

Business Plan

United Cerebral Palsy

By La Piana Consulting

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Executive Summary

UCP envisions a future in which those with disabilities and their families have the opportunities we all deserve. The UCP network has a long history of uniting, serving, and advocating on behalf of people with a broad range of disabilities and their families and can point to many successes. Over time, however, the environment in which UCP operates has changed. Initially begun as a group of concerned families seeking to raise money and awareness, UCP has evolved first into a movement of advocates and activists promoting policy change and regulatory action, and now into a network of service providers. At the same time, giving patterns have changed. Individual donors have moved from supporting those in need to giving based on alignment with personal values and demonstrated results. Corporations have shifted from giving to “trusted institutions” to giving that more directly furthers their business interests and reinforces their brand. Changing social attitudes and a sluggish economy have led to reductions in public funding for many programs that serve the most vulnerable among us, including those with disabilities. These changes have brought UCP to a crossroads. To survive, thrive, and realize its vision going forward will require sound strategy, targeted investment, and a laser-like focus on execution. This plan provides a roadmap for those who will lead that effort.

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:

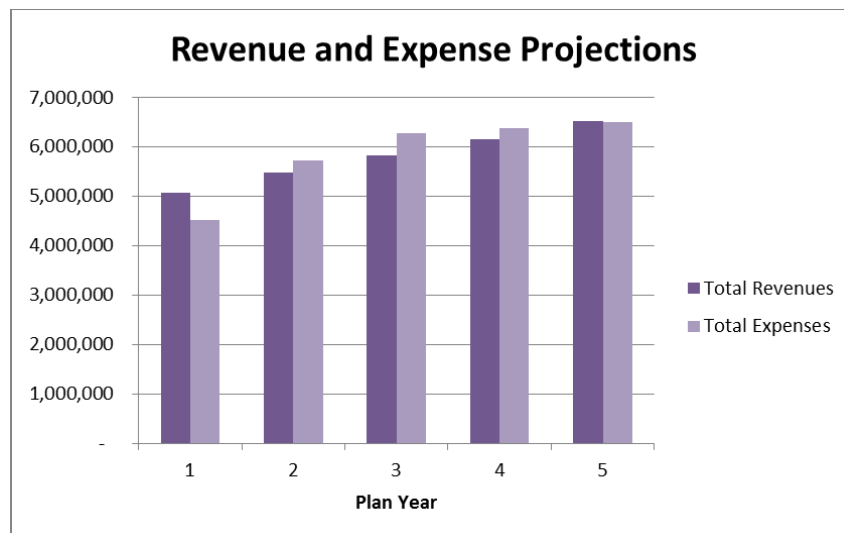
1. **Expand opportunities through policy change:** Build a stronger policy and advocacy function within UCP that leverages the power of an expanded network.
2. **Expand opportunities through innovation:** Identify, explore, support, and make available technologies to support the pursuit of a life without limits for those living with disabilities.
3. **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.

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. (For a visual representation of these and other assumptions and their link to UCP’s key strategies, see Appendix B: Theory of Change.)

Executing on the strategies described in this plan will require changes to the organization’s staffing model and culture. The CEO must devote the majority of his time to relationship building to tap new resources and advance UCP’s mission. A new position – SVP, Program – will play a critical internal role in coordinating and leveraging UCP’s three strategies to achieve tangible outcomes. Bringing the policy function in-house will require hiring as many as 11 new staff over the next three years – an experienced and respected Vice President to oversee both strategy and execution and a team to provide the deep research, clear messages, and organizing to support policy action. Close collaboration and coordination – between and among the policy, UCP network, and innovation functions as well as between those functions and Development – will be essential. These changes will require the cultivation of a new organizational culture – retaining much of the adaptive fluidity, but elevating the value of performance and accountability toward outcomes.

