



**CENTRALINA**  
REGIONAL COUNCIL

# STRATEGIC PLAN 2022-2025



# INTRODUCTION

Over the last 54 years, Centralina Regional Council has evolved as an organization in response to the needs of a rapidly changing region. However, the rate of change and disruption over the last two years has been unprecedented. While we stepped up to lead, innovate and adapt in response to the pandemic, it hindered our capacity to forecast and plan for future needs. Emerging from the pandemic, we have seized the opportunity to chart a fresh course toward the type of organization that our employees deserve, our members expect and our region needs.

This three-year strategic plan is designed as a roadmap for organizational growth and fiscal stability in service of our mission and in line with our core values. Through this strategic planning process, we imagined a vision for Centralina that is rooted in regional trust, collaboration and hope for a thriving, prosperous future. Our vision anchors the goals, strategies and annual actions that we will undertake over the next three years. The plan is flexible, but demonstrates our firm commitment to organizational excellence, fiscal responsibility and service.

# OUR FOUNDATION

## *Vision*

Centralina is a collaborative organization and a trusted partner leading the region, communities and individuals towards a thriving future.

## *Mission*

Our mission is to lead regional collaboration and spark local action to expand opportunity and improve quality of life. We do this through creative problem solving, innovative service delivery and support to our local governments.

## *Values*

We **LEAD** in the way we **ACT** with each other and our customers.

- **L**isten and speak with care
- **E**mbrace boldness and flexibility
- **A**ffirm that differences matter
- **D**rive collaboration
- **A**ct with integrity
- **C**ommit to our communities
- **T**ake care of ourselves and each other

# GOALS & STRATEGIES

The four goals outlined below describe Centralina’s aspiration for achieving our vision through our service to the region, communities and individuals. Under each goal, the corresponding strategies outline the paths we will take to make progress over the next three-year period. On an annual basis our leadership team will craft specific action items to be completed, along with our core services and programs, over the course of a fiscal year.



**GOAL 1:** Lead regional engagement to prepare, plan and act on issues that respond to today's needs and tomorrow's opportunities.

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## STRATEGIES

1. Lead implementation of regional infrastructure and mobility initiatives outlined in plans such as, CONNECT Beyond, Regional Freight Plan and CONNECT Our Future.
2. Strengthen regional partnerships and foster collaboration on resilience, recovery and environmental stewardship initiatives.
3. Align Centralina's economic development and workforce development initiatives to effectively lead regional economic development strategy implementation.
4. Expand research, data analysis and convening activities to better position the region to address emerging challenges.
5. Advance regional priorities at the state and federal levels through a robust advocacy agenda and strategic partnerships.

## CORE SERVICES

- Regional planning and implementation on growth, mobility, economic development, resilience and emerging transportation technologies, systems and alternative fuels
- Regional group management: Connected and Autonomous Vehicle Task Force, Mobility Management Committee, NC Council on Planning, etc.
- Centralina Clean Fuels Coalition
- Regional mobility initiatives for older adults and persons with disabilities
- Federal grant administration for economic development (EDA) and workforce development programming and career services (WIOA)
- Regional Federal Advocacy Agenda and Raleigh Relations Initiative



**GOAL 2: Build local government capacity, efficiency and innovation in service to Centralina communities and the region.**

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## STRATEGIES

1. Expand technical assistance offerings to leverage Centralina expertise and efficiently deliver services to local governments.
2. Support the local implementation of land-use, mobility and healthy communities solutions identified in regional plans.
3. Lead impactful networks and convenings that build knowledge, share resources and foster regional relationships.
4. Expand programming that builds fiscal health and efficiency in local governments through grants and shared services.
5. Support local government and public service excellence through talent recruitment, professional development and strategic partnerships.

## CORE SERVICES

- Member engagement, retention and cultivation activities
- Administration and content development for online member portal and resource center
- Technical assistance services in planning, community development and public administration
- Centralina Learns professional development and education events
- Region of Excellence Awards program
- Grant information, writing and administration of state and federal grants (Community Development Block Grants (entitlement and neighborhood revitalization), urgent repair housing program)



**Goal 3:** Grow our portfolio of person-centered services that enhance an individual’s ability to thrive in their careers and in their communities.

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## STRATEGIES

1. Expand our capacity to address the social determinants of health for a broader range of older and disabled adults.
2. Adapt aging and workforce programs and services to reach historically underserved populations and meet new needs brought on by the pandemic.

