**UCP’s Focused Strategic Direction – A Summary**

**A New Direction**.

The overall focus of UCP’s new strategic direction is pursuing initiatives that will improve the lives of people with disabilities and their families, reposition UCP and its network of affiliates and individual supporters/advocates to succeed in meeting the challenges we are all facing, strengthen the bonds within the UCP network, improve the long-term fiscal viability of the national organization and its affiliates, and enhance the apparent value of being part of a national and international UCP network.

The focused initiatives, which are more clearly explained in the UCP Strategic Business Plan, consist of the following:

UCP National must focus on strategies that complement, benefit, advance, and broadly support both affiliates and those with disabilities and their families — a role that is different from the direct service delivery role of affiliates. To be successful, these strategies should leverage UCP National’s competitive advantages as it works to address the identified needs of the market in which it operates. This plan envisions a UCP focused on three key strategies, all of which recognize that people with disabilities and their families have the same goals as everyone else, even if they face different challenges, and they deserve the opportunity to achieve those goals:

**Expand opportunities through Policy Change:** Build a stronger policy and advocacy function within UCP that leverages the power of an expanded network.

**Build, engage, and leverage the power of a Broad-Based Network:** Bring individuals, affiliates, self-organized groups, and businesses together in support of UCP’s vision and support them in achieving dynamic social change.

**Expand opportunities through Innovation:** Identify, explore, support, and make available technologies to support the pursuit of a life without limits for those living with disabilities.

The success of the UCP network depends upon the national organization and affiliates playing their individual roles well while leveraging each other’s strengths to activate new advocates and allies, create new policy wins, and promote innovative programs, practices, and technological advances to allow those with disabilities to achieve their goals. Affiliates have on-the-ground knowledge, experience, expertise, and connections with individuals and communities. UCP National has relationships with policymakers, political leaders, and corporate champions – particularly in the emerging innovation space – and the ability to galvanize action. This connection to direct programs and services both informs and strengthens UCP National’s role. The benefits of working together accrue to everyone.

**Plan Implementation**

In September 2014, the Board of Trustees approved a FY 2015 budget that was developed around implementation targets under the Strategic Business plan. The first steps of plan implementation were discussed and approved by the Board. Within the major initiatives, activities to occur in FY 2015 include the following:

**Advocacy**

* Research and develop a detailed national (state and federal) advocacy campaign plan.
* Develop resources to staff up and launch a disability advocacy campaign.
* Hire a new Vice President of Policy and Advocacy to manage this initiative.
* Continue to be a valued resource for federal affiliate public policy needs.
* Launch the advocacy campaign at the end of FY 2015 or start of FY 2016, as resources allow.
* Support affiliates on the state level with the HCBS transition plan

**Membership**

* Retool and focus UCP’s communications and engagement channels for affiliates and individuals.
* Expand the UCP network by developing an individual membership program for launch at the end of FY 2015 or start of FY 2016.
* Establish other corporate and institutional partnerships.
* Secure and strengthen resources for the national network through a dues restructuring.
* Reestablish engagement with affiliate volunteers.

**Innovation**

* Develop an innovation strategic plan, incorporating innovation labs, innovation curriculum, and an incubator/accelerator.
* Develop business plans for each of the core focuses of UCP’s innovation work.
* Foster innovative ideas and universal design through the production of local innovation labs throughout FY 2015.
* Develop and distribute a design curriculum and toolkit.
* Develop resources and partnerships to implement the innovation work.
* Begin resource and partnership development for incubator/accelerator launch in FY 2016.

In addition to the three major external initiatives, the strategic plan also recommended and the Board approved some internal organizational changes for UCP.

**Management and Development**

* Terminate unsuccessful, unfunded program areas within UCP.
* Reorganize the management structure to better support fiscal responsibility and the new strategic direction.
* Reassess UCP’s development program and pursue a multi-pronged, focused, metric-driven fund and partnership effort:
	+ building a robust individual giving program that includes an emphasis on individual membership;
	+ secure a growing number of “leadership gifts” (currently defined as gifts of between $5,000 and $25,000);
	+ establishing and growing a “Corporate Champions” program to seek, secure, and nurture relationships with institutional and corporate entities whose interests intersect with those of UCP and its constituents;
	+ continuing to seek and secure foundation and corporate support for UCP’s Public Education function and conferences;
	+ secure foundation support for UCP’s policy and advocacy strategy;
	+ coordinating with and leveraging the insights, connections, and efforts of the Innovation team and Innovation Advisory Group to secure funds for and related to the innovation strategy;
	+ working with UCP Network staff to evaluate, support, and grow the Steptember program;
	+ continued operation of the vehicle donation program; and
	+ continued emphasis on planned giving and bequests.

Currently, UCP is tracking to budget on FY 2015 finances and all strategic initiatives. In a fiscally prudent manner, UCP has tied major additional expenditures under the strategic plan to securing the revenue to support the initiatives.

**Defining Success for UCP and the Affiliate Network**

**Investing in the future of UCP will strengthen the affiliate network and support the service delivery and growth of individual affiliates.**

UCP National and its affiliates will realize the benefits of their competitive advantages by furthering UCP’s reputation among policymakers and corporate partners as the most forward-thinking, innovative, and entrepreneurial organization serving those with disabilities. It will enhance this reputation with consistent follow-through on ideas and flawless execution of activities**. In fact, for UCP it is essential that the organization becomes fully focused on ensuring that it is not just offering interesting ideas, but is adding value to affiliates and to those with disabilities and their families by delivering concrete programs and activities that demonstrate a leadership role in policy, advocacy, and innovation.**

Success for UCP in implementing this business plan will include:

* attracting high quality staff to new positions and/or retaining high performing staff by offering them an opportunity to take on a new role;
* attracting and delivering on new funding from corporate partners, individual donors, and foundations;
* making a seamless transition from an outsourced policy operation to an in-house policy shop;
* retaining all current affiliates and (over time) attracting new affiliates;
* increased participation by affiliate executives in UCP programs and gatherings;
* setting and achieving very specific goals for each of UCP’s three key strategies: policy, innovation, and the UCP network (including individual and family membership);
* engaging advocates, including self-advocates, to take action on UCP’s priority policy and advocacy issues;
* establishing a highly engaged Life Labs advisory body;
* expanding corporate sponsorship of and involvement in Life Labs;
* attracting a larger number of participants to the innovation labs;
* identifying at least one innovation-related fee-for-service opportunity each year; and
* incorporation of new messaging (as recommended in the Mazlansky report) in all UCP communications.

**In addition UCP will continue to offer a menu of services for affiliates to include**:

Website hosting and template

Bellows Funds

Ewing Loan Fund

Opportunity for Bequests

Quarterly Topical Calls

RAC meetings twice a year

Peer to peer networking/convenings

Volunteer Engagement calls quarterly

Car Donation Program

Steptember event

On line Donations

Annual Conference

Leadership Briefing

Sharing Success Document

Washington Wire

Case for Inclusion

Policy Radio Calls

Marketing/Communications templates

Planned Giving Guide

Network News

Life without Limits

Purchasing Point

American Red Cross discounted rates

Medical Director Support from CPIRF

Facebook Forum

For Affiliates Only Secure Pages