



MeckACTs

FY26 Executive Team Member Workplan

County Manager

Michael Bryant



Section 1: Annual Goals

Goal 1: FY2027 County Budget Development

Board Budget Priority Alignment

Goal

Prepare and submit for adoption the FY2027 Mecklenburg County Budget.

Description

The Budget drives the activities that support the organization to meet the needs of the community. The Manager is tasked with developing and proposing a budget based on his understanding of the needs of the community, the organization, operational and fiscal capacity, and the interests of the Board.

Action Steps

- Redesign the budget process based on the Organizational Reset Plan.
- Execute a robust budget public engagement process to serve as one input to the budget.
- Redesign the Community Service Grant program to promote a sustainable, results-oriented program for nonprofits to compete for County funding.
- Lead a high-quality Annual Budget Retreat for the Board of Commissioners.
- Provide opportunities for the Board of Commissioners to review budget priorities.
- Engage Board members, business partners, community stakeholders and department leadership in budget development.
- Lead periodic budget updates and public policy workshops intended to inform the Board and public on key budget decision points.
- Present a Recommended Budget that provides resources sufficient, given known factors, to provide County services, maintain sound fiscal discipline, and implement County strategies.
- Present the balanced budget ordinance consistent with straw vote direction provided by the Board.

Evaluation Criteria

- All deadlines and statutory requirements are met.
- A balanced budget is presented to the Board before June 1st for consideration.
- Key stakeholders, including CMS, CPCC, and other partners are appropriately engaged throughout the process.
- A thorough review of the base budget is used to identify potential realignments.
- The process is transparent for the public, and the public is provided with the opportunity to share their feedback on the budget.

Section 1: Annual Goals

Goal 2: 2027 Revaluation

Board Budget Priority Alignment

Goal

Countywide Reappraisal, Quality Control and Communication Strategy for 2027 Revaluation.

Description

Effectively schedule, plan and implement the 2027 countywide reappraisal; maintain a quality control process where appraisal, exemption, and appeal procedures are regularly audited by the CAO Quality Assurance team, and consistently monitored for adherence to North Carolina statutes, policies, and laws. This is a multi-year initiative.

Action Steps

- Continue preparations for the 2027 Revaluation.
- Implement the Revaluation Appeals portal to be used for the 2027 Revaluation
- Maintain and redefine quality control practices to ensure best practices in performance and communication throughout the organization.
- Review and verify parcels for listing accuracy based on the International Association of Assessing Officers standards.
- Audit the exemption/exclusion applications to ensure eligibility and proper documentation.
- Perform data cleansing and update the assessment manual for new processes.
- Collaborate with County Public Information to schedule community engagement sessions, collect feedback, educate taxpayers on revaluation processes, and participate in media interviews.
- Provide executive oversight to the development of a communication plan and timeline for the 2027 Revaluation inclusive of the implemented changes related to the Appeals Study report.

Evaluation Criteria

- Effective executive oversight to ensure the County Assessor's Office successfully accomplishes established milestones.

Goal 3: Metropolitan Public Transportation Authority (MPTA)

Board Budget Priority Alignment

Goal

Metropolitan Public Transportation Authority (MPTA)

Description

The General Assembly, under HB 948 (“The PAVE Act”) authorized Mecklenburg County to hold a referendum in November 2025 to determine whether the voters would approve an additional one percent sales tax for the creation of a Transportation Authority within Mecklenburg County. The Board of County Commissioners voted to advance this referendum and to ensure compliance with all applicable Mecklenburg County PAVE Act deadlines. This goal outlines the required related activities that the County must complete assuming the referendum passes in November.

Action Steps

- In conjunction with the City, take required steps to stand up the new Metropolitan Public Transportation Authority MPTA.
- Gain a more holistic understanding of the PAVE Act (HB 948) and identify what is required of Mecklenburg County.
- Work with all relevant stakeholders to identify how each will work together and share information regarding clarification of PAVE Act provisions and the MPTA applications, and appointments.
- Establish County’s deadlines to be in compliance with the MOU and PAVE Act deadlines.
- Ensure that the County’s process for identifying and selecting applicants for the MPTA is compliant with all requirements.
- The MPTA is to be stood up by December 31, 2025, per statute to begin meeting in January 2026.
- Work with the Alliance and other partners on economic development and workforce development support.

