the tax certainty Charlotte Region employers have needed for years, an outcome the CLT Alliance and North Carolina's federal delegation, alongside a statewide chamber coalition, were glad to see advance. Section 199A is permanent. Section 174A immediate



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expensing is restored. B-SALT is protected. The 21% corporate rate holds. Our message to our investors now: thank your delegation for delivering and making clear that the work is not done. The new ask is faithful implementation by IRS and Treasury, vigilance against Pillar Two compliance burdens on Charlotte's multinational community, and a commitment from Congress to hold these gains against future budget pressure.

Trade, Tariffs & Supply Chain Stability

Charlotte is home to major manufacturers, logistics firms, and globally integrated companies whose operations are directly affected by federal tariff policy set by the Office of the U.S. Trade Representative (USTR) and implemented through executive action. According to the U.S. Chamber of Commerce, 56% of U.S. imports are raw materials, parts and components, and capital equipment used by domestic manufacturers, making tariff-driven cost increases a direct threat to competitiveness and jobs. Steel manufacturers, beverage producers like Coca-Cola Consolidated, textile manufacturers like Springs Creative, construction materials companies, and container logistics firms in our region have each felt the impact of recent trade volatility driven by Section 232 and Section 301 tariff actions.

The CLT Alliance supports:

- Stable, predictable trade policy administered through transparent USTR rulemaking that allows manufacturers, logistics companies, and supply chain operators to plan capital investments with confidence, reducing reliance on ad hoc executive tariff orders that bypass congressional review.
- Direct business engagement mechanisms through formal USTR comment periods and congressional trade advisory processes, so industry can provide input on tariff impacts before and after implementation.
- Trade policies that protect U.S. manufacturers' access to competitively priced raw materials, including steel, aluminum, and agricultural inputs, while opening markets for finished goods through bilateral and multilateral agreements currently under negotiation.
- Federal investment in port infrastructure and inland logistics capacity, including the I-77 corridor inland port concept, through the Infrastructure Investment and Jobs Act freight programs to strengthen supply chain resilience for the broader Southeast region.
- Protection of small businesses from disproportionate strain caused by import cost increases, a priority for both the Senate Small Business Committee and House Small Business Committee that aligns with Charlotte's significant small business community.

CLT Alliance Perspective

Tariff policy is set and administered at the federal level, and Congress has introduced tools to provide guardrails through the Trade Review Act and similar legislative vehicles. The CLT Alliance represents manufacturers, energy companies, logistics firms, and retailers whose daily operations depend on functioning global supply chains. We urge Congress and the Administration to prioritize formal business input in trade negotiations and tariff decisions, and to pursue policies that open markets for U.S. exports while protecting domestic industry from unfair foreign competition, not from arbitrary cost increases on their own inputs.

Medicaid & Healthcare Workforce Stability

Healthcare is one of the Charlotte region's largest and fastest-growing employment sectors. Workforce stability for health systems like Advocate Health depends in part on a functioning federal Medicaid program ensuring patients can access care and providers are appropriately reimbursed. HR 1, signed into law on July 4, 2025, enacted the largest Medicaid cuts in the program's 60-year history, more than \$900 billion in federal reductions over ten years. The Congressional Budget Office projects that 7.5 million



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people will lose Medicaid coverage as a result. For Charlotte-region employers in construction, retail, food and beverage, and hospitality, Medicaid fills the coverage gap when employer-sponsored insurance isn't feasible. These cuts are not abstract federal budget decisions; they are healthcare workforce policy with direct consequences for Advocate Health's financial stability and the insured workforce Charlotte employers depend on.

The provisions now in law that most directly affect the Charlotte region:

- State Directed Payments are capped at 100% of Medicare rates for North Carolina as an expansion state, with existing arrangements phased down 10% annually beginning in 2028 — directly constraining health systems that relied on SDPs to sustain provider participation.
- Work requirements for Medicaid expansion adults ages 19–64 take effect January 1, 2027, requiring 80 hours per month of qualifying community engagement. Coverage losses will fall disproportionately on low-wage workers in construction, hospitality, and food service.
- Six-month eligibility redeterminations for expansion adults take effect December 31, 2026, increasing the likelihood that eligible workers lose coverage due to paperwork rather than ineligibility.
- North Carolina's Medicaid expansion remains intact, the 90% FMAP for the existing expansion population was not changed by HR 1, but ongoing vigilance is warranted as Congress monitors implementation.

The CLT Alliance's asks are now implementation and mitigation-focused:

- Engage Senate Finance and House Energy & Commerce members on CMS work requirements rulemaking due June 1, 2026, to ensure North Carolina receives administrative flexibility that minimizes coverage loss among eligible working adults.
- Urge CMS and HHS to maximize grandfathering of existing SDP arrangements at Advocate Health and regional health systems and monitor the 2028 phase-down for opportunities to seek legislative adjustment.
- Support the Rural Health Transformation Program, a \$50 billion, five-year fund established in HR 1, and ensure the Charlotte region actively pursues available funding to offset reimbursement reductions.
- Make the business case to the delegation: coverage losses show up in absenteeism, emergency department utilization, and workforce instability across every sector this Alliance represents.

CLT Alliance Perspective

HR 1 enacted the largest Medicaid cuts in the program's history, and the consequences arrive on a specific timeline: six-month redeterminations beginning December 2026, work requirements effective January 2027, and state directed payments phased down to Medicare rates beginning 2028. These are near-term operational realities for Advocate Health and the employers whose workforce depends on a functioning Medicaid program. The Senate Finance Committee and House Energy & Commerce Committee are the right venues, and our message to the delegation is direct: coverage losses for working adults are healthcare workforce policy with immediate consequences for Charlotte's health systems and the businesses that depend on an insured workforce. North Carolina's Medicaid expansion remains intact, the window to shape CMS implementation is open now, and our delegation has the standing and the responsibility to use it.

Financial Services & Capital Access

Charlotte is the second-largest banking center in the United States, home to the global headquarters of Bank of America and Truist and a major operational hub for Wells Fargo. Federal regulatory frameworks



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set by the Federal Reserve, OCC, FDIC, CFPB, and SEC directly shape Charlotte's ability to serve as a global financial hub. Four regulatory and legislative developments are active and consequential for Charlotte's anchor employers right now: the re-proposed Basel III capital framework, the curtailment of the CFPB, the litigation reshaping the Durbin Amendment's debit interchange fee structure, and the Durbin-Marshall Credit Card Competition Act threatening the interchange revenue that funds co-branded rewards programs at Charlotte's largest banks and its anchor airline carrier.

