



United Cerebral Palsy Network Topical Call with Board Members

June 23, 2016



WELCOME!

- Gloria Johnson-Cusack, Chair of National Board of Trustees
- Rick Forkosh, Interim CEO and Outgoing Chair of Professional Council
- Diane Wilush, Incoming Chair of Professional Council
- Woody Connette, National Board Member
- Seth Harris, National Board Member
- Linda Maguire, National Board Member/Board of UCP-Boston
- Most importantly: UCP Network Leaders/Representing RACs



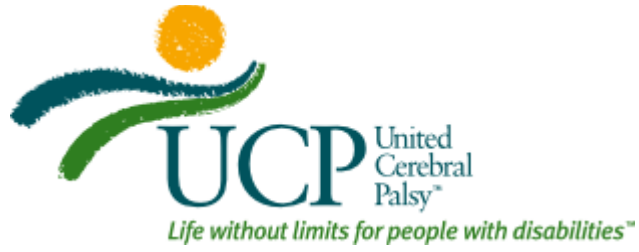
Agenda

- Discussion Objectives – Gloria Johnson-Cusack (10 minutes)
- Proposed Strategic Direction – Rick Forkosh (25 minutes)
- Q&A - Moderated by Gloria Johnson-Cusack (25 minutes)



Meeting Objectives

- Introduce the proposed strategic direction
- Answer your initial questions
- Describe our near-term plan for getting deeper affiliate input to refine the strategy
- Hear your initial ideas about all



Key Ongoing Questions by the Board

- How does the national office “live within our means”?
- How, if at all, can we reduce dues for affiliates?
- How can we retain existing members in our network?
- How can we increase our affiliate network, starting with recent disaffiliations?
- How can we collaborate for greater impact and cost-efficiencies?



Key Questions for Affiliate Leaders in the Coming Weeks

- Overall, which elements of the new strategic direction are most important to you?
- Will you offer specific ideas to UCP leadership to help refine the strategy ?
- Do you have ideas about ways to assure meaningful communication and updates?



Due Diligence Thus Far

- This strategic direction is based on insights from the Professional Council, affiliate leaders, experts.
- The Board landed on this approach after reviewing several other models and the financial implications associated with each.
- This approach is based on our most conservative fiscal estimates and savings and revenues achieved to date. Key items:
 - Increased subleasing revenue by \$96,000 annually, beginning in October, and continuing to pursue additional subtenant revenue
 - Two bequests of \$90,000 and \$10,000 are anticipated before the end of the fiscal year.



The Proposed Strategy – Priorities

- Stabilize current fiscal situation
- Improve execution on current activities/services
- Diversify funding for long-term sustainability and value to affiliates
- Expand activities/services only incrementally based on demand and resources
- Reduce dues for affiliates, retain existing members, and grow the network

Proposed Strategic Direction

- A new organization would be created to be side by side with the current UCP(A). It would focus on policy work, program and development (UCPN).
- Affiliates could purchase use of brand, with brand support, and affiliate focused policy (UCPA), or policy engagement (UCPN) or both at a reduced rate.
- UCPA would focus on the brand with legal and marketing provided and would work within dues income only.



Proposed Strategic Direction - Continued

- Development and partnership activities would occur in UCPN.
- Growth would occur in building the UCPN membership and development.
- UCP Brand would be secured with dues revenue, and risk would be taken on the UCPN side.



Proposed New Strategic Direction Visual

UCP - A

Focused affiliate-based services funded by affiliate dues

- **Brand management** - including use, protection, and messaging
- **Network support** - RAC, affiliate meetings
- **Affiliate-focused public policy** - ongoing federal and state legislative and regulatory engagement, including leading, collaboration, and monitoring (e.g., Medicaid managed care rule)
- **Information and referral**
- **Other current activities** - Hold/distribute Bellow Funds through members, own reserves, receive bequests, and own the brands