UCP is a “lean” organization by the standards of other national organizations with affiliates; there is little room in its current budget for cuts, and in fact successful implementation of this plan will require adding staff in Years 1-3. As such, it will require significant growth in overall revenue. The current budget leaves a budget gap in place for Years 2-4; a small surplus is projected for Years 1 and 5.



The deficit in Years 2-4 can be traced directly to the gradual build-up of an in-house policy function, one of UCP’s core strategies and key to the success of the network going forward. Consistent with the belief that collective success depends on reinforcing and strengthening the

mutually beneficial relationship between UCP National and UCP affiliates, UCP National is proposing a change in the affiliate dues structure. This plan cannot lay out new contribution guidelines or formulas – such changes must be the result of a collaborative process involving leaders from both UCP National and its affiliates. It is proposed that a working group be convened as soon as possible to consider alternative approaches and make specific recommendations that can be approved and implemented by the end of Year 1.

Just as the benefits of the work described in this plan accrue to the full UCP network, the obligation to support this work must be shared across the network. Affiliate dues, while important, must not be the only or even primary source of revenue. UCP National will need to generate new revenue from individual members and donors, corporate champions, and foundations; support the expansion of the national fundraising effort (September); and lead the type of policy and regulatory change that will ensure the availability of funding to support affiliate programs. Affiliates, in turn, will need to commit to engagement with each other and National in building a larger cadre of advocates, connecting innovation and individuals, and moving from “what’s in this for my organization” to “how do we work together to amplify our collective efforts and lead change.” Only through these collective efforts will collective benefit ensue.

Organizational transformation brings with it inherent risks, some that can be predicted and some that cannot. Through this process, UCP has identified risks specific to its proposed transformation; they are described within the body of this plan. Organizational leaders are committed to managing and mitigating these risks, to monitoring expansion closely, to identifying success metrics and measuring our performance against them, to regularly comparing plans with results, and to making course corrections as necessary. UCP is, in short, committed to the collective success of the network and to celebrating that success together.

The Vision: Opportunity for All

History and Evolution

United Cerebral Palsy was founded in 1949 by family members of people with cerebral palsy to help others overcome the challenges they had faced. One of the founders, Leonard Goldenson, was at that time the President of United Paramount Theaters and ABC Television. His position allowed UCP to build awareness and revenue through a telethon carried on ABC stations around the country. Local grassroots organizations serving those with cerebral palsy and other disabilities affiliated with UCP to enjoy the value of connection to a national brand and funding. At one point, there were 300 affiliates supported by telethon revenue.

By the 1970s the telethon model, which depicted those with disabilities as “victims” needing charity, began to clash with an emerging self-advocacy movement. This movement brought a wave of changes for those with disabilities, including the return to community life of those who had been housed in institutions. The use of Medicaid and Social Security Income was expanded and forward-thinking affiliates began using public funds to develop community-based programs and models. The number of affiliates began to decline, but those that remained were stronger and more sophisticated as service providers.

This shift also set the stage for later changes in the compact between UCP National and its affiliates. As the telethon and other significant national funding relationships ended, the role of UCP National and its relationship to the affiliate network became less clear. A little more than a decade ago, a group of affiliate leaders banded together to reset the relationship between UCP and its affiliates, including a bylaws change to give affiliates greater control of UCP National.

Today, UCP affiliates are pan-disability organizations varying greatly in size — from those with annual budgets under \$500,000 to those with budgets in excess of \$50,000,000. These affiliates recognize the value of a national organization that can convene the network for information sharing, connect affiliates to national resources, play a role in shaping the policy and regulatory environment in which programs are developed and delivered, and advocate on behalf of affiliates and those they serve.

What has become clear, though, are the challenges associated with sustaining services to a diverse network of affiliates. Dues alone are not enough and funding sources are not interested in supporting a trade organization delivering services that primarily benefit its members. UCP National has moved in new directions in the past five years, seeking ways to add value as an innovator and thought leader in the field. In fact, its innovative thinking about the needs and opportunities for those with disabilities and their families, its policy work and related research, and its imaginative campaigns — like Life Without Limits — have brought attention to UCP National. In its provocative “Jumping the Curve” Board of Trustees Brief (February 2013), UCP

acknowledged both the serious challenges facing the organization and the pressing need to critically review where it is, consolidate gains, and create a sustainable path to the future.

