

THE ADMINISTRATOR

RECRUITMENT IS IMPROVING BUT SUCCESSION PLANNING STILL LAGS

New workforce findings offer encouraging news on hiring.

After several years of unusually difficult hiring conditions, state and local governments are seeing signs of improvement. That is welcome news, but it does not mark the end of the public-sector workforce challenge.

Preliminary findings from the 2026 State and Local Government Workforce Survey, summarized by ICMA and MissionSquare Research Institute, show improvement across many positions that have been hardest to fill, including police, engineering, information technology, maintenance, corrections and nursing.

Compensation perceptions have strengthened as well. Sixty-four percent of responding human-resources professionals described wages as competitive with the labor market, while 92 percent viewed benefits as competitive. Nearly one-quarter reported hiring former federal employees during the preceding year, identifying another possible source of experienced public-sector talent.

Those findings suggest that the most intense post-pandemic pressure may be easing. They do not remove longstanding concerns about retirements, specialized skills, advancement opportunities, supervisory quality and the transfer of institutional knowledge.

The recruitment wave is uneven

The survey found substantial variation in retirement expectations. Forty percent of respondents said their largest anticipated

retirement wave had already occurred or that they did not expect such a wave. Fifteen percent said the largest wave was happening now, while 44 percent expected it within the next several years.

A national trend will not describe every organization. One city may have replaced much of its senior leadership, while a neighboring county could be approaching the simultaneous retirement of department heads who collectively hold decades of operational knowledge. More than half of responding governments still lacked a succession planning process. Competing priorities and insufficient leadership support were among the reasons.

Succession planning is broader than naming a replacement

A responsible succession plan does not promise a position to one employee, bypass a competitive process or assume that every vacancy can be filled internally. It prepares the organization to continue operating when people leave. Practical steps include the following.

- Identify positions where a vacancy would create significant operational, legal, financial or community risk.
- Document annual deadlines, key relationships, system access, active projects and decisions that currently live in one employee's memory.
- Cross-train employees for essential functions and use temporary acting assignments when appropriate.

- Give emerging leaders broader experience through stretch projects, committee work, budget presentations and interdepartmental assignments.
- Conduct stay interviews and ask strong employees what keeps them engaged, what frustrates them and what development would help them remain.
- Review job descriptions before vacancies occur so outdated requirements do not unnecessarily narrow the applicant pool.
- Build relationships with MPA programs, community colleges, universities, veterans' programs, internships, fellowships and professional associations before recruitment begins.

Make workforce continuity part of routine management

Succession planning is more useful when it becomes part of ordinary management rather than a document opened only after someone announces a departure. A city or county can begin with an annual workforce continuity review during budget preparation, a leadership retreat or the department goal-setting process. Each department can identify positions that are difficult to replace, functions with only one trained employee and responsibilities that require long lead times for certification or recruitment.

The review should produce specific development and documentation assignments without identifying a promised successor. A department might update a procedure manual, designate a backup for a recurring filing, rotate an employee through budget preparation or arrange for an emerging supervisor to lead a project. Managers can then track a few practical measures: whether critical processes are documented, whether each essential function has a trained backup and whether employees have completed the development experiences included in their plans.

Smaller jurisdictions do not need a large human-resources staff to begin. They can use regional councils of governments, professional associations, peer communities and shared training opportunities to expand the development options available to employees. The important step is to assign responsibility and review the plan regularly. A simple process that leaders revisit every quarter will protect more institutional knowledge than an elaborate plan that is never updated.

Manager transitions require special attention

Succession planning for the manager's office must respect the governing board's appointment authority. The manager should not select a successor. The organization can still prepare by keeping policies and financial records current, documenting major projects and commitments, developing a capable leadership team and helping the board understand the elements of a sound transition process.