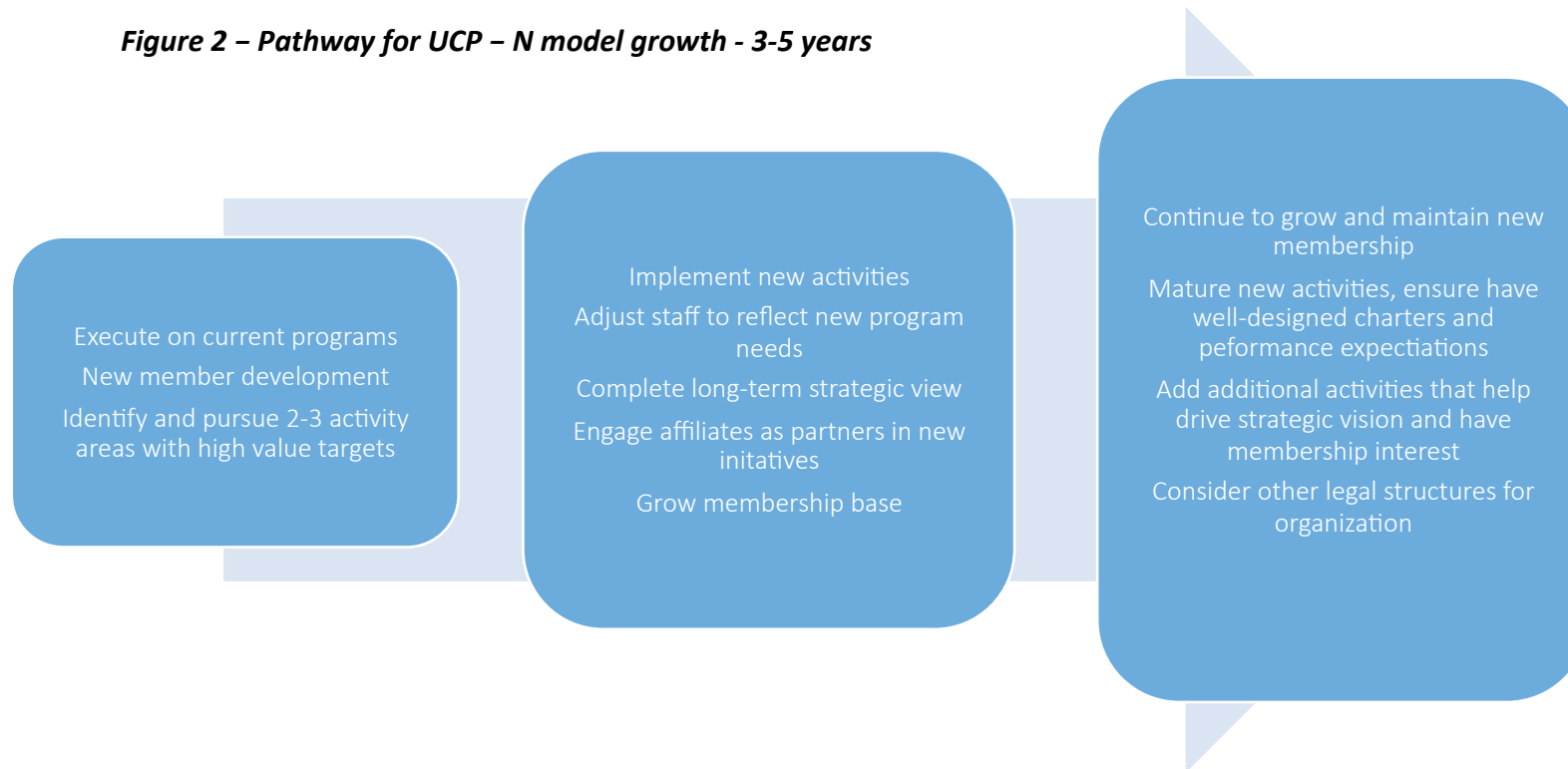
UCP - N

Potential new activities of new membership organization

- **Advocacy** - broad disability-related public policy advocacy, community organizing and movement building
- **Disability thought leadership** - data/research, public policy expertise, amplification of best practices (e.g., publications, editorials, speaking)
- **Services to individuals, programs, pilots and partnerships** (e.g., MyLife, My Child)
- **Member engagement** - convening, conferences, expert meetings, policy work groups, briefings and training
- **Development and fundraising** (September, direct mail/on line giving, individual and major gifts, capacity building grants, program funding)

Proposed New Strategic Direction Visual 2

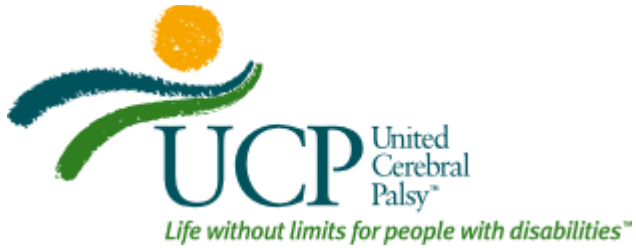
Figure 2 – Pathway for UCP – N model growth - 3-5 years





Activities to Suspend for Now

- Life Labs
- Individual membership



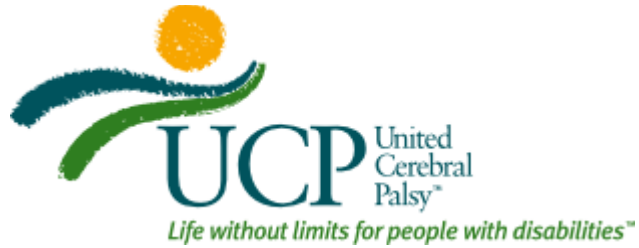
Financial Assumptions in this Model

- An expectation of further loss of affiliates is in budgeted projections
- An expectation of reduction of dues income is in budgeted projections
- Funds outside brand marketing costs
- Funds legal services to protect the brand
- \$150,000 a year in Bellows pass through
- \$110,000 in depreciation costs as part of operations expenses
- Set aside all bequest revenue and the 5% of reserve funds that went to operations for repayment of debt and build reserves



Implications for Budget Development

- Realistic & conservative budgeting. Dues restructuring only happens when we know more
- Dues relief is necessary for some affiliates
- Many affiliates continue to need/desire current services
- There needs to be a minimum dues amount set for all affiliates



Next Steps:

- July 1 – Rick Forkosh begins officially his tenure as Interim CEO.
- July – Board Members and CEO discuss key items with Professional Council and RAC leadership (including the prospect of suspending bylaws to approve very soon an adjustment in dues virtually vs. in-person).
- July/August – Members continue addressing key items (perhaps via committees, surveys, formal and informal conversations).
- Sept 22 is next Board Meeting – Primary discussion will be affiliate insights.



Q&A

Thank you for your feedback!

REFERENCE DOCUMENT: Overview of Resolution

- Based on input from Professional Council survey, and discussions at the Winter RAC meetings as well as National Conference.
- Made a series of 8 recommendations to the Board of Trustees covering the following areas:
 1. Financial Management
 2. Dues
 3. Accountability & Transparency
 4. Communications



Overview of Resolution- Continued

5. Strategic Direction
6. Brand
7. Public Policy
8. Succession Planning



90 Day Accomplishments