The CLT Alliance supports:

- The agencies' March 2026 Basel III Endgame re-proposal, which would generally ease capital requirements compared to the 2023 proposal. The comment period closes June 18, 2026; North Carolina's delegation should ensure the Senate Banking and House Financial Services Committees hear directly from Charlotte's financial institutions on implementation details affecting mid-market and small business lending.
- Congressional resolution of the CFPB's structural and funding status. HR 1 reduced the agency's statutory funding cap from 12% to 6.5% of Federal Reserve operating expenses, and the CFPB has operated largely dormant through 2025 into 2026. Regulatory clarity, not prolonged institutional uncertainty, serves Charlotte's financial institutions and the consumers they depend on.
- Active monitoring of the Durbin Amendment litigation proceeding to the Eighth Circuit. A federal district court vacated the Fed's Regulation II interchange fee cap rule in August 2025; a stay is in effect pending appeal. The statutory Durbin Amendment remains law, what is at issue is the implementing regulation, with direct implications for Bank of America, Truist, and Wells Fargo. Congress should be prepared to act if the courts leave the framework unresolved.
- Close monitoring of the Credit Card Competition Act (Durbin-Marshall), reintroduced in January 2026 and seeking attachment to the GENIUS Act, which would compress interchange revenue that funds credit card rewards programs, with direct implications for Bank of America and Truist's co-branded card partnerships and American Airlines' AAdvantage program, a multi-billion dollar revenue stream anchored at CLT. North Carolina's delegation should weigh the cross-sector implications before supporting any vehicle carrying this amendment.
- Capital access for small businesses and entrepreneurs in underserved communities through SBA programs, CDFI Fund investment, and the Community Reinvestment Act framework.
- Fintech innovation through regulatory sandbox frameworks that allow new financial products to be tested and scaled, relevant to Charlotte's growing financial technology ecosystem.

CLT Alliance Perspective

Charlotte is not a passive observer of federal financial regulation. As the nation's second-largest banking center, the decisions made by the Federal Reserve, OCC, FDIC, CFPB, and SEC reverberate through our region's largest employers and the businesses and consumers they serve. The regulatory landscape has shifted materially: Basel III is moving toward eased capital requirements that should expand lending capacity, the CFPB's operational future remains unresolved by Congress, and the Durbin Amendment's implementing rule is in active litigation. On the Credit Card Competition Act: the CLT Alliance's concern is specific and cross-sector. The compression of interchange revenue doesn't just affect Bank of America and Truist's co-branded card businesses, it threatens the AAdvantage program that makes American Airlines' CLT hub competitive for business travelers and generates economic activity across the region's hospitality, retail, and tourism sectors. This is not a simple banks-versus-merchants debate; it is a Charlotte competitiveness issue. The CLT Alliance encourages the delegation to support the capital re-proposal's direction, resolution to the CFPB's structural uncertainty, and seeks to ensure Congress fully understands the cross-sector consequences of the Credit Card



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Competition Act before attaching it to must-pass legislation. The Senate Banking and House Financial Services Committees are the right venues, and North Carolina's delegation, representing the nation's second-largest banking center, is well-positioned to lead.

TRANSPORTATION & INFRASTRUCTURE

Transportation infrastructure is the single largest factor shaping the Charlotte Region's economic competitiveness and quality of life. Charlotte Area Transit System (CATS) continues to operate the region's existing bus and light rail network as the Metropolitan Public Transportation Authority (MPTA) assumes its administrative role. The MPTA is set to begin administering tax revenues when the dedicated one-cent sales tax takes effect July 1, 2026, creating the local funding match that FTA Capital Investment Grant (CIG) programs require. Charlotte has met the financial commitment federal agencies demand. The challenge now is federal investment itself.

The House THUD Appropriations Subcommittee passed its FY 2027 bill on May 21, 2026, cutting total public transit funding by \$4.6 billion (-22%) from FY 2026 enacted levels and slashing CIG funding by 78%, from \$3.3 billion to \$737 million. With communities nationally requesting \$31 billion in CIG funding for 49 projects across 23 states, Charlotte is competing for a dramatically smaller pool at precisely the moment it has secured local match funding. The Infrastructure Investment and Jobs Act expires September 30, 2026, and no surface transportation reauthorization is currently in place for FY 2027.

The CLT Alliance supports:

- FTA and USDOT investment in the Red Line commuter rail, connecting employment centers across the northern Mecklenburg and southern Iredell County corridor, a rapidly growing region with no commuter rail access. Federal freight railroad coordination through USDOT will be essential. Under the PAVE Act, the Red Line is the region's first required rail priority.
- Federal funding prioritization through FTA Capital Investment Grants (New Starts and Small Starts) for the Silver Line light rail, connecting the airport corridor to the Bojangles Coliseum area, as the next rail priority following Red Line progress.
- Better Bus network expansion through FTA formula and discretionary grants, improving service frequency and reliability for essential workers, a near-term investment that delivers results while rail projects advance through planning and design.
- CIG funding. Opposition to the House FY 2027 THUD bill's proposed a 78% cut to CIG funding. At \$737 million nationally — against \$31 billion in requests — the proposed appropriation would effectively halt new transit project starts across the country, including Charlotte's pipeline. North Carolina's delegation should advocate for [Capital Investment Grants \(CIG\)](#) restoration in full committee markup scheduled for June 4, 2026.
- Surface transportation reauthorization that replaces the expiring IJJA with a framework that maintains or grows federal transit investment, provides advance appropriations certainty, and preserves the federal-local partnership on which Charlotte's transit plan depends.

CLT Alliance Perspective

The Charlotte Region has done its part: MPTA is operational, local funding is secured, and the Red Line and Silver Line are advancing through design. Companies like HNTB are counting on this engineering work to continue investing in Charlotte. What the region cannot control is whether Congress funds the federal side of the partnership. The House THUD bill, as passed by subcommittee, would cut Capital Investment Grants by 78%, a level that makes new project starts functionally impossible nationwide. Charlotte is not asking for special treatment; it is asking Congress to honor the federal commitment that justified the region's own \$20 billion, 30-year



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investment. The full Appropriations Committee markup is June 4. The Senate Banking Committee and House T&I Committee are the right venues for the longer-term fight, but the immediate ask to North Carolina's delegation is direct: get into the room on June 4 and restore CIG funding.

Charlotte Douglas International Airport

Charlotte Douglas International Airport (CLT) is the seventh busiest airport in the world for aircraft operations and the region's foremost economic development asset, generating billions in annual economic activity and connecting Charlotte to global markets. American Airlines operates the second-largest hub for the world's largest airlines at CLT, making it a critical node in the national aviation network and a priority for the FAA, the Department of Transportation, and the congressional committees that oversee aviation policy and appropriations.

