



Centralina Strategic Plan

FY26 - FY28

July 1, 2025 – June 30, 2028



CENTRALINA
REGIONAL COUNCIL

INTRODUCTION

For over 55 years, Centralina Regional Council has served the nine-county greater Charlotte region. The last three-year strategic plan (FY23-25) provided Centralina with a strong foundation for organizational growth in response to key regional needs and new federal and state funding opportunities. Key accomplishments from the last plan period included:

- Completed 201 annual action items over three years.
- Welcomed 7 new local government members.
- Supported 52 local governments and affiliated organizations with technical assistance and grant administration services.
- Delivered major regional plans to shape mobility, resilience and disaster recovery, digital opportunity and aging.
- Expanded services and programs for older adults and career seekers.
- Secured over \$5 million in federal and state funding to support program and service expansion across multiple program areas.
- Established the Government Affairs & Member Engagement division to steward member services and intergovernmental affairs.
- Expanded internal capacity and investment in IT, HR and Finance.

This new strategic plan is designed as a roadmap for organizational sustainability and service to the region from July 1, 2025, to June 30, 2028 (FY26- FY28). The plan was informed by robust internal and external engagement to take stock of current challenges and future opportunities. The major themes from the planning process that shaped our goals included:

- Expanding local support for building capacity, managing growth and implementing existing regional plans.
- Enhancing programming that connects leaders and practitioners from across the region to learn from each other and confront shared challenges.
- Prioritizing relationship building and partnership development.

In addition, we will continue our pursuit of organizational excellence and demonstrate our firm commitment to fiscal responsibility and service. The remainder of this document outlines our strategic foundation, three-year goals, strategies and performance metrics.

OUR STRATEGIC FOUNDATION

MISSION

We lead regional collaboration and spark local action to expand opportunity and improve quality of life.

VISION

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

VALUES

- Lead & communicate with care
- Embrace flexibility & resiliency
- Affirm that differences matter
- Drive collaboration

- Act with integrity & intent
- Commit to serving & supporting our communities
- Take care of ourselves & 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: COLLABORATE TO PREPARE, PLAN AND ACT ON ISSUES THAT RESPOND TO TODAY’S NEEDS AND TOMORROW’S OPPORTUNITIES.

Strategies

1. Proactively identify regional issues and collaborate to address them through planning, convening, research and analysis.
2. Support the implementation of regional plans through Centralina-led activities and technical assistance to local partners.
3. Track progress and communicate the impact of regional collaboration, planning and implementation activities.

Centralina Core Services

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| • Regional planning and implementation tracking | • CONNECT our Future |
| • Regional programs and initiatives that support plan implementation | • CONNECT Beyond |
| • Technical assistance and support for local plan implementation actions | • CEDS - Prosperity for Greater Charlotte |
| | • Regional resilience and recovery |
| | • Digital opportunity planning |
| | • Four-year Aging Area Plan |

GOAL 2: STRENGTHEN CAPACITY, EFFICIENCY AND INNOVATIVE PRACTICE TO IMPROVE QUALITY OF LIFE AND ENHANCE ECONOMIC OPPORTUNITY.

Strategies

1. Expand professional development programming, peer networks and technical assistance services to attract a broader audience and build local knowledge.
2. Assess current services and delivery methods for continuous improvement in quality, efficiency and effectiveness.
3. Develop new collaborations to increase Centralina's visibility and expand our capacity and knowledge to serve our partners.

Centralina Core Services

- *Centralina Learns* professional development and education events
- Regional peer networks
- Technical assistance services in planning, community development and public administration
- Grant services
- Older Americans Act implementation and funding to counties for adult nutrition, transportation, in-home aide services, senior centers and more
- Family caregiver support and evidence-based health programs
- Long-term care facility Ombudsman services and elder abuse awareness education
- Workforce Innovation Opportunity Act (WIOA) – training and career services
- 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 3: CULTIVATE RELATIONSHIPS TO ADVANCE REGIONAL AWARENESS, COLLABORATION AND IMPACT.

Strategies

1. Strengthen relationships with members and partners through proactive engagement and championing collective successes.
2. Advance regional priorities at the state and federal levels through a robust advocacy agenda and strategic partnerships.
3. Cultivate internal knowledge and collaboration to increase staff fluency and connectivity to all aspects of our work.

Centralina Core Services

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|---|---|
| • Member engagement, retention and cultivation activities | • Centralina communications (newsletter, web and social media) |
| • Board engagement & elected official engagement | • Administration and content development for online member portal and resource center |
| • Federal & state advocacy | |
| • Region of Excellence Awards | • CD team & staff engagement |

GOAL 4: INVEST IN THE TALENT AND INFRASTRUCTURE NEEDED TO SUPPORT CENTRALINA AS A HIGH-PERFORMING, HIGHLY DESIRABLE PLACE TO WORK.

Strategies

- 1. Develop integrated, efficient HR systems to support recruitment, retention, performance and engagement in line with our values.
- 2. Enhance employee experience and productivity through technology improvements and effective asset management.
- 3. Improve financial processes and infrastructure to attain efficiency and fiscal sustainability.

Centralina Core Services

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|--|----------------------------|
| • Human Resources | • IT |
| • Employee engagement & appreciation program | • Fleet & equipment |
| • Operations & office space | • Cross-departmental teams |
| • Finance | |

Implementation & Evaluation

A plan is only good if it’s implemented; our team is committed to thoughtful implementation and transparent reporting on our progress. Centralina’s 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, but we will also regularly share success stories as part of our efforts to expand regional awareness of our impact.

Unless otherwise stated below, the baseline year for performance tracking will be FY25. Centralina may set performance targets for future fiscal years.

Goal 1: Collaborate to prepare, plan and act on issues that respond to today's needs and tomorrow's opportunities.

- # of regional plan implementation items initiated and completed
- # meetings held in support of regional planning activities
- # technical assistance and support requests completed to support plan implementation
- # of maps, data products or reports completed (internal or external clients)

Goal 2: Strengthen capacity, efficiency and innovative practice to improve quality of life and enhance economic opportunity.

- # 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
- # of state or federal grants administered on behalf of local governments
- # of new partnerships developed to expand services and reach new audiences
- # of participants in Centralina Area Agency on Aging health and wellness programs
- # of employers served with workforce development services
- # of career seekers served

Goal 3: Cultivate relationships to advance regional awareness, collaboration and impact.

- # of member engagement activities conducted
- # of engagements with federal and state elected representatives and staff
- # of Centralina staff volunteer hours completed

Goal 4: Invest in the talent and infrastructure needed to support Centralina as a high-performing, highly desirable place to work.

- \$ of new revenue generated through technical assistance contracts and grants
- # of professional development training hours completed by staff
- % of employees retained
- # of local, regional or national awards received



OUR COMMUNITIES. OUR REGION. OUR FUTURE.

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