

**UNITED COMMUNITY CENTERS
ANNUAL IMPLEMENTATION PLAN, 2019 2020**

Goal 1: Grow base of financial support so the agency can thrive

Objective 1: Develop a motivated and inspired board that takes proactive ownership and participation within the agency to ensure the financial health of UCC

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
1. a. Develop and approve a covenant that includes expectations of UCC board members	March 2019	Mike	Covenant developed and approved by Board
b. Covenant signed by 100% of Board members	June 2019	Tom	Percent of Board member signing covenant
2. a. Assess board member talents to maximize member involvement	August 2019	Mae	Assessment completed
b. Increase Board involvement by	March 2020	Mae	Board involvement increased by what %
c. Annual Board /Volunteer Recognition	December 2019	CEO, Chair, Church Relation	Hold Event
3. a. Create a Fundraising Committee and appoint Chair with primary responsibility of leading Board, and Staff in raising funds	April 2019	Tom	Committee approved by Board and organized
b. Fundraising Committee establishes goal and meets the goal	March 2020	Board	Committee organized and meets goal
4. a. Conduct training on fundraising for board and leadership staff	June 2019	Celia	Training conducted
b. Board members participate in training	June 2019	Board	____% participated

Objective 2: Develop a strategy to cultivate relationships with UMW, UMC and other religious organizations.

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Organize Cultivation (Relationship Building) Team to lead initiative. Consider adding # of churches	March 2019	Tom	Team organized
Team develops relationship building strategy involving board and others and establishes contact goal	April 2019	Team	Strategy developed, number involved and goal established
Execute strategy	May 2019 – March 2020	Team and Board	5 New Churches actively involved with UCC
Consider Changing Church Relation to Community Relations	April 2019	CEO/Chair/ Church Relation	

Goal 2: Empowered, highly qualified, happily motivated staff who see growth and a future within UCC

Objective 1 Plan and implement a staff development initiative

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Design a new recruitment strategy	May 2019	Celia and Personnel Committee, Program Committee	Recruitment strategy adopted. Complete a Salary / Study Analysis to report to the board
Implement new recruitment strategy	June – March 2020	Celia, Don, Frances and Directors	Immediate protocols for filling vacancies. Succession plans in place, Continuous networking in place.
Management trained in delegating and building staff capacity.	September 2019	Personnel Committee and Celia	Management staff trained in delegation and trusting (giving up control)
Set goals for delegation of specific tasks to Directors and other staff	October 2019 – December 2019	Celia Frances, Don and Directors	Directors and Staff have specific accountabilities. They know expectations, limits, and where to get resources

Objective 2: Employees feel valued, engaged, rewarded, and that their work includes fun

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Design regular recognition and awards for employees	May 2019	Celia and Frances	Recognition strategy adopted
Implement new recognition and awards strategy	June – March 2020	Celia, Frances and Directors	Survey of staff shows delight in awards program
Employee fun day	August 2019	Celia Frances Don Directors, Board of Directors	Staff positive feedback/evaluation

Objective 3: Organization supports a healthy self-care method for staff that reduces stress

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Dr. Lori Williamson trains all staff in self-care	June 2019	Frances & Center Directors	Training completed.
During staff meetings self-exam time, mindful thinking	June – March 2020	Frances and Irma	Staff survey is positive about self-care
Faith Nurses do wellness checks	June - December 2019	Frances and Faith Nurses	Lower blood pressure, weight loss, and staff reports new healthy habits

Goal 3: Effectively and efficiently delivered programs that are relevant to the needs of community

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Program Committee reviews previous community assessment done by Dr. Wong and plans update	May 2019	Dr. Wong and Frances	Review completed.
Updated community assessment completed	September 2019	Dr. Wong and Frances	New assessment completed
Current programs evaluated for relevance and Enhance, Redesign or Eliminate.	October – March 2020	Celia, Frances and Program Committee	Current programs thoroughly evaluated and appropriate action plan
Look at Parental involvement or Parent Component, possibility of adding a social worker at each site	October 2019	Celia, Frances and Program Committee	
New programs offered if necessary / This will come from the community assessment	March 2020	Celia, Frances and Program Committee	New programs or collaborations started/planned

Goal 4: Develop and implement a communication and branding strategy

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Locate a marketing firm willing to do pro bono work	June 2019	Board and Management	Firm identified
Work with marketing firm on adoption of new strategy including social media	July - September 2019	Celia Ashley and Fund Development	New strategy adopted
Implement communication and branding strategies	October – March 2020	Celia Ashley and Fund Development	Increased website visits and Facebook followers

Goal 5: Develop and implement a Facilities and Equipment Plan

Actions/Activities: What will be done to impact objective?	Completion Date	Person/Team Responsible	Accountability: How is success defined?
Locate a new administrative office	June 2019	Clark Sykes and Property Committee	Site located
Moved to new administrative site	September 2019	Property Committee and Admin Staff	Moved and operating from new site
Develop maintenance plan	April 2019	Clark Sykes and Property Committee	Plan developed
Maintenance plan implemented	May 2019 – March 2020	Clark Sykes and Property Committee	Plan implemented