The CLT Alliance supports:

- Prioritizing CLT's applications for federal infrastructure funding through the FAA Airport Improvement Program (AIP) and FAA discretionary capital grants, the primary federal vehicles for airport capital investment administered through the Senate Commerce Committee and House Transportation & Infrastructure Committee.
- FAA investment in air traffic control technology modernization, terminal infrastructure, and noise compatibility programs to accommodate continued growth at one of the nation's top 10 airports by operations.
- Federal R&D and production incentives to accelerate sustainable aviation fuel (SAF) adoption, a priority for both the FAA reauthorization agenda and the Departments of Energy and Agriculture, supporting long-term cost competitiveness and environmental goals.
- UNC Charlotte's Charlotte AIR Institute research partnership with CLT through federal aviation research grants, including the FAA's Airport Concrete Pavement Technology Program, positioning the region as a national leader in aviation infrastructure innovation and building the workforce pipeline the aviation industry demands.
- Federal investment in community college and university programs that build a pipeline of aviation and aerospace technicians, a critical national workforce shortage that affects CLT's long-term operational capacity.

CLT Alliance Perspective

CLT is not just a regional asset, it is a national economic engine and a strategic component of the U.S. aviation network. Congress should recognize CLT as a priority in FAA reauthorization, airport infrastructure appropriations, and sustainable aviation fuel policy. The CLT Alliance urges the Senate Commerce Committee and House T&I Subcommittee on Aviation to work with American Airlines and the City of Charlotte to ensure CLT remains globally competitive.

Energy Infrastructure & Grid Modernization

Duke Energy, headquartered in Charlotte, is the nation's largest regulated utility by capital investment and operates one of the largest regulated electric utility systems in the United States, serving millions of customers across the Southeast. The energy sector's capital investment decisions, in transmission, generation, and grid modernization, are shaped directly by federal policy: FERC transmission orders, EPA emissions rules, Department of Energy loan programs, and the permitting framework that determines how long it takes to build critical infrastructure.



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The CLT Alliance supports:

- Congressional action and FERC rulemaking to modernize the electric grid and reform the interconnection queue, directly enabling Duke Energy to execute its \$103 billion five-year capital plan driven by accelerating data center and AI load growth, with 7.6 gigawatts of large-load projects already under electric service agreements across the Carolinas.
- Streamlined federal permitting through the Permitting Council and relevant agencies, including FERC, Army Corps, and EPA, to move forward energy infrastructure projects, including transmission lines, solar, and natural gas facilities, efficiently without sacrificing environmental review.
- Federal support for domestic electric vehicle and semiconductor supply chains, with the Carolinas positioned as a national leader in battery and semiconductor production, leveraging DOE loan programs and manufacturing incentives.
- Cybersecurity investment through CISA and DOE programs to protect 21st-century energy and digital infrastructure, a national security priority and a business continuity concern for Charlotte's major utilities and financial institutions.
- Sustainable aviation fuel research, development, and production incentives through DOE and USDA programs that create market opportunities for regional energy producers and support CLT's operational sustainability goals.

CLT Alliance Perspective

As home to Duke Energy's global headquarters and a growing clean energy supply chain, the Charlotte Region is a national center of energy innovation, and the stakes have never been higher. Duke's \$103 billion capital program is being driven by explosive data center and AI load growth that is transforming energy demand across the Carolinas. Federal permitting reform, FERC transmission policy, and continued DOE investment determine whether Duke Energy can build the infrastructure the Carolinas need, and whether the region can compete for the next generation of technology investment. The CLT Alliance supports policies that balance affordability, reliability, and the clean energy transition, enabling major energy employers to invest with confidence.

Construction, Real Estate & Development

The Charlotte Region's construction and real estate sector, including commercial developers, infrastructure contractors, and materials suppliers, represents one of the region's most active economic drivers. Companies like D.A. Everett Construction, Martin Marietta, Northwood Office, Metro Landmarks, SREE, and Profitt Dixon Partners are investing heavily in regional growth, and their ability to operate depends on federal policies around infrastructure funding, permitting, and materials costs.

The CLT Alliance supports:

- Federal infrastructure funding that flows efficiently to high-growth metros like Charlotte, through USDOT BUILD grants, DOE grid programs, EPA water infrastructure, and [NTIA](#) broadband, supporting transportation, water, energy, and broadband projects where local demand is strongest.
- Streamlined federal and interagency permitting processes to reduce project timelines and costs, a priority for the Permitting Council and a standing ask of the House T&I Committee and Senate EPW Committee.
- Federal trade policies that maintain competitive access to construction materials, including steel, aggregates, and building products, without tariff-driven cost inflation that passes directly to federal infrastructure projects and private development alike.
- Federal workforce housing investment, including the Low-Income Housing Tax Credit (LIHTC), adaptive reuse tax incentives, and regulatory reform to accelerate permitting, addressing a



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housing shortage that constrains the region's workforce capacity, particularly with 157 people moving to the Charlotte Region daily.

- EPA and federal support for water and sewer infrastructure investment, critical for Charlotte Water's capacity to support continued regional growth and new industrial development.

CLT Alliance Perspective

The Charlotte Region's construction and real estate sector is not waiting for growth, it is actively building it. Companies like D.A. Everett Construction, Martin Marietta, Northwood Office, Metro Landmarks, SREE, and Profitt Dixon Partners are making long-term capital commitments to this region, and federal policy either accelerates or undermines every one of those investments. Tariff-driven cost inflation on steel and construction materials is not an abstraction; it shows up immediately in project budgets, timelines, and feasibility. Permitting delays at the federal and interagency level add months and millions to projects that are ready to break ground. The CLT Alliance's message to Congress and the Administration is straightforward: get out of the way of growth or actively enable it. That means USDOT BUILD grants and EPA water infrastructure funding that reach high-growth metros at the scale the demand warrants, streamlined permitting through the Permitting Council and the House T&I and Senate EPW Committees, and trade policies that treat construction materials as economic inputs, not leverage. The Charlotte Region is growing. Federal policy should make that easier, not harder.

Broadband, Digital Infrastructure & Cybersecurity

Reliable, high-speed broadband is foundational to business competitiveness across the Charlotte Region's urban, suburban, and rural communities. The BEAD Program, administered by NTIA under the Infrastructure Investment and Jobs Act, represents the largest federal broadband investment in U.S. history. North Carolina holds a \$1.53 billion BEAD allocation, one of the largest in the country. With \$319 million now approved and projects launching in 2026 targeting 93,000 homes, businesses, and community anchor institutions, the program has moved from planning to execution. More than \$1 billion in North Carolina's allocation remains to be deployed. AT&T is a major infrastructure partner in the region's digital connectivity.