This business planning effort was designed to create that path.

Strategic and Business Planning: Key Questions

UCP approached the business planning process with multiple goals. A decade past the major shift in the relationship between UCP National and the affiliate network, it seemed time to both reflect on the meaning of those changes and envision the next chapter for UCP. Chief among the key questions facing UCP was to clarify and confirm the vision captured as “Life Without Limits” and determine how UCP National could best focus its efforts to make progress in achieving that vision over the next five years. This involved looking deeply at UCP’s strengths and assets and exploring how those could best be leveraged to make a meaningful difference in the lives of people with disabilities and their families. In developing a business plan, UCP leaders sought answers to fundamental questions:

- Who are our core “customers” and what will they need in the future?
- How can we both support and leverage our affiliate network in the context of our updated vision and strategic framework, and how must our affiliate structure change if we are to maximize our chances of success?
- How will UCP secure the resources necessary to do this work?
- How will we know that we *are* making progress toward achievement of our vision?

Knowing the importance of this plan to the future of UCP, the organization engaged La Piana Consulting to lead it in a process designed to engage a significant number of current and former UCP board members, staff, affiliate leaders, and other key stakeholders. Additional information on the planning process is included in Appendix A.

Current Business Model

Understanding where UCP is going requires an understanding of its current focus. The following represents UCP's current business model, and thus the platform from which it will make strategic shifts in 2014 and beyond.

Whom we serve

- Affiliates and partners
- People with disabilities and their families
- Policymakers
- Thought leaders
- Creators, vendors, change agents
- The public at large

Where we work

- 95% of UCP's work is within the United States (34 states plus D.C.); 5% is international
- UCP's primary market comprises 7 of the 10 largest metro areas, with an emphasis in areas along the coasts

How we do this

- Work through and with the affiliate network
- Provide a vision of the future for people with disabilities
- Convene and connect affiliates, creators, and partners
- Offer information and referrals
- Policy work (especially federal)
- Offer expertise on CP/disabilities, advocacy and moving policy, best practices, and innovation
- Education

How we are funded

- Affiliate dues account for close to 55% of total revenue
- The remaining 45% is derived from a combination of sources including funds raised by the organization and revenue from the endowment that is directed to operations
- The World CP Challenge (now known as Steptember) is gaining traction but there have been limitations in broad adoption due to timing and indirect benefits to UCP National

Looking Ahead

UCP is widely regarded as an innovative thought leader in the disabilities field. This reputation is based on several projects and activities designed to offer different perspectives on how UCP can contribute to a life of opportunity for those with disabilities. The Big Sky Map offered an intriguing look into the ways in which people will think about disabilities in the future; Life Labs has tapped into a burgeoning online community and provided a focal point for discovery and development of innovative technologies; Life Without Limits has at its core a message of empowerment. UCP has commissioned studies of voter participation and issue interest among those with disabilities and their families to demonstrate the potential power of these voters. While each of these, and other projects and initiatives, has captured the imagination of the field and tapped new constituents and stakeholders, nearly all have been under-resourced with the hope that they would gain traction and attract funding. Sustaining these nascent efforts long enough to demonstrate proof of concept has been a challenge. In fact, translating its considerable vision into action has proven to be UCP's greatest weakness.

