

2022 – 2023 WORKPLAN

July 1, 2022 – June 30, 2023

CENTRALINA
REGIONAL COUNCIL

INTRODUCTION

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. The priority actions outlined under each strategy are what Centralina aims to accomplish in the FY22-23 fiscal year. These actions complement our core services which form the foundation of our work.

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

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

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

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

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

Strategy 1: Lead implementation of regional infrastructure and mobility initiatives outlined in plans such as, CONNECT Beyond, Regional Freight Plan and CONNECT our Future.

FY23 Priority Actions

1. Initiate implementation of high-priority CONNECT Beyond implementation items including: the Regional Scheduling and Operations Coordination Study; regional Transportation Demand Management Program design; and increased cross-system coordination among human services transit providers.
2. Launch the CONNECT Beyond Advancing the Plan Committee as a formal subcommittee of the Centralina Board to ensure regional coordination and representation on major transportation projects, provide strategy direction on implementation (including funding and partnerships recommendations), and to facilitate communications about implementation activities among and between committee members and key regional leadership.
3. Initiate regional land use analysis for travel demand modeling, including regional stakeholder committee and cross-MPO, cross-jurisdiction coordination.
4. Lead regional engagement to determine opportunities for consortium applications for Bipartisan Infrastructure Law and ARPA funding opportunities related to electric vehicle planning, transportation and community development.

Strategy 2: **Strengthen regional partnerships and foster collaboration on resilience, recovery and environmental stewardship initiatives.**

FY23 Priority Actions

1. Lead regional resilience and recovery planning to establish a regional baseline for recovery and resilience and develop a roadmap outlining the specific steps and Recovery Support Function (RSF) and Community Lifeline data needed to prepare for future disasters and economic shocks.
2. Strengthen partnerships with regional water advocacy groups, state and regional agencies (e.g. Regional Stormwater Partnership of the Carolinas, Catawba-Wateree and Yadkin-Pee Dee water management groups, NC Department of Environmental Quality) to connect water infrastructure, growth and economic development coordination.
3. Lead regional engagement to determine opportunities for consortium applications to federal and state grants to improve water quality, remediate brownfields and address persistent flooding areas.

Strategy 3: **Align Centralina's economic development and workforce development initiatives to effectively lead regional economic development strategy implementation.**

FY23 Priority Actions

1. Complete Comprehensive Economic Development Strategy (CEDS) for nine-county region.
2. Launch implementation of CEDS and pursue priority actions for first-year implementation, including potential grant funding opportunities.
3. Develop mechanisms for meaningful collaboration across the region's workforce boards and economic development organizations to achieve stronger alignment and support CEDS implementation.
4. Align ongoing initiatives to create new workforce tools with existing resources (Centralina Career Headlight) to create a wholistic regional solutions and minimize duplication.
5. Reinforce work-based learning skills and competencies through the expansion of the Upskill Centralina grant program for local businesses.

Strategy 4: Expand research, data analysis and convening activities to better position the region to address emerging challenges.

FY23 Priority Actions

1. Develop and promote a regional data portal on the Centralina website that consolidates and showcases available data resources.
2. Utilize new tools, such as the CEDS Prosperity Profiles, Transit Equity Map and Resilience and Equity Map, to develop original analysis of regional trends.
3. Launch regional housing dialogues series to understand current and future housing challenges and inform new programming.

Strategy 5: Advance regional priorities at the state and federal levels through a robust advocacy agenda and strategic partnerships.

FY23 Priority Actions

1. Develop and implement federal and state advocacy agendas for new legislative periods.
2. Pursue federal Community Projects Funding and state appropriations to fund key projects, including CONNECT Beyond implementation.
3. Collaborate with NC Association of Regional Councils of Government (NCARCOG) on state advocacy, especially on funding for long term care ombudsman and workforce shortage in long-term care facilities.

CORE SERVICES

- Regional planning and implementation on growth, mobility, economic development, alternative fuels and resilience
- Regional groups 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.

Strategy 1: Expand technical assistance offerings to leverage Centralina expertise and efficiently deliver services to local governments

FY23 Priority Actions

1. Enhance services to local governments in housing planning, model zoning code language and minimum code enforcement.
2. Promote best practices in community engagement, including meeting facilitation, surveys and methods for in-person and virtual engagement.
3. Expand strategic planning services to support local governments in developing shared vision and priorities for their communities.
4. Provide expertise and training on land use and transportation trends likely to impact NC communities, such as planning for legalization of medical marijuana, pandemic impacts on transportation and advancing equity.

Strategy 2: Support the local implementation of land use, mobility and healthy communities' solutions identified in regional plans.

FY23 Priority Actions

1. Engage local governments in their role in advancing implementation actions in CONNECT Beyond, including planning for mobility hubs, increasing local access to transit and supporting employee commuter programs.
2. Provide expertise to local governments in planning for electric vehicle infrastructure and preparing for funding opportunities in alignment with regional and state plans.
3. Provide support to local government initiatives focused on improving health through community design.

Strategy 3: **Lead impactful networks and convenings that build knowledge, share resources and foster regional relationships.**

FY23 Priority Actions

1. Scale Regional Resilience Collaborative into a peer network to support Emergency Managers across the region build local relations and long-term recovery best practices.
2. Utilize Centralina Learns programming to prepare local governments for emerging issues and opportunities including: innovative stormwater management and flood mitigation; fair and affordable housing practices; grant proposal writing; diversity, equity and inclusion.
3. Launch small towns engagement series to convene leaders from smaller communities in the region to exchange best practices and solutions.
4. Host inaugural convening of Centralina Women in Local Government to connect elected officials and managers.