## CORE SERVICES

- Older Americans Act implementation and funding to counties for adult nutrition, transportation, in-home aide services, senior centers and more
- American Rescue Plan Act (ARPA) older adult programming administration
- Family caregiver support and evidence-based health programs (chronic disease, depression, falls prevention, etc.)
- Long-term care facility Ombudsman services and elder abuse awareness education
- Covid vaccine education and outreach
- Senior health insurance counseling
- WIOA funded training and career services
- NCWorks Career Centers in Anson, Cabarrus, Iredell, Lincoln, Rowan, Stanly and Union counties
- Centralina Nextgen services and NextGen Youth Opportunity Sites



**Goal 4: Strive for organizational excellence by investing in our employees, promoting our work and building efficient systems.**

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## STRATEGIES

1. Develop and implement systems for multi-year financial planning and revenue development to support Centralina growth.
2. Transition to an organizational structure that builds efficiency, collaboration and career pathways for staff.
3. Invest in a OneCentralina culture of engagement, professional development and market competitive compensation structure.
4. Increase regional awareness of Centralina by enhancing our strategic communications planning and promoting our brand.
5. Enhance Centralina operations by refining polices and managing risks.

## CORE SERVICES

- Centralina Boards administration
- Financial administration
- Brand management, website, marketing and communications
- Organization operations, IT, HR and performance management
- LinkedIn Learning
- Employee appreciation program: High-Five and Peer to Peer Recognition Awards
- Cross Departmental Teams

# IMPLEMENTATION & EVALUATION

A plan is only good if it's implemented; our team is committed to thoughtful implementation and transparent reporting on our progress. The Centralina Board of Delegates will receive quarterly progress reports on the status of the implementation actions in each fiscal year workplan. Overall progress on the Strategic Plan will be captured in Centralina's annual report. Not only will we report on the key performance indicators for the plan (see Appendix B), but we will also regularly share success stories as part of our efforts to expand regional awareness of our impact.



# APPENDIX A – VALUES IN ACTION

We **LEAD** in the way we **ACT** with each other and our customers.

Value	What Does This Look Like?		
<b>Listen and speak with care</b>	We take time to praise each other and practice gratitude.	We actively listen before being heard, practicing empathy and speaking with precision and care.	We are open to feedback on how we can adapt and improve.
<b>Embrace boldness and flexibility</b>	We are innovative and not afraid to take risks.	We are flexible in both independent and collaborative tasks while working remotely.	We are open minded leaders that look to the future and anticipate what's next.
<b>Affirm that differences matter</b>	We acknowledge and appreciate that we are all unique individuals.	We actively engage to understand other unique perspectives, needs and experiences.	We adapt how we present our expertise so that it is accessible to all.
<b>Drive collaboration</b>	We serve as subject-matter experts (SMEs) to ensure our organization is able to meet critical business needs.	We acknowledge that we are better together!	We adopt a One Centralina mindset by creating opportunities for teamwork within and across all areas.
<b>Act with integrity</b>	We are mindful of the impact that our actions and decisions have on others.	We work to build trust through honest relationships and acting in good faith.	We adhere to the highest level of ethics and authenticity.
<b>Commit to our communities</b>	We are proactive in engaging our communities.	We invest in learning about our communities.	We foster relationships with local leaders to build bridges for our communities.
<b>Take care of ourselves and each other</b>	We practice and support a healthy work-life balance.	We intentionally take action to improve our physical and mental health.	We are aware when our teammates are in need and offer support.

# APPENDIX B – KEY PERFORMANCE INDICATORS

Unless otherwise stated below, the baseline year for performance tracking will be FY23. Centralina may set performance targets for future fiscal years.

## **Goal 1: Lead regional engagement to prepare, plan and act on issues that respond to today’s needs and tomorrow’s opportunities.**

- # of regional plan implementation items initiated, completed and not started (includes CONNECT Beyond and the CEDS)
- # of grant applications or funding requests submitted
- # of unique data resources, research or commentary articles developed
- # of engagements with federal and state elected representatives and staff

## **Goal 2: Build local government capacity, efficiency and innovation in service to Centralina communities and the region.**

- # of member engagement activities conducted
- # of participants in Centralina Learns and other professional development programming
- # of peer network and thematic meetings held and # of participants
- # of grant information and advising services delivered

## **Goal 3: Grow our portfolio of person-centered services that enhance an individual’s ability to thrive in their careers and in their communities.**

- # of participants in Centralina AAA health and wellness programs
- # of new partnerships developed to expand services and reach new audiences
- # of employers served with workforce development services
- # of career seekers served

## **Goal 4: Strive for organizational excellence by investing in our employees, promoting our work and building efficient systems.**

- \$ of new revenue generated through technical assistance contracts and grants
- # of professional development training hours completed by staff
- # of media mentions of Centralina’s work or staff
- # of awards received



# OUR COMMUNITIES. OUR REGION. OUR FUTURE.

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