Many of America's oldest nonprofits feature national networks and distribution channels. Like UCP, these venerable institutions — including Girl Scouts, Easter Seals, the Y, Boys and Girls Clubs, Sierra Club, and others — have struggled to find models that work today; models that help translate their organizational vision into programs and activities that positively impact their respective communities. Some, like the Y, found the answer in a renewed commitment to core principles and values and signature programs disseminated throughout its network. The Girl Scouts consolidated its councils and altered its operating model to reflect the changes in lifestyle among volunteer leaders, as well as the multiple new opportunities available to girls interested in sports, community involvement, the environment, and hands-on learning. Other national networks — especially those whose affiliates garner significant support from philanthropy, such as Boys and Girls Clubs — launched efforts to lift the performance of affiliates in response to a call for greater demonstration of outcomes, with the national organization functioning as “capacity-builder-in-chief.” Each of these national organizations assessed its own strengths and network relationships in developing new strategies, and some have been more successful than others in reshaping the future.

While UCP may glean some lessons from its national peers, there may be other examples that offer more relevant insights to move UCP from ideas to action. In *Use It or Lose It: Frittering Away Civil Society's Strategic Advantage*¹, Ruth McCambridge points to the often undervalued power of stakeholders who are bound together by “shared values and collective aspiration” and engage in “co-creating” the future. McCambridge writes, “Nonprofits could have an enormous advantage in attracting people to this paradigm (of co-creation), because our ability to appeal to common cause and individual aspiration through activity aimed explicitly at common benefit is a

¹ McCambridge, Ruth. "Use It or Lose It: Frittering Away Civil Society's Strategic Advantage." *NPQ*. N.p., 25 Oct. 2012. Web.

natural magnet for engaging the energy of stakeholders.” The ability to enter into this type of “contract” seems risky to many organizations fearful of ceding control to the very people they need to engage. However, UCP has had small successes in doing exactly what McCambridge describes, particularly in its Life Labs work. UCP can further develop this skill and extend it more deeply across the work of the organization to engage more supporters and build its value as a powerful partner in opening new opportunities for those with disabilities.

Similarly, the work UCP has done on voter participation shows that there are tens of millions of people who care deeply about those with disabilities. In *The Secret of Scale: How powerful civic organizations like the NRA and AARP build membership, make money, and sway public policy*², Peter Murray differentiates cause-related organizations like Amnesty International, Greenpeace, NARAL, and the ACLU from “functional organizations” like the NRA and AARP. Murray’s argument is that organizations like the latter develop and offer a set of benefits and opportunities for deeper engagement that fuel both policy success and financial sustainability. The NRA has also found ways to organize interested constituencies in local and regional events that deepen engagement with the organization. UCP has seen the potential of rallying individuals around a cause and has had a glimpse into the possibilities of deeper engagement through offering more tangible benefits or outlets (Parent Packs or Life Labs). Consistent with this, another key to UCP’s future will be defining the additional benefits it can offer and creating more points of contact for engagement at the local and regional level.

Ultimately UCP National needs a business plan that takes its innovative thinking and translates that into high-value action that strengthens affiliates and ensures that people with disabilities and their families have the opportunities we all deserve — to have as much independence as possible, to earn a living, to have access to education, and to have support for themselves and their families in pursuing those opportunities. Although UCP has to ground this plan in its own strengths, techniques and tools such as those described above can be borrowed from others and tailored to UCP. Implementing the plan will require disciplined focus on results and a commitment to accountability for performance at all levels of the organization.

² Murray, Peter. "The Secret of Scale." *Stanford Social Innovation Review*. Leland Stanford Jr. University, Fall 2013. Web.

Understanding the Market

Challenges and Opportunities

The collection of organizations focused on those with disabilities is highly fragmented. Some — like Easter Seals, March of Dimes, and The Arc of the United States (The Arc) — have origins similar to UCP. They began as grassroots organizations founded by parents seeking opportunities to collectively raise awareness and expand opportunities for their children with physical and/or intellectual disabilities. Also like UCP, they developed national fundraising campaigns, built affiliate networks, and broadened the scope of those they serve. In this broadening of scope, the lines between UCP and these other organizations have blurred, even, at times, to the point of merger. For example, the UCP chapter serving North Carolina and Virginia is also affiliated with Easter Seals. The UCP chapter in Columbus, Ohio merged with Goodwill Columbus, and there have been mergers between Easter Seals affiliates and Goodwill in other cities. Changes and reductions in funding — especially public dollars — and similarities across programs and services have been drivers in a number of these restructurings.