The CLT Alliance supports:

- Efficient, faithful implementation of North Carolina's approved BEAD deployment plan, ensuring the \$319 million in projects launching in 2026 reach underserved rural communities in the broader Charlotte Region on schedule, and that the remaining \$1 billion-plus in North Carolina's allocation is deployed with state flexibility and without new federal conditions that slow execution.
- Congressional advancement of the SPEED for BEAD Act, introduced by Congressman Richard Hudson, chair of the House Communications and Technology Subcommittee, which would reduce deployment barriers, expand technology eligibility, and streamline NTIA administration to ensure remaining funds move at the pace rural communities require.
- Streamlined federal processes, including FCC spectrum policy and right-of-way access, for next-generation broadband and 5G infrastructure deployment in underserved communities across the broader Charlotte Region.
- CISA and DOE cybersecurity investments to protect the region's digital and energy infrastructure, critical for financial institutions, utilities, healthcare systems, and manufacturers operating in an increasingly targeted threat environment.



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- AT&T's establishment of a new Threat Fusion Center in Charlotte's University City, adding 200 cybersecurity professionals to a permanent 41,600-square-foot facility at Innovation Park, signals the region's emergence as a national cybersecurity hub and reinforces the case for federal CISA and DOE cybersecurity investment that builds on private sector commitments already being made here.
- Public-private partnerships, consistent with NTIA BEAD program requirements, that accelerate broadband deployment and ensure universal connectivity as a foundation for economic opportunity.

CLT Alliance Perspective

Broadband is not a luxury amenity; it is infrastructure, as foundational to economic competitiveness as roads and water. North Carolina's BEAD program has moved from planning to deployment: \$319 million approved, projects launching, and more than \$1 billion still to follow. The CLT Alliance's position is clear: federal investment must be efficiently administered, private sector-led, and reach the underserved rural communities in our broader region that have waited too long for reliable connectivity. The ask to our delegation now is to protect state flexibility in deploying remaining funds, advance the SPEED for BEAD Act through Chairman Hudson's subcommittee, and ensure no new federal conditions slow the execution of a plan that is already approved and underway. On cybersecurity, the threat environment facing Charlotte's financial institutions, utilities, healthcare systems, and manufacturers is real and escalating, CISA and DOE investments in digital and energy infrastructure protection are not discretionary. The Senate Commerce Committee and House Energy & Commerce Committee have the jurisdiction and the responsibility to ensure federal broadband and cybersecurity policy keeps pace with the demands of one of the nation's fastest-growing metros.

Weather Radar Gaps

The Charlotte Region sits in one of the largest weather radar coverage gaps in the country. The nearest National Weather Service NEXRAD Doppler radar is in Greer, South Carolina, more than 80 miles away. At that distance, radar beams pass over low-altitude weather, creating dangerous blind spots for flash floods, fast-moving tornadoes, and severe storms that threaten businesses, residents, schools, construction operations, and major events across the region. This is a federal infrastructure gap: the National Weather Service is a NOAA agency, and radar modernization is a congressional appropriations and authorization matter.

CLT Alliance Perspective

The CLT Alliance supports H.R. 5089, the bipartisan Weather Act Reauthorization Act of 2025, which passed the House Science, Space, and Technology Committee in September 2025 and directs NOAA to prioritize radar gaps in high-risk areas like Charlotte when deploying next-generation systems. We also support the Radar Gap Elimination Act, introduced by Representatives Ross, Moore, and Harrigan of the North Carolina delegation, which specifically directs the National Weather Service to replace aging NEXRAD infrastructure and deploy phased array radar in locations more than 75 miles from existing coverage, making Charlotte an explicit federal priority. North Carolina's delegation should advance both vehicles and ensure the Charlotte Region's radar gap is closed as part of any NOAA reauthorization or appropriations package moving through the Senate Commerce Committee and House Science, Space, and Technology Committee.

Ports, Logistics & Supply Chain Infrastructure



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The Charlotte Region is a major inland logistics hub, home to intermodal operations, container leasing, and rail infrastructure that supports national supply chains. Companies like TTX and DCLI operate critical components of the freight network connecting Charlotte to the Ports of Wilmington and Charleston, both of which receive Army Corps of Engineers investment for dredging and channel improvements. Cintra builds roads that enable surface freight movement.

The CLT Alliance supports:

- Federal investment in establishing an inland port along the I-77 corridor, and Federal engagement with the Army Corps and NC DEQ to resolve the outstanding PFAS and flooding concerns pausing the Wilmington Harbor 403 deepening project, with the goal of advancing a channel improvement that makes the Port of Wilmington competitive with Norfolk and Charleston and strengthens Charlotte's connection to global markets.
- USDOT and FRA investment in freight rail and intermodal infrastructure that improves efficiency and reduces supply chain costs, through the Infrastructure Law's freight programs and INFRA grant program.
- Federal policies that support next-generation commercial mobility and autonomous freight systems, a priority emerging from USDOT's National Multimodal Freight Policy and relevant to Charlotte's logistics technology companies.
- Congressional support for expanding reimbursement agreements and alternative infrastructure delivery mechanisms, including public-private partnership frameworks, to accelerate freight project completion at the federal level.

CLT Alliance Perspective

Charlotte is already functioning as an inland logistics hub. TTX and DCLI are moving freight through this region every day, connecting national supply chains to the Ports of Wilmington and Charleston. The question before Congress goes beyond whether Charlotte deserves federal freight investment; the question is whether federal policy will keep pace. USDOT's National Multimodal Freight Policy must include an inland port along the I-77 corridor. USDOT and FRA investment in freight rail should reflect Charlotte's role as a national logistics node, not a mid-sized Southern city. On Wilmington: the harbor deepening is the right investment, but it is paused by a state environmental objection over PFAS and flooding that must be resolved, not ignored. A Port of Wilmington that cannot accommodate larger vessels is a competitive liability for every Charlotte-area company that depends on it. The Senate Commerce and House T&I Committees have the tools. We expect North Carolina's delegation to use them.

TALENT & WORKFORCE DEVELOPMENT

Workforce Innovation, Apprenticeships & Skills Training

Workforce availability is among the most pressing concerns for Charlotte Region employers, from healthcare systems and manufacturers to construction contractors and financial institutions. Workforce solutions firms like Dexian help regional employers identify and deploy technical talent across IT, engineering, and financial services. Federal workforce policy, shaped primarily through the Department of Labor and the Department of Education, and authorized by the Senate Health, Education, Labor, and Pensions (HELP) Committee and House Education & Workforce Committee, significantly influences the shape and scale of training investment available to institutions like Central Piedmont Community College and UNC Charlotte, though state policy and institutional priorities also play a substantial role.