Improving recruitment gives local governments room to move from constant vacancy response toward long-term workforce planning. The next retirement, resignation or promotion should not be treated as a surprise when the possibility has been visible for years. Succession planning cannot eliminate disruption, but it can protect service continuity, reduce organizational anxiety and give the next leader a stronger foundation.

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SHEPHERD A SENIOR ADVISOR

Brings a wealth of experience across local government.

The N.C. City & County Management Association (NCCCMA) is pleased to announce the appointment of Rob Shepherd as Senior Advisor serving Region G.

Shepherd brings extensive knowledge of local government management and a deep commitment to the profession. He recently concluded his service as NCCCMA's executive director, where his leadership strengthened the Association, supported its members, and advanced professional local government management throughout North Carolina.

As part of the NCCCMA Senior Advisor Program, Shepherd will join Scott Buffkin in serving Region G. Together, they will provide confidential guidance, mentoring, and support to managers and assistant managers throughout the region.

Please join us in congratulating Rob and thanking him for continuing his service to NCCCMA and North Carolina's local government management community!



A NEW CLASS OF PUBLIC SECTOR LEADERS

The 2026 PELA cohort completed an intensive experience supported by NCCCMA investment, member discounts and scholarships.

North Carolina local government welcomed another class of prepared and connected public-sector leaders when the 2026 Public Executive Leadership Academy concluded August 7 at the UNC School of Government.

Known throughout the profession as PELA, the program is the School of Government's premier leadership experience for experienced public executives. The 2026 cohort gathered for two residential sessions, July 12 through 17 and August 2 through 7, to examine what effective leaders do and how their leadership approaches affect employees, governing boards, community partners and residents.

NCCCMA has supported PELA since the program began. That partnership reflects a shared belief that strong communities depend on capable professional

leadership and that leadership development benefits far more than the individual participant.

Leadership beyond the classroom

PELA is designed as an immersive experience rather than a traditional conference. Participants examine their leadership strengths, identify areas for growth and connect classroom concepts to issues already facing their organizations. The curriculum addresses facilitation, media relations, emotional resilience, stakeholder relationships and the work of leading change.

Each participant selects a real-world project tied to a regional, community or organizational priority. Through peer consultation, faculty guidance and leadership assessment, participants develop an action

plan they can carry home. They also build a personal leadership development plan informed by feedback from faculty members and fellow participants.

The professional network may be one of the program's most durable benefits. Local government executives often face visible and complicated issues that are difficult to discuss within their own organizations. PELA creates relationships across municipal and county lines and gives graduates peers who understand the work and can offer candid advice after the formal program ends.

NCCCMA support makes participation more affordable

The Association's support is both programmatic and financial. PELA's residential format, faculty time, lodging and meals create a valuable experience, but they also create costs that can be difficult for a smaller jurisdiction or a department with a limited training budget to absorb. NCCCMA and its partners use several forms of assistance to reduce that barrier.

\$10,000 annual grant. NCCCMA provides \$10,000 to the UNC School of Government to help fund PELA and offset program costs for local government attendees. This direct investment helps the School maintain a statewide executive leadership program while keeping more of the cost from falling on individual jurisdictions.

\$500 member discount. NCCCMA members receive a \$500 discount on PELA registration. The discount is a tangible member benefit and reinforces the Association's commitment to preparing managers, assistants, deputies and department directors for broader leadership responsibilities.

NCCCMA scholarships. The NCCCMA Professional Development Committee awards a limited number of partial scholarships to help eligible members attend PELA and other qualifying development programs. The scholarships provide another path for an accepted participant whose organization cannot cover the full registration cost.

Civic Foundation scholarships. The Civic Foundation also provides professional development scholarships that can offset registration costs for eligible public-service employees attending UNC School of Government programs, including PELA. In 2025, the Foundation awarded nearly \$30,000 to 24

local government employees, including several PELA participants.

Each form of assistance has its own eligibility requirements and application deadline. Prospective participants should apply for PELA and available scholarships early and should confirm current requirements with the School of Government, NCCCMA and the Civic Foundation.

More than two decades of leadership development

For more than two decades, PELA has served city and county managers, assistant and deputy managers, and department directors from communities across North Carolina. Many graduates have returned as mentors, faculty contributors and supporters of future cohorts, extending the program's value across generations of public executives.

NCCCMA extends its appreciation to Professor Kim Nelson for the scholarship, practical insight and care she brings to the program. Her work keeps PELA grounded in the realities facing public executives while challenging participants to examine their own leadership. The Association also thanks Lesly Vasquez for the organization and behind-the-scenes coordination required to deliver a demanding residential program.

Most importantly, congratulations to the members of the 2026 PELA class. Their decision to invest in their leadership is also an investment in their employees, elected officials, organizations and communities. North Carolina local government will benefit from the lessons they learned, the relationships they formed, and the changes they are prepared to lead.



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FROM COMMUNITY VISION TO PRIVATE INVESTMENT

Initiative prepares complex real estate projects for the market.

An empty hospital, a dormant mill or an underused downtown block may hold enormous potential, but vision alone rarely moves a difficult property into development. Local governments must define the public outcome, understand the market, address infrastructure and site constraints and give private partners enough reliable information to evaluate the opportunity. That work often must happen before a developer is ready to invest.

The Development Finance Initiative at the UNC School of Government helps North Carolina communities complete that predevelopment work. DFI combines real estate development, financial analysis, public-sector law and community engagement to help local officials connect a community-driven vision with market realities. Its role is not to choose a community's goals. It is to help local leaders determine whether those goals can become a feasible project and how public and private investment can be structured to advance them.

A large challenge in Morganton

A UNC-Chapel Hill feature on DFI illustrates that role through Morganton's Broughton District. In 2014, the historic Broughton Hospital complex was approaching a major transition as hospital operations prepared to move to a new facility. The original hospital dated to 1883, and the campus included a collection of buildings in different conditions. Leaving

the property vacant would have placed an important community landmark at risk and left a major redevelopment opportunity unrealized.

The challenge extended well beyond one building. The hospital sat within an 800-acre district that also included the North Carolina School for the Deaf, Western Piedmont Community College and other public facilities. The work involved Morganton, Burke County, local development organizations and five state departments. DFI therefore examined the entire district rather than treating the hospital as an isolated property.

The resulting plan identified six development sites for institutional, hospitality, retail and residential uses, connected by parks, trails and open space. It also identified road, sewer and stormwater improvements needed to prepare the sites for development. The 2021 UNC feature reported a goal of attracting \$192 million in private investment. Early progress included a western campus of the North Carolina School of Science and Mathematics and development at Murphy's Farm, where historic barns were positioned for retail use alongside 240 residences.

Making a project understandable to the market

DFI's process helps reduce the uncertainty that can keep a complicated public project from moving forward. The team studies market demand, site

conditions and infrastructure; works with local stakeholders to define public interests; tests financial feasibility; and identifies the public participation that may be needed. The findings can then be assembled into materials that explain the project, its economics and the community's expectations to potential development partners.

That translation matters. Local officials may begin with goals such as preserving a historic building, creating housing, expanding the tax base or restoring activity to a downtown. Developers must also understand construction costs, likely revenue, approval requirements, infrastructure responsibilities and investment risk. A successful public-private partnership gives both sides a shared picture of the opportunity without allowing financial feasibility to erase the community's priorities.

The approach also recognizes that large projects rarely arrive all at once. DFI advises communities to phase public improvements alongside private investment, establish early priorities that build momentum and adjust as market conditions change. That protects the local government's long-term interests and reduces the risk of making major public investments too far ahead of development that will help support them.

A management framework for difficult sites

For city and county managers, the Broughton District offers a useful lesson: predevelopment is part of implementation. Before issuing a solicitation or announcing a preferred use, a local government should be able to answer several practical questions.

- What public outcomes has the governing board identified, and which of them are essential?
- What do current market data support, and where is there a financial or infrastructure gap?
- Which public entities, property owners and community stakeholders must be involved?
- What information can be resolved before a developer is asked to assume the cost and risk of due diligence?
- How can public investment be phased and tied to measurable private commitments?

Managers are especially well positioned to coordinate this work because it crosses departments

and institutions. Planning, finance, public works, legal counsel, economic development and communications may all have a role. The manager can help the governing board establish decision points, keep the public interests visible and ensure that the solicitation and negotiation process remains lawful and transparent.

Capacity that communities can use

Since its creation in 2011, DFI has worked on more than 250 projects and partnered with local governments in 78 North Carolina counties. The program reports that its projects have generated more than \$1 billion in private investment supporting local community development goals. Its areas of focus now include affordable housing, brownfields, disaster recovery, downtown revitalization, historic preservation, master development planning and neighborhood redevelopment.

Not every underused property will support the first idea proposed for it, and not every market can deliver the same mix of uses. The value of disciplined predevelopment is that it replaces assumptions with evidence. It helps a community understand what is possible, what public action is justified and what commitments should be expected from a private partner. For local leaders facing a difficult site, that clarity can be the difference between a vision that remains on paper and a project that begins to take shape.

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MEMBER SPOTLIGHT: JEFFERY BROWN

*Our “Member Spotlight” offers a glimpse into the personalities and lives of you – the N.C. City & County Management Association member. Our “Member Spotlight” this month features **Jeffery Brown**, Assistant Town Manager, Wendell.*

Birthplace? **Dunn.**

Any siblings? **My oldest brother is only 2.5 years older than my sister and me. She is the youngest as I was born 10 minutes before her. We grew up on a farm and being the youngest boy, I always got stuck with the worst jobs. Since I was the youngest boy, I never got to pass the responsibility down to anyone else.**

Favorite food? **Mama’s fried pork chops.**

Favorite pastime? **I love the outdoors. I love to hunt, fish, and riding horses with Daddy. I very enjoy spending time with my four kids and seeing them grown into young adults.**

Favorite Quote? **This is a difficult one. I will go with a quote from Ronald Regan. “We can’t help everyone, but everyone can help someone.”**

First local government job? **Use Value Tax Appraiser in the Cumberland County Tax Administration Department.**

Western or Eastern BBQ? **Eastern BBQ, all day, every day. However, I will admit that I am a fan of the red slaw from Western, NC.**



Mountains, beach or Piedmont? **Growing up our family went to the mountains way more than the beach. As an adult, give me the beach any day of the week. It is my happy place.**

Favorite Role Model? **My father, hands down, is the man that I have always aspired to be.**

Favorite local government hero? **This is difficult to answer. There have been so many people in local government that have made such an impact on my career. Agnes Bundy worked with the City of Fayetteville for over 40 years, and she was such an inspiration to work with. Her passion to help others and serve the organization are characteristics that I have made sure to replicate.**

What is one thing most people KNOW about you or would say about you? **That I can make most any task a good time.**

What is one thing most people would be surprised to learn about you? **I am a Kentucky Colonel.**

DIGITAL ACCESSIBILITY STARTS WITH INVENTORY

Local governments still too an organization-wide plan for websites, documents, forms and mobile apps.

For many residents, the front door to local government is now a website. They use it to apply for a job, pay a bill, register for a program, review a meeting agenda, request a service or learn what to do during an emergency. If that digital front door cannot be used by a person with a disability, the barrier affects access to the underlying government service.

The U.S. Department of Justice's Title II rule gives state and local governments a specific technical standard for web content and mobile apps. Covered content generally must meet the Web Content Accessibility Guidelines version 2.1 Level AA. In April 2026, the Department extended the compliance dates. Public entities with populations of 50,000 or more now have until April 26, 2027. Entities with fewer than 50,000 people and special district governments have until April 26, 2028.

The extension creates useful time, but it should not delay the work. Accessibility is not a one-time website project. It is a content management responsibility that involves departments, vendors, procurement, records, communications and information technology.

The rule reaches beyond the main website

The standard applies to web content and mobile apps that a public entity provides or makes available. That includes text, images, video, audio, online forms and documents such as PDFs. It also includes many services provided through contractual or licensing arrangements. A city or county remains responsible for access when a vendor hosts a payment portal, registration system or other public service on its behalf.

The rule contains limited exceptions for categories such as qualifying archived content, some preexisting conventional documents and content posted by third parties. Those exceptions are defined and do not remove the government's

broader duties to provide effective communication, reasonable modifications and equal access to programs and services. Local counsel should be involved when an entity relies on an exception or evaluates an undue burden or fundamental alteration.

A practical work plan

Managers do not need to become accessibility technicians. They do need to establish ownership, resources and accountability. A practical starting plan can follow seven steps.

1. Confirm the applicable deadline and identify one executive sponsor for the work.
2. Inventory public websites, subdomains, mobile apps, online services, forms, video libraries and high-use documents.
3. Identify who creates and approves content in every department, including employees who routinely upload agendas, reports, flyers and scanned documents.
4. Prioritize essential and frequently used services while developing a schedule for the remaining content.
5. Review contracts and future procurements so vendors must meet the standard, provide testing information, correct defects and support ongoing compliance.
6. Train content creators to use headings, alternative text, captions, descriptive links, accessible tables and properly tagged documents.
7. Establish routine testing and a clear way for residents to report a barrier or request an accessible format.

Build accessibility into ordinary work

An automated scan can identify some issues, but it cannot determine whether alternative text is meaningful, whether a form can be completed

logically with a keyboard or whether a document makes sense when read by assistive technology. Effective programs combine automated checks, human review and testing by people who use assistive technology.

The most durable improvement comes from changing daily workflows. An inaccessible agenda packet corrected after publication solves one problem. A Word and PDF template that produces accessible packets, paired with staff training and a prepublication check, prevents the problem from recurring. The same principle applies to social media graphics, job postings, videos and online forms.

The new deadlines provide a defined finish line for initial compliance. The larger responsibility continues after that date. Local governments will keep publishing new information and adding new digital services. Accessibility must therefore become part of how those services are designed, purchased, tested and maintained.

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WHAT NEW SNAP COST SHARING MEANS FOR N.C. LOCAL GOVERNMENTS

Federal and state policy changes will shift substantial program costs to local revenue streams beginning in fiscal year 2026-27.

North Carolina's counties and municipalities are entering a new phase in the financing of the Supplemental Nutrition Assistance Program, or SNAP. Federal law has reduced the federal share of program administration and, for the first time, will require states with elevated payment error rates to pay part of the benefits themselves. North Carolina's 2026 Appropriations Act places much of that new exposure on local governments through county administrative obligations and the withholding of local sales tax distributions (One Big Beautiful Bill Act, 2025; North Carolina General Assembly, 2026).

The figures are large, but they require careful reading. The North Carolina Association of County Commissioners estimates \$69.4 million in additional annual county administrative costs and approximately \$150 million in annual benefit-related costs under the current payment error rate assumption, for a statewide total of about \$219.4 million (North Carolina Association of County Commissioners [NCACC], 2026). Separately, the North Carolina League of Municipalities estimates that cities and towns could collectively forgo about \$51.6 million in annualized sales tax distributions under the benefit-cost recovery formula (North Carolina League of Municipalities [NCLM], 2026). These estimates describe related parts of the same policy framework and should not automatically be added together without confirming the underlying allocation methodology.

How the financing rules changed

SNAP has historically operated through a federal-state partnership. The federal government paid the full cost of food benefits, while the federal government and states generally divided administrative costs equally. Public Law 119-21, enacted on July 4, 2025, changed both arrangements. Beginning October 1, 2026, the federal share of administrative costs falls from 50 percent to 25 percent, leaving states responsible for the remaining 75 percent. Beginning October 1, 2027, states with a SNAP payment error rate above 6 percent must also pay a share of benefit costs (One Big Beautiful Bill Act, 2025; Nickodem, 2026).

The benefit-cost share follows a sliding scale. A state with an error rate from 6 percent to less than 8 percent pays 5 percent of benefit costs. A rate from 8 percent to less than 10 percent produces a 10 percent state share, and a rate of 10 percent or more produces a 15 percent state share. States below 6 percent do not owe a benefit share under this provision (One Big Beautiful Bill Act, 2025).

Effective date	Change	North Carolina local effect
October 1 2026	Federal administrative share falls from 50 percent to 25 percent	Counties assume the additional state-directed administrative share
October 1 2027	States above a 6 percent payment error rate begin paying 5 to 15 percent of SNAP benefits	State law recovers the obligation by withholding county and municipal sales tax distributions

Sources: One Big Beautiful Bill Act, 2025; North Carolina General Assembly, 2026; Nickodem, 2026.

What a Payment Error Rate Measures

The term payment error rate can sound like a measure of fraud, but that is not what the federal quality-control statistic represents. It measures the accuracy of eligibility and benefit determinations, including both overpayments and underpayments. Errors may arise from agency processing, incomplete or outdated household information, or changes in income and circumstances. The rate is therefore a measure of payment accuracy across a sampled caseload, not a finding that the same percentage of benefits was obtained fraudulently (U.S. Department of Agriculture, Food and Nutrition Service [USDA FNS], 2026).

USDA reported North Carolina's federal fiscal year 2025 payment error rate at 7.36 percent, compared with a national rate of 10.62 percent. Under the new scale, 7.36 percent falls in the 5 percent benefit-cost tier. The final obligation is not yet fixed. As the Central Pines regional analysis explains, the applicable cost will depend on the error-rate year used under federal law and could change if North Carolina's rate moves below 6 percent or into a higher tier (USDA FNS, 2026; Worsley, 2026).

How North Carolina allocated the new costs

The General Assembly addressed the federal changes in Session Law 2026-41. Section 9J.14 created G.S. 108A-52.2 and directs the Department of Revenue, beginning October 1, 2027, to recover the state's benefit-cost obligation by withholding sales tax distributions that otherwise would go to counties and municipalities under Articles 39, 40, and 42. The statutory formula includes a flat assessment based on 0.75 percent of a county area's base-year allocation, along with an additional assessment tied to attributable payment error dollars (North Carolina General Assembly, 2026; Nickodem, 2026).

This structure matters for municipal managers because cities and towns do not administer SNAP or determine case eligibility, yet municipal sales tax distributions are included in the recovery mechanism. Counties have the direct administrative role through local departments of social services and also face the separate increase in administrative cost sharing. In practice, the policy reaches both levels of local government, but through different responsibilities and budget lines (NCACC, 2026; NCLM, 2026).

The statewide estimates

NCACC's August 2026 analysis estimates \$69,361,330 in additional annual county administrative costs and \$150,000,000 in benefit-related costs, totaling \$219,361,330 statewide. The estimated property-tax equivalent varies considerably by county because the same dollar obligation represents a different burden depending on the local tax base. NCACC's estimates range from 0.22 cents in Dare County to 2.31 cents in Mecklenburg County. The largest estimated total costs appear in Mecklenburg County at about \$70.0 million, Wake County at \$27.0 million, Guilford County at \$15.7 million, and Forsyth County at \$10.5 million (NCACC, 2026).

NCLM's September 2026 municipal table applies the federal fiscal year 2025 error rate to certified fiscal year 2024-25 sales tax distributions. Summing the 545 listed estimates produces an annualized municipal amount of approximately \$51.6 million. The estimated reductions range from single-digit amounts for the smallest jurisdictions to \$17.4 million for Charlotte, \$5.1 million for Raleigh, \$3.6 million for Greensboro, and \$2.8 million for Winston-Salem (NCLM, 2026).

Both organizations label their figures as estimates. Actual municipal withholding will use fiscal year 2026-27 sales tax allocations and the applicable federal payment error data. Changes in the statewide obligation, the error rate, the distribution base, or federal and state law would change the local amounts. The estimates are most useful as a planning range and as an indication of relative exposure, not as final invoices (NCLM, 2026).

Questions for managers and governing boards

The first budget effect arrives during fiscal year 2026-27 through higher county administrative costs. The sales tax withholding begins during fiscal year 2027-28. Managers can use the intervening period to separate the two cost categories, model partial-year and full-year effects, and explain the estimates in ordinary budget terms. Multi-county municipalities should also verify how their estimate was assigned because statewide tables may allocate a municipality across more than one county.

Several questions deserve attention during budget development. How much of the projected loss is recurring? Which revenue assumptions should be revised? Does the timing create a partial-year impact before the first full fiscal year? For counties, what staffing, training, technology, supervision, and case-review investments could improve payment accuracy or prevent the error rate from moving into a higher cost-sharing tier? For cities, which services or capital schedules rely most heavily on the affected sales tax revenue?

The estimates also call for clear public communication. A payment error rate should not be described as a fraud rate, and an illustrative local estimate should not be presented as a final charge. Likewise, county administrative costs and municipal sales tax withholding should be shown separately so that readers can see which government administers the program, which revenue source is affected, and when each change begins.

What to watch next

Three variables will determine the final local effect: North Carolina's applicable payment error rate, the federal benefit base used to calculate the state share, and the sales tax allocations used in the state withholding formula. Federal or state legislation could also modify the schedule or the allocation. Managers should therefore update their estimates when USDA releases new quality-control data and when the Department of Revenue or state agencies publish implementation guidance.

The policy is already concrete enough to include in financial planning, even though the final amounts remain unsettled. Early modeling, consistent terminology, and transparent communication will help local officials make informed choices as the new cost-sharing structure takes effect.

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ICMA COACHING WEBINAR: HOW TO BECOME A GREAT COACH

Will take place on October 14.

What are the necessary skills to be a coach who can help others and their organizations get results? Explore strategies in this webinar that can elevate your coaching abilities, ensure impactful results, and create lasting positive changes one-on-one and within teams and organizations.

Learning objectives:

- **Name** the core competencies and skills that distinguish effective coaches from ineffective ones, including active listening, powerful questioning, and the ability to build trust and psychological safety in one-on-one and team settings.
- **Explore** coaching strategies and frameworks and assess how these approaches can be adapted in diverse coaching contexts.
- **Select** at least one coaching technique designed to create lasting behavioral and cultural change and develop a personal action plan for elevating coaching practice and sustaining positive outcomes over time.

[Click here](#) to learn more and to register.

THE ADMINISTRATOR

The Administrator is a monthly newsletter of the N.C. City & County Management Association., a professional association of city and county managers and assistant managers from counties and municipalities throughout the state of North Carolina.

For comments or suggestions, please contact the editor, Matt Lail at 919-819-3979, or email collards12@yahoo.com.

UPCOMING EVENTS

2027 NCCCCMA Winter Seminar

January 27-29, 2027
Winston-Salem

2027 NCCCCMA Summer Seminar

June 17-19, 2027
New Bern/Craven County

2028 Joint Summer Seminar

June 22-24, 2028
Hilton Head, SC*
**Joint Conference with SC City & County Management Association*

MEMBERS IN TRANSITION

If you are looking to keep up with your colleagues in the profession, be sure to check out the Members in Transition page: www.ncmanagers.org/page/ManagerInTransitionReports