In addition to the national organizations with affiliates or chapters, there are thousands of local providers — large and small — that are independent. At the local level, they vie for funding with UCP affiliates. At the statewide and national level they enjoy the benefits of policy, advocacy, and awareness-building efforts undertaken by the national organizations, much of it paid for by affiliates of UCP and other national organizations advocating for the rights of and opportunities for those with disabilities.

On the policy front, UCP and The Arc have achieved limited success working together to advocate for change. Ultimately, the Arc determined that its interests were best served through an independent focus on legislative and regulatory action related to intellectual disabilities, and it chose to move away from the partnership with UCP, which was interested in a broader set of disability issues. Others have collaborated around specific goals as well, but for the most part disability-related policy and advocacy work remains somewhat fragmented, and the lack of robust field-wide leadership — someone to step in and organize the various players in a more coordinated effort — has been a limiting factor for those who would like to see a true movement emerge; a movement that could transform the way society views and treats those with disabilities and their families.

UCP's Competitors

UCP's competitors are primarily other national organizations with affiliates that also serve individuals with disabilities and their families, and national organizations that are engaged in policy and advocacy on behalf of the same constituent groups. Understanding the focus and strengths of each is an important precursor to articulating UCP's competitive advantage.

National organizations with chapters or affiliate networks

- **The Arc's** mission is to promote and protect the human rights of people with intellectual and developmental disabilities and actively support their full inclusion and participation in the community throughout their lifetimes. Given its mission, The Arc focuses its advocacy efforts on policies related to intellectual disabilities. . The Arc is a \$12 million per year organization³ with a network of 750 state and local chapters and 140,000 individual, family, and self-advocate members. In addition to its policy work, The Arc conducts public education, funds research, and, through its chapters, provides direct programs and services.
- **Easter Seals** describes itself as offering help, hope, and answers to more than a million people living with autism spectrum disorder and other disabilities and special needs. At \$83 million in annual revenues (2012), Easter Seals is the largest direct service competitor of UCP; it works through a network that includes 83 affiliates, 550 program sites, and a relationship with Ability First Australia. Easter Seals also conducts a national fundraising campaign in conjunction with affiliates, raises public awareness through educational materials and campaigns, and engages in policy and advocacy work. Although the national organization highlights its autism focus, affiliates provide programs and services to meet the needs of a diverse population of those with disabilities.
- **March of Dimes'** mission is to help moms have full-term pregnancies and research the problems that threaten the health of babies. With annual revenues of \$280 million, March of Dimes funds research, offers public education, and engages in efforts to influence policy at the national, state, and local level. State chapters sponsor fundraising events and build awareness but are not involved in the delivery of services.

Although affiliates of these national organizations compete with each other in a variety of ways, competition at the national level is primarily focused on policy work and fundraising related to that work. UCP's flexibility and innovative thinking has allowed it to "fight above its weight class" in the policy arena when compared to these much larger competitors. However, it lacks the signature national fundraising campaigns of Easter Seals or March of Dimes, which not only raise funds but also build awareness.

³ Annual budget information for organizations included as UCP competitors was taken from the most recent 990 posted on the Guidestar website (www.guidestar.org).

National organizations involved in advocacy and policy

- **National Disability Institute (NDI)** has a mission of building a better economic future for Americans with disabilities. NDI employs three strategies in pursuit of its mission: a federal public policy agenda that supports work, saving, and asset building for people with disabilities; life-long education and training to build skills and knowledge that advance economic self-sufficiency; and efforts to improve collaboration across federal agencies to advance a better economic future for individuals with disabilities. With annual revenues of approximately \$