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The CLT Alliance supports:

- Reauthorization and strengthening of the [Workforce Innovation and Opportunity Act \(WIOA\)](#), long overdue, to align federal workforce investments with employer demand across healthcare, construction, manufacturing, energy, and financial services. The House Education and Workforce Committee advanced the A Stronger Workforce for America Act of 2026 out of committee in April 2026, creating a timely opening for North Carolina's delegation to shape the outcome.
- Expanded [Registered Apprenticeship](#) programs and work-based learning programs through the Department of Labor, with funding to scale successful models in the sectors where Charlotte's workforce gap is most acute, including healthcare, construction, and advanced manufacturing.
- [Workforce Pell](#), enacted in HR 1 and launching July 1, 2026, which extends Pell Grant eligibility to short-term, skills-based credentials at accredited institutions like Central Piedmont, enabling workers to quickly transition into high-demand roles as AI and automation reshape the labor market. The ask now shifts to implementation: ensuring institutions like Central Piedmont have federal guidance, program approvals, and institutional support needed to participate from day one.
- Vocational and technical education funding through the Perkins V Act that supports institutions like Central Piedmont in preparing students for immediate employment in the trades, healthcare, and technology sectors.
- Second-chance hiring policies at the federal level, including ban-the-box requirements for federal contractors and Department of Interior [Fair Chance Act](#) extensions, that advance equity and help employers fill persistent workforce gaps.
- Military family support through federal programs, including streamlined professional licensing reciprocity, in-state tuition for veterans at federal-aid institutions, and expanded [Department of Labor](#) and [Department of Defense](#) job training for veterans and reservists.
- Immigration policy reforms through Congress, including [H-1B modernization](#), expanded [EB-2 and EB-3 visa availability](#), and [OPT program](#) stability, that expand the legal talent pipeline in high-demand fields where domestic supply is structurally insufficient.

CLT Alliance Perspective

Charlotte's major employers in healthcare, banking, manufacturing, construction, and energy, all identify workforce availability as a top constraint on growth. The federal government, through WIOA reauthorization, Pell Grant implementation, Perkins V, and registered apprenticeship investment, sets the conditions for whether institutions like Central Piedmont and UNC Charlotte have the capacity and funding to meet employer demand. Our ask is direct: treat workforce investment as economic development policy and fund it accordingly.

UNC Charlotte, Central Piedmont Community College & Higher Education Investment

The Charlotte Region's R1 research university and its largest community college are both federal funding priorities. UNC Charlotte's recent R1 designation positions it to compete for research investment at the scale peer institutions receive. Central Piedmont is the region's primary Pell Grant recipient institution, serving employers in manufacturing, healthcare, public safety, and the trades.

The CLT Alliance advocates for:

- Federal research investment through NSF, DOE, NIH, and ARPA-H in advanced manufacturing, energy, data analytics, AI and automation, cybersecurity, life sciences, optoelectronics, and electric vehicle technology. R1 status must translate into federal research dollars.
- Support for the Charlotte AIR Institute's research partnership with CLT through federal aviation research grants, connecting research investment directly to workforce development in a sector facing critical national shortages.



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- Participation in Business for Federal Research Funding (BFRF), which champions federal research funding for universities.
- Funding for Central Piedmont's Law and Public Safety program and new training facility through DOJ and Department of Education grant programs, building a pipeline of locally trained public safety professionals.
- Full reauthorization of the Higher Education Act, last comprehensively reauthorized in 2008, with any framework requiring meaningful employer input in program design to ensure federal investment reflects the skills Charlotte Region employers actually need.
- Increased Pell Grant maximum awards and institutional capacity funding to meet growing enrollment demand driven by federal workforce training priorities.
- Federal support for teacher workforce development through the Department of Education's Supporting Effective Educator Development (SEED) grants and the Teacher and School Leader Incentive Program, both in active FY 2026 competition, funding performance-based compensation and educator pipeline development in high-need school districts across the region's diverse and rapidly growing school systems.

CLT Alliance Perspective

UNC Charlotte's R1 designation is a starting point for federal research investment that peer institutions have been receiving for decades. Every dollar of NSF, NIH, DOE, and ARPA-H funding that flows to UNC Charlotte strengthens the region's innovation ecosystem, attracts private sector research partnerships, and builds the talent pipeline Charlotte's anchor employers depend on. Central Piedmont is the workforce engine that connects federal training investment directly to employer demand, and with Workforce Pell launching July 1, 2026, Central Piedmont must have the federal guidance and institutional support to participate from day one. The Senate HELP Committee and House Education & Workforce Committee are the right venues, and North Carolina's delegation is well-positioned to ensure both institutions receive the federal investment their scale and trajectory warrant.

Mental Health & Workforce Stability

Mental health access is increasingly recognized as a workforce issue. Advocate Health and other regional healthcare employers report significant demand for behavioral health services among patients and employees alike. Federal parity enforcement, Substance Abuse and Mental Health Services Administration (SAMHSA) funding, and telehealth policy set by Centers for Medicare & Medicaid Services (CMS) and Congress directly determine the scope of available services.

The CLT Alliance supports:

- Full enforcement of the federal [Mental Health Parity and Addiction Equity Act](#), ensuring that behavioral health benefits are covered at parity with medical and surgical benefits, as required by federal law but inconsistently implemented by insurers.
- [SAMHSA](#) funding for programs that direct behavioral and mental health situations to appropriate care settings, enabling law enforcement officers to focus resources more effectively, a model supported by both the Senate Judiciary Committee and bipartisan mental health advocates.
- Permanent [telehealth expansion](#) as outlined by the Department of Health and Human Services, including CMS coverage frameworks and interstate licensing compacts supported by federal legislation, that improve access to virtual behavioral health services in rural and underserved communities across the broader Charlotte Region.

CLT Alliance Perspective



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The CLT Alliance views mental health access as inseparable from the region's broader workforce competitiveness. When behavioral health benefits are inconsistently enforced, when SAMHSA-funded diversion programs are underfunded, or when telehealth flexibilities lapse, Charlotte-area employers bear the downstream costs, in absenteeism, turnover, and reduced workforce participation. Federal policy decisions made in Washington have direct, measurable consequences for businesses and workers here. The CLT Alliance urges Congress and federal agencies to treat behavioral health infrastructure with the same urgency as physical health and workforce development investments.

BUSINESS CLIMATE & INNOVATION

Artificial Intelligence & Technology Policy

Artificial intelligence is transforming every sector represented in this group of businesses, from financial services and healthcare to manufacturing, transportation, and sports and entertainment. Charlotte's growing technology and fintech ecosystem, combined with the research capabilities of UNC Charlotte, business support and technical programs at Central Piedmont, and strong corporate investment from regional anchors, positions the region as an emerging AI hub. Congress is actively working through competing AI governance frameworks. Some favor a national preemptive standard, others a sectoral approach, and the outcome will directly shape how Charlotte's AI-adopting businesses operate.