Evaluation Criteria

- The MPTA is created.
- County appointments to the MPTA are identified and selected per the County's process.
- The County is compliant with all applicable regulations, requirements and deadlines.

Goal 4: County Manager’s Organizational Reset Plan

Board Budget Priority Alignment

Goal

Lead the execution of the County Manager’s Organizational Reset Plan.

Description

Drive organizational change aligned with the County Manager’s Organizational Reset Plan, which encompasses the following core elements:

- Designing organizational culture (HRS)
- Developing a comprehensive strategic plan and creating a balanced scorecard (OSI)
- Conducting a deep dive program review (OMB)

County Human Resources (HRS) will lead the planning and execution of work pertaining to the identification and enhancement of the County’s organizational culture. The Office of Management and Budget (OMB) and the Office of Strategy and Innovation (OSI) will collaborate on the strategic plan, balanced scorecard, and program review. OMB will lead the deep dive program review, while OSI will lead the strategic plan and balanced scorecard development.

Action Steps

- The County Manager will provide executive leadership and oversight to HRS, OSI, and OMB during the implementation of the various aspects of the Organizational Reset Plan.
- Deputy County Managers will provide subject matter expertise, executive review and oversight, and provide support for the execution of the County Manager's Organizational Reset Plan.
- The County Manager will provide Executive Sponsor support for the HRS, OSI, and OMB initiatives and lead organizational change management.
- The County Manager will be responsible for oversight and ensure accountability of Deputy County Managers (DCM) responsible for advancing Board Priorities and outcomes in a timely matter within each respective DCM portfolio
- Launch and begin implementing a culture transformation initiative that aligns employee behaviors with organizational values, improves engagement, supports accountability, and enhances communication.
- Implement the Corporate and Community Strategy (Balanced Scorecard 2.0) which will help the County to clarify long-term direction, align daily work with strategic goals, strengthen performance reporting and budget planning, and better demonstrate County impact on community outcomes.
- Execute the County's program review, to evaluate each County program and service for strategic alignment, effectiveness, and sustainability.
- Provide oversight and direction during the planning and execution of the County Manager's Fall Retreat with the Board of County Commissioners.
- The Executive team, OMB, and OSI will collaborate to align the FY2027 budget structure with the County's strategic direction.

Evaluation Criteria

Success will be measured by:

- Development of an organizational culture roadmap/framework.
- Completion and adoption of a comprehensive strategic plan and balanced Scorecard.
- Alignment of the FY2027 budget with strategic priorities and performance goals.
- Establishment of a cohesive architecture for planning, performance, and budgeting across the organization.

Goal 5: Navigating State and Federal Legislative Impacts

Board Budget Priority Alignment

Goal

Navigating State and Federal Legislative Impacts.

Description

Mecklenburg County faces significant risks from federal budget and policy changes, particularly those outlined in the “One Big Beautiful Bill Act” (OBBBA). The Congressional Budget Office anticipates the bill will increase the federal deficit by approximately \$3.4 trillion over 10 years and reduces federal spending on Medicaid and SNAP by approximately \$1.2 trillion. While there is not yet a FY26 federal budget, the President’s proposed budget includes a reorganization of Health & Human Services agencies and significant budget cuts that could also have local impact.

The final legislation was signed into law by President Trump on July 4, 2025, and implementation of its policies are reliant on guidance from the State government. Among the many impacts from the legislation are expanded work requirements for Medicaid and Supplemental Nutrition Assistance Program (SNAP) recipients, loss of benefit eligibility for many lawfully present immigrants, and changes to the funding structure of these programs that impact state and county budgets. Related state legislation and budget actions to OBBBA are pending from North Carolina’s General Assembly.

Mecklenburg County anticipates thousands of residents losing benefits and millions of dollars in new costs once the policies are fully implemented in the next three fiscal years. Vulnerable populations including children, older adults, immigrants, people with disabilities, and low-income households will be disproportionately affected.