Strategy 4: **Expand programming that builds fiscal health and efficiency in local governments through grants and shared services.**

FY23 Priority Actions

1. Develop and administer disaster recovery funding administration training for local governments in the Centralina region and provide technical assistance to the statewide training program through the NC Association of Regional Councils of Government.
2. Providing planning, monitoring, compliance assistance and reporting support to local governments in administering funds from the American Rescue Plan Act.
3. Expand programming to support communities in grant seeking activities, including one on one advising and on-demand grant writing services.
4. Explore the feasibility and market demand for local government cooperative purchasing program in the region.

Strategy 5: Support local government and public administration service through talent recruitment, professional development and strategic partnerships.

FY23 Priority Actions

1. Develop Talent Library on Centralina Member Portal to provide sample job descriptions, interview questions and other resources.
2. Expand awareness of Centralina WDB and its NCWorks Career Centers as a local, reliable source for career opportunities and talent for local governments.
3. Educate local governments and their communities about ageism and diversity, equity and inclusion within the aging population through trainings, webinars and advocacy.

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.

Strategy 1: Expand our capacity to address the social determinants of health for a broader range of older and disabled adults.

FY23 Priority Actions

1. Develop new partnerships with Medicare Managed Care entities and State of North Carolina to address home improvement and other community-based services.
2. Launch Safe at Home Falls Prevention pilot program in Mecklenburg and Union counties and meet service referral targets for first year.

Strategy 2: Adapt aging and workforce programs and services to reach historically underserved populations and meet new needs brought on by the pandemic.

FY23 Priority Actions

1. Increase number of Youth Opportunity Sites and/or NextGen services, especially in communities with disengaged youth.
2. Work with NCWorks Career Center leaders to identify and connect with individuals in their communities where extended outreach is needed, especially to enhance work-based learning opportunities and other services.
3. Launch new evidence-based health program focused on depression, isolation, and older adults (PEARLS – Program to Encourage Active Rewarding Lives).
4. Continue to expand the number of virtual format programs, activities and resources available to prevent social isolation for older and disabled adults in region.
5. Utilize Community Health Worker model to increase access to evidence-based health programs and services in the region for underserved older adults.
6. Identify gaps in outreach to older adults in rural, African American and Hispanic communities and develop specific outreach materials to engage them.

7. Increase and develop new direct service lines at the AAA level with ARPA funding such as Family Caregiver Support programs, home improvement, and direct home support programs to increase regional capacity and efficiency in funding.

CORE 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 (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.

Strategy 1: **Develop and implement systems for multi-year financial planning and revenue development to support Centralina growth**.

FY23 Priority Actions

1. Develop three-year revenue forecast and model to plan for resources needed to meet the organization's goals for growth and compensation approach.
2. Explore feasibility of bringing on external expertise to support the organization in understanding strengths, opportunities and risks related to current revenue sources and business development opportunities.

Strategy 2: **Transition to an organizational structure that builds efficiency, collaboration and career pathways for staff.**

FY23 Priority Actions

1. Align supervision of regional planning and community economic development departments for greater collaboration and programmatic synergy.
2. Adjust supervisory structure of the aging department to provide additional leadership and career opportunities in developing program/service areas.
3. Launch succession planning activities to identify critical positions and opportunities for staff development of core leadership competencies.
4. Expand administrative team capacity through fellows and an additional communications position.

Strategy 3: Invest in a OneCentralina culture of engagement, professional development and market competitive compensation structure.

FY23 Priority Actions

1. Implement a program for management and leadership development for Centralina supervisors to support growth and set expectations.
2. Launch quarterly OneCentralina engagement activities to build relationships across departments while connecting with regional stakeholders.
3. Evaluate and identify process improvements for employee onboarding.
4. Adopt a market competitive pay and compensation structure based on study findings.

Strategy 4: Increase regional awareness of Centralina by enhancing our strategic communications planning and promoting our brand.

FY23 Priority Actions

1. Develop communications master plan that includes strategies for priority projects and department specific initiatives.
2. Develop shared website standards for affiliates and department specific sites to ensure brand alignment.
3. Identify opportunities to promote Centralina experts for commentary and analysis with regional media and professional publications.

Strategy 5: Enhance Centralina operations by refining polices and managing risks.

FY23 Priority Actions

1. Finalize updates to Centralina key policies and procedures (operations, finance, HR, etc.) and initiate staff education activities.
2. Conduct a cybersecurity assessment and develop a Centralina Regional Council incident response plan.
3. Initiate an internal IT survey to identify opportunities and gaps in IT systems coordination, software/hardware needs and vendor services.
4. Explore needs and feasibility of software solutions to better manage Centralina contacts (i.e., customer relationship management system) and external communications.

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 is implemented; our team is committed to thoughtful implementation and transparent reporting of our progress. The Centralina Board of Delegates will receive quarterly progress reports on the status of the priority actions and case stories or success stories of our impact. These reports will be also available on our website and shared with our members.

OUR COMMUNITIES.
OUR REGION.
OUR FUTURE.

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