The CLT Alliance supports:

- Business community support, perhaps not unanimous, for a federal AI and consumer data privacy framework, preempting a fragmented state-by-state approach that is risk-based, industry-specific, and adaptable to ongoing technological change. The Senate Commerce Committee is the right venue; the patchwork alternative imposes compliance costs on Charlotte's mid-market employers that only large firms can absorb.
- Federal guardrails developed through National Institute of Standards and Technology (NIST), [the Center for AI Standards and Innovation \(CAISI\)](#), and sectoral regulators (Office of the Comptroller of the Currency for banking, FDA for health) that foster AI innovation while managing risks related to misinformation, job displacement, and security, without imposing blanket restrictions that stifle competitive advantage.
- Federal support for small businesses investing in AI tools and automation, through SBA technical assistance programs and targeted R&D tax incentives, closing the AI adoption gap between large corporations and the small businesses that employ many Charlotte's private-sector workers.
- [ARPA-H](#) and [NIH research investments](#) with expanded clinical trial infrastructure and life sciences innovation capacity in the Charlotte Region, leveraging UNC Charlotte's R1 platform.
- Federal workforce transition programs, through DOL and the Department of Education, that help workers upskill and move into AI-enabled roles as the labor market evolves, coordinated with WIOA reauthorization.

CLT Alliance Perspective

Charlotte Region employers, including financial institutions, healthcare systems, manufacturers, and logistics companies, are actively investing in AI. Businesses continue to weigh the benefits of federal regulation in this space or a fragmented, inconsistent regulatory landscape that creates compliance costs without commensurate safety benefits. The CLT Alliance supports an AI policy framework that accelerates responsible adoption, protects consumers, and keeps the region competitive as the technology landscape continues to evolve.



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Life Sciences, Advanced Manufacturing & Innovation

Life sciences and advanced manufacturing are among the highest-growth sectors in the Charlotte Region. Advocate Health is expanding research and clinical trial capacity. Nucor and Charlotte Pipe represent world-class manufacturing anchored in the Carolinas. The region's ecosystem of suppliers, researchers, and economic development organizations, including [EDPNC](#), and regional partners actively recruit innovation-sector investment aligned with federal industrial policy programs.

The CLT Alliance supports:

- Federal R&D investments through NIH, ARPA-H, and [National Science Foundation \(NSF\)](#), with expanded clinical trial infrastructure that attracts pharmaceutical and life sciences companies to establish or expand operations in the Charlotte Region.
- Manufacturing-friendly federal tax policy, including permanent domestic R&E expensing under Section 174A and competitive corporate rates now enacted in HR 1, and ongoing support for domestic production through [Section 48C, advanced energy tax credits](#), provides the stable foundation Charlotte Region manufacturers need to plan long-term capital investment. The ask is now implementation fidelity from IRS and Treasury, and protection of 48C credits in any future budget negotiations.
- Federal support for domestic electric vehicle and semiconductor supply chains, including DOE loan programs, [CHIPS Act implementation](#), and [Advanced Manufacturing Production Credit](#), enacted in the Inflation Reduction Act, solidifying the Carolinas as a national leader in battery and semiconductor production.
- Federal support for domestic EV and advanced manufacturing supply chains, including department of energy loan programs and IRA manufacturing credits, is directly relevant to Scout Motors, which recently selected Charlotte as its global headquarters and is building its manufacturing plant in Blythewood, SC, with production targeted for 2027.
- Passing the Patent Eligibility Restoration Act, bipartisan legislation reintroduced by North Carolina Senator Thom Tillis and others, which provides protections enabling Charlotte Region businesses and investors to protect innovation and encourage long-term capital formation, addressing a critical gap in U.S. IP law that disadvantages domestic innovators relative to foreign competitors.
- Federal policies that promote private-sector investment in next-generation infrastructure, including 5G spectrum policy (FCC), broadband (NTIA), and industrial IoT standards (NIST), enabling the connected manufacturing environment Charlotte's industrial base is building toward.

CLT Alliance Perspective

The Charlotte Region is already a life sciences and advanced manufacturing hub. Advocate Health is expanding clinical trial capacity. Nucor and Charlotte Pipe represent world-class industrial anchors. Scout Motors is building its next-generation vehicle manufacturing plant just across the state line, with its global headquarters here. The federal policy decisions that matter most to these employers are no longer about whether to invest, Section 174A, 48C credits, and CHIPS Act implementation are enacted, they are about whether the IRS, Treasury, and DOE follow through with the guidance, fidelity, and speed that companies making long-term capital commitments require. The Senate Finance Committee and House Ways and Means Committee are the right venues. North Carolina's delegation should be leading on implementation, not just celebrating passage.

Sports, Entertainment & Destination Economy

The Charlotte Region's sports and entertainment economy, anchored by Charlotte Hornets Sports & Entertainment and Tepper Sports & Entertainment, is a major driver of tourism, hospitality employment, and regional brand identity. These assets compete nationally and internationally to attract events,



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investment, and talent. Federal policy affects this sector through the tax treatment of venue bonds, federal security programs for major events, and trade policy affecting international visitor access.

The CLT Alliance supports:

- Federal policies that support cultural assets, travel, professional sports, major events, and entertainment venues, including the travel promotion programs administered by [Brand USA](#) through the Department of Commerce, that make the Charlotte Region attractive for economic development and tourism.
- Federal transportation and transit investments that would connect fans, visitors, and employees to major venues, and events like including restoration of Capital Investment Grant funding in the FY 2027 THUD bill, which passed subcommittee with a 78% CIG cut, and surface transportation reauthorization before the IIJA expires September 30. Charlotte has secured local match funding and projects are advancing; federal investment must follow.
- Federal and IRS guidance on economic development financing tools, including [New Markets Tax Credits](#), [Opportunity Zones](#), and tax-exempt bond treatment, that recognize the sports and entertainment sector as an anchor for broader commercial and real estate investment.

CLT Alliance Perspective

Charlotte's sports and entertainment economy is an economic development asset that punches well above its weight, attracting visitors, anchoring real estate investment, and shaping how talent and employers perceive this region. The federal policy levers that matter most are not complicated: Brand USA travel promotion funding, tax-exempt financing tools, and the transit investment that connects fans, workers, and visitors to venues. What undermines all of it is a House THUD bill that cuts Capital Investment Grants by 78% at the precise moment Charlotte has secured local match funding and is ready to build. A region that cannot move people to and from its destinations efficiently is a region that loses events, conventions, and the hospitality jobs that come with them. The CLT Alliance urges the full Appropriations Committee to restore CIG funding at markup on June 4.

Public Safety & Business Climate

Public safety is foundational to the region's quality of life and its attractiveness for business investment; it is not a niche concern. From financial institutions and healthcare systems to retailers, hospitality operators, construction firms, and small businesses, every sector represented in this cohort of Charlotte area businesses is affected by public safety outcomes. A region that cannot assure employers, employees, and visitors of a safe environment loses its competitive edge in the national race for talent and capital investment. CPI Security is a leading regional provider of commercial and residential security solutions, and the business community broadly supports federal policies that improve public safety outcomes.

The CLT Alliance supports:

- Passage of the [Combating Organized Retail Crime Act \(CORCA\)](#), bipartisan legislation in both the House and Senate that would establish a federal task force targeting the organized crime networks that coordinate retail theft operations, imposing major costs on retailers, supply chain operators, and consumers nationally.
- DOJ and federal law enforcement funding, through appropriations to the FBI, DEA, and U.S. Marshals, that supports effective, community-centered public safety in high-growth metros like Charlotte.



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- Federal criminal justice reform, including [Second Chance Act](#) reauthorization and Bureau of Prisons programming, which promotes efficiency and smart approaches to repeat offenders, improving quality of life and reducing recidivism.
- SAMHSA and DOJ funding for mental health and crisis intervention resources that allow law enforcement to focus on public safety while directing behavioral health situations to appropriate care, consistent with the [CAHOOTS](#) model and bipartisan legislation advancing in Congress.

CLT Alliance Perspective

Public safety is an economic development issue, and the business community has a direct stake in getting it right. Retailers absorb the cost of organized theft. Employers competing for talent weigh safety perceptions alongside salaries. Hospitality and entertainment operators cannot attract visitors to destinations that feel unsafe. The CLT Alliance's asks here are straightforward and bipartisan: pass CORCA to dismantle the organized retail crime networks that impose real costs on real businesses, fund DOJ and federal law enforcement at levels that support effective public safety in high-growth metros, and invest in SAMHSA and crisis intervention resources that make law enforcement more effective. These are not ideologically charged positions; they are the operational concerns of the employers that drive this region's economy.

Housing & Economic Opportunity

Workforce housing availability is directly linked to the Charlotte Region's ability to attract and retain talent at every level. With rapid population growth and constrained housing supply, the CLT Alliance supports bold federal action to increase housing availability and affordability, primarily through the federal tax code, HUD programs, and regulatory frameworks over which Congress has direct jurisdiction.

The CLT Alliance supports:

- Federal regulatory reform, including HUD administrative guidance and zoning incentive programs like UHD's Housing Supply Fund, that reduces barriers on housing providers and encourages localities to streamline permitting to accelerate housing development across all income levels.
- [Expanded Low-Income Housing Tax Credit \(LIHTC\)](#), the primary federal tool for affordable housing, and tax incentives for adaptive reuse of commercial and office buildings, where firms like CBI | Workplace Solutions play a critical role in transforming spaces into productive workplaces, to create housing supply in high-growth markets like Charlotte.
- Federal childcare investment through the [Child Care and Development Block Grant \(CCDBG\)](#) and [Child Tax Credit](#) provisions that ensure access to reliable, affordable childcare, a foundational requirement for workforce participation that Charlotte Region employers identify as a persistent barrier.
- SBA capital access programs and [CDFI Fund](#) investments for small businesses and entrepreneurs, especially in underserved communities, to support broad-based economic opportunity aligned with the region's inclusive growth agenda.
- Support for [Community Development Block Grant \(CDBG\)](#) program ongoing funding that supports small businesses, community development, and disaster recovery in fast-growing metros, opposing proposed reductions in executive budget proposals that would undermine flexible federal community investment tools that high-growth regions like Charlotte depend on.

CLT Alliance Perspective

With 157 people moving to the Charlotte Region every day, housing supply is now a workforce competitiveness problem. Employers cannot recruit or retain talent in a market where workers cannot afford to live near where they work. The federal tools that matter most, LIHTC expansion, the Housing Supply Fund, CDBG, CDFI Fund investment, and adaptive reuse incentives, are well-established and effective. The CLT Alliance's position is not complicated: fund them, protect



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them in budget negotiations, and pair them with regulatory reform that removes the federal barriers slowing housing production. The Senate Banking and House Financial Services Committees have the jurisdiction. Charlotte's growth rate makes the case for urgency better than any briefing document can.



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General Questions

The CLT Alliance's mission is to create opportunity, economic growth, and prosperity for all. Reflecting the federal policy landscape, we ask our delegation:

- The tax bill delivered some real wins for Charlotte businesses, including permanent pass-through deductions, restored R&D expensing, and the 21% corporate rate. How do we make sure the IRS and Treasury actually follow through on implementation? And what's the plan to hold these gains when the next budget fight comes around?
- Tariffs are hitting our manufacturers, logistics companies, and construction firms in real and immediate ways. What are the next steps on tariffs in the short-term and medium-term?
- Charlotte has done its part on transit, MPTA is up and running and we have dedicated local funding secured. How do we make sure we're positioned to get our fair share of federal dollars for transit projects?
- Beyond rail, our Better Bus network is the backbone of how most transit-dependent workers actually get around the region every day. Is there federal appetite to invest in bus network expansion and frequency improvements, or does all the attention, and the money, go to the marquee rail projects?
- The Silver Line and Red Line are the big asks, but Charlotte's transportation needs don't stop there. The I-77 corridor, freight rail, and inland port development are all connected. Is there a way to bring a more comprehensive regional transportation investment case to Congress rather than project by project?
- Federal transit funding formulas were largely written for older, denser, legacy transit cities. Charlotte's growth pattern is different, sprawling, fast-moving, and relatively young infrastructure. Are those formulas keeping up with how cities like ours grow, or are we structurally disadvantaged compared to cities that built their systems decades ago?
- Charlotte Douglas International Airport is the seventh-busiest airport in the world and one of the biggest economic engines in the Carolinas. What does our delegation need to be doing to make sure CLT gets the attention it deserves in FAA funding and reauthorization?
- AI is changing how every company in our region operates. Congress is debating how to regulate it. What direction is that heading, and how can Charlotte's business community have a seat at that table?
- Every employer we talk to says finding and keeping workers is their biggest challenge. What's actually moving on workforce funding, apprenticeships, short-term credentials, support for Central Piedmont and UNC Charlotte, and when?
- UNC Charlotte recently achieved R1 research status, which opens a lot of federal funding doors. How do we make sure that translates into real research dollars flowing to Charlotte?
- Duke Energy is making major decisions right now about the grid, generation, and infrastructure, and federal policy drives a lot of that. What's moving on permitting reform and grid modernization that Charlotte should know about?



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- Our life sciences and manufacturing sectors are growing fast. How are programs like the CHIPS Act and IRA manufacturing credits playing out for companies here, and are those programs safe in the current budget environment?
- Charlotte is the second largest banking center in the country. How is Congress thinking about bank regulation right now, and how do we make sure the rules coming out of Washington don't put Charlotte's financial institutions at a disadvantage?
- We're one of the fastest-growing regions – with the fastest-growing major city at the center. We continue competing for talent, capital, and major employers. What's your strategy for making sure Charlotte gets the federal investment it needs to keep that momentum going?
- Charlotte is closing in on one million people, a threshold that changes how a city is perceived, funded, and prioritized at the federal level. How does Congress start thinking about Charlotte differently as we cross that line, and what does our delegation need to be doing now to make sure we're positioned for the investment that comes with that designation?
- Mayor Lyles has been one of Charlotte's most effective advocates in Washington over her tenure; her relationships on the Hill and with federal agencies have opened real doors for this region. As she prepares to leave office, how do we make sure those relationships and that momentum don't skip a beat during a leadership transition?

Delegation Questions

Rep. Greg Murphy

1. As a practicing physician in Congress, what federal policy changes do you believe are most urgently needed to stabilize the healthcare workforce and address provider shortages?
2. Medicaid reimbursement and healthcare funding decisions directly impact hospitals, employers, and regional economies. What reforms do you believe would strengthen long-term healthcare system sustainability?
3. Healthcare cybersecurity and digital infrastructure are becoming increasingly important. What role should Congress play in protecting healthcare systems from cyber threats while supporting innovation and patient access

Rep. Brad Knott



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1. As Congress continues debating economic competitiveness and regulatory reform, where do you see the greatest opportunities to reduce barriers for business growth?
2. Many employers continue to cite workforce availability as a top challenge. What federal workforce development strategies do you think are most effective for supporting long-term economic growth in North Carolina?
3. Cybersecurity threats increasingly affect businesses of all sizes. What role should Congress play in supporting stronger cybersecurity readiness for private-sector employers and critical infrastructure?

Sen. Ted Budd

1. Tariffs and trade policy continue to impact manufacturers, retailers, and logistics companies across the Charlotte region. How do you view the balance between protecting domestic industry and maintaining stable supply chains and predictable costs for businesses?
2. Healthcare providers and employers continue to face workforce shortages and rising costs. What role should the federal government play in stabilizing the healthcare workforce while preserving employer flexibility and private-sector innovation?

Rep. Deborah Ross

1. You've been active on technology, cybersecurity, and infrastructure issues. What additional federal investments or policies are needed to strengthen North Carolina's digital infrastructure and cyber resilience?
2. Research universities, innovation hubs, and the private sector are increasingly interconnected. How can Congress better support public-private partnerships that drive innovation and talent development across North Carolina?
3. Housing affordability and workforce access are becoming major economic development concerns. What federal role do you believe is appropriate in helping high-growth regions address housing supply challenges?

Rep. Richard Hudson

1. As a Member with experience on telecommunications issues, how do you see Congress balancing broadband expansion, cybersecurity, and private-sector innovation?



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2. Supply chain reliability remains a major concern for manufacturers and distributors. What trade and economic policies do you believe would provide greater long-term certainty for businesses?
3. Employers across the Charlotte Region continue to cite workforce availability as a top challenge. What federal workforce or immigration reforms do you believe would help strengthen economic competitiveness?

Rep. Pat Harrigan

1. As AI, cybersecurity, and defense technologies increasingly intersect, how should Congress approach digital infrastructure and cyber readiness without creating barriers to innovation and private-sector growth?
2. Charlotte's business community depends on long-term infrastructure and workforce certainty. How do you balance fiscal restraint with the need for continued federal investment in transportation, energy, and workforce development?

Sen. Thom Tillis

1. Given your long-standing involvement in banking, housing, and workforce issues, what federal policy changes do you believe are most needed to expand housing supply and economic mobility in fast-growing regions like Charlotte?
2. Transit and infrastructure investment remain major priorities for the region. What opportunities do you see for bipartisan federal support for major transit and mobility projects in high-growth metropolitan areas?
3. As you near the end of your service in the Senate, what are 1-2 moments or people you'll most remember?

Rep. Mark Harris



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1. Employers across North Carolina continue to face rising healthcare costs and workforce shortages. What federal healthcare reforms do you believe would best support both businesses and working families?
2. Many business leaders are concerned about long-term economic uncertainty tied to inflation, interest rates, and federal spending. What fiscal policies do you believe are most important for restoring long-term economic confidence?
3. Infrastructure and transportation investments are increasingly tied to regional competitiveness. What should Congress prioritize to ensure growing regions like Charlotte can continue attracting business investment?

Rep. Russell Fry

1. Businesses continue to express concern about cybersecurity risks and data protection requirements. Where do you believe Congress should focus its efforts to support business security without overburdening employers?
2. With growing pressure on infrastructure systems across the Southeast, what transportation or infrastructure priorities should Congress focus on to support long-term economic growth?

Rep. Russell Fry

3. Businesses continue to express concern about cybersecurity risks and data protection requirements. Where do you believe Congress should focus its efforts to support business security without overburdening employers?
4. With growing pressure on infrastructure systems across the Southeast, what transportation or infrastructure priorities should Congress focus on to support long-term economic growth?

Rep. Chuck Edwards

1. What is the latest on the federal response to Hurricane Helene?
2. Rural healthcare access and workforce shortages remain major concerns. What policies do you support to help stabilize rural hospitals and healthcare staffing pipelines?

Rep. Tim Moore



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1. Charlotte's business community continues to prioritize transportation and transit investments. How do you view the federal government's role in supporting fast-growing regions that are facing major mobility and congestion challenges?
2. Housing affordability has become both an economic and workforce issue. What federal policies do you believe could help increase housing supply without creating unnecessary regulatory burdens?

Rep. Ralph Norman

1. Businesses across the Carolinas are navigating uncertainty around trade policy and tariffs. What changes, if any, would you support to provide greater predictability for employers and investors?
2. Access to capital remains essential for entrepreneurs and growing businesses. What steps should Congress take to ensure community banks and financial institutions can continue supporting small-business growth?

Additional

1. What is one federal policy area where you believe bipartisan progress is realistically achievable over the next 18 months that would materially improve the business climate for North Carolina?
2. As North Carolina continues to grow rapidly, what do you believe is the single biggest risk to the state's long-term economic competitiveness if Congress fails to act?
3. What can the Charlotte business community do more effectively to help inform federal policymakers about the real-world impacts of legislation and regulation?



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