Mecklenburg County is committed to managing the implementation of the legislation and responding to the risks that it creates. In collaboration with community partners, a plan will be developed to mitigate impact and communicate policy changes that affect staff and residents.

In collaboration with other key County staff, monitor the actions of the Federal & State governments to anticipate legislative impacts on the County’s budget, programs, and residents; particularly the impacts of the One Big Beautiful Bill Act (OBBBA) on Medicaid, SNAP, and other county-supported programs.

Action Steps

- Convene a standing work team including key subject matter experts from Finance, Budget, Health and Human Services, and others as needed to define collective response strategies.
- Work collaboratively with subject matter experts to assess potential impacts to revenues, expenses, personnel, and service delivery. This will help to define the budgetary impact of changes to the Mecklenburg County budget in the coming fiscal years.
- Monitor resources such as GFOA, ICMA, NCDHHS, NCCMA, etc., for guidance & best practices for responding to Federal & State actions.
- Convene community partners for discussion on impact of federal legislation.
- Evaluate scenarios, options to respond, and possible impacts.
- Monitor Medicaid expansion updates and potential County budget impact.
- In conjunction with Public Information, develop communication strategies to raise awareness of legislative changes for County residents.

Evaluation Criteria

- Disseminate timely and accurate information regarding these impacts and options for responding that consider budget & financial constraints, while limiting the impact on services as feasible. The information may be limited based on unprecedented policy changes and limited Federal & State guidance available.
- Once more information is known about the impact on Mecklenburg County, an action plan will be developed for responding to Federal and State legislative changes.

Section 2: Individual Development Plan

Individual Development Plan

Development Goal: Participate in professional development opportunities

- Attend NACo conferences and meetings
- Attend ICMA conferences and meetings
- Attend NFBPA conferences and meetings
- Attend GFOA conferences and meetings
- Maintain relationships with local managers in and around Mecklenburg County
- Participate in the Leadership at the Peak Program provided by the Center for Creative Leadership

Board Seats

- Charlotte Center City Partners
- Charlotte Sports Foundation
- Charlotte Regional Business Alliance
- Blumenthal Board of Trustees
- United Way of Central Carolina

County/Community/Civic Engagement

- Leading on Opportunity
- Monthly Manager's Group
- A Way Home

Board of County Commissioners

- Provide dedicated time to meet with individual Commissioners

Section 3: MeckACTS Executive-Level Leader Competencies

MeckACTs Competencies

Change Accelerator: Initiates change and adjusts organizational practices and policy to ensure success

- *Develops and delivers change communication strategy.* Develops and delivers communications that explain the business reasons for change (the “why”) and the risks of not changing; helps senior managers do the same
- *Minimizes organizational barriers to change.* Anticipates the external and organizational barriers to change and removes them or adjusts the approach to change accordingly.
- *Builds momentum for change.* Identifies and distributes resources to provide momentum for the change; praises early adopters and shares compelling success stories
- *Connects leaders for success.* Connects leaders with others inside and outside of Mecklenburg County who are successfully implementing changes to better understand why and how they succeeded.
- *Evaluates change.* Works with department leadership to define what success looks like and identify ways to track progress; creates accountability mechanisms for change implementation.

Alliance Builder: Identifies and forms strategic internal and external partnerships, connects others, and promotes a collaborative culture.

- *Listens to the organization.* Uses the right methods (e.g., surveys, meetings, etc.) to obtain the opinions and ideas of those closest to the work when developing solutions and exploring needed resources; listens and takes the opinions of others into account before making decisions
- *Builds relationships and networks.* Identifies and builds relationships both inside and outside the organization that can help advance business goals; severs alliances that no longer serve the County or support business objectives.
- *Manages relationships for influence.* Engages the right stakeholders to informally build support for recommendations and actions; leverages shared goals to persuade others to act; presents ideas and recommendations in a way that manages stakeholders’ reactions.
- *Conducts effective meetings.* Invites the necessary people to discuss solutions and achieve the objectives of the meeting; conducts meetings that lead to new insights and or actionable results; chooses the right channel(s) (e.g., email, in-person meeting) to communicate and does not schedule unnecessary meetings.
- *Shows courage.* Respectfully challenges entrenched values and decisions using sound logic and data to ensure that actions taken are in the organization’s best interests; diplomatically says what needs to be said even in the face of pressure or conflict.
- *Demonstrates inclusive and equitable behavior.* Seeks and develops diverse relationships; deliberately includes all voices in decision making and assures equity among team members and customers, whenever possible

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Service Champion: Uses key metrics to understand and guide changes in service model and practices; develops strong relationships with customers and builds connections between them and the County.

- *Demonstrates business impact.* Establishes key performance indicators to demonstrate and communicate the value of the solution to decision making, business results, and customer satisfaction.
- *Drives consumer-focused practices.* Scans the external environment to anticipate and identify new customer needs; applies knowledge of customer needs to create systems, delivery models and products that improve consumer satisfaction and prevent service issues.
- *Promotes new and successful programs.* Leads the successful marketing, branding, and promotion of new and successful programs that improve customer service to enhance their adoption and highlight their success to the County and the community.
- *Establishes and cultivates partnerships.* Identifies strategic stakeholders, makes introductions, and shares information and insights with partners; builds commitment to partnerships by looking for win-win solutions and removing obstacles to success.

Operations Driver: Establishes a compelling vision for the organization and then translates organizational goals into operational reality; secures the necessary resources that enable leaders to execute.

- *Creates a long-term vision.* Takes a long-term view and builds a shared vision with others; formulates objectives and priorities consistent with the long-term plans and interests of the County; seeks feedback and approval from the Executive Team.
- *Secures resources for operations.* Determines strategic business requirements and coordinates with internal and external partners to secure all resources needed to complete the work.
- *Manages finances.* Clearly links budgets and spending to the overall organizational strategy; adjusts expenditures as business needs change; balances financial decisions with the needs of the community.
- *Creates accountability.* Ensures that department leadership has role clarity, direction, and authority to execute department and team goals; models accountability by holding themselves accountable for department goals.
- *Aligns systems and process.* Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.
- *Measures progress.* Establishes criteria and methods (including lead and lag measures) to track the department's/division's ongoing progress toward goals; follows up on assigned responsibilities.

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MeckACTs Competencies

Strategic Visionary: Understands the external factors that impact the organization and adjusts the organizational environment to spur progress and innovation in the right direction.

- *Fosters a climate of safe experimentation.* Empowers others to test new ideas and encourages taking calculated risks; is willing to experiment with innovative products, processes, and services to create new business opportunities; rewards efforts at innovating to achieve a goal.
- *Plans strategically.* Assesses the division's/department's current and future capabilities to create opportunities and manage risk; prioritizes opportunities that are the most actionable and/or impactful for achieving the strategy.
- *Considers County-wide impact.* Develops strategies that consider the welfare of the County, not just one's own department; anticipates issues and considers cross-functional impact before making decisions.
- *Anticipates disrupters.* Identifies how internal and external influences and trends impact strategic priorities; stays up to date on local and national policies and trends that affect the County and shape stakeholders' views.

Talent Strategist: Champions a talent development culture and builds organizational capability by establishing systems and processes to attract, develop, engage, and retain talented individuals.

- *Determines talent gaps.* Determines the skills and abilities required to support current and future objectives of the organization; assesses the key strengths and skill gaps of the current talent pipeline; builds a talent management strategy that addresses identified gaps.
- *Champions talent development.* Initiates strategies to help leaders develop and retain top internal talent while balancing that effort with external hiring.
- *Delegates and coaches.* Collaboratively creates development plans and then moves decision making and accountability downward through the organization by sharing responsibilities with others; balances providing constructive feedback with positive feedback.
- *Recognizes high performing teams and individuals.* Establishes and champions programs that recognize employees and teams for exceptional performance and milestones.
- *Establishes a coaching culture.* Serves as a model by personally coaching or providing coaching services to senior leaders; encourages leaders in department to coach their direct reports; provides opportunities for coaching training to leaders; asks leaders about their barriers to coaching and collaboratively develops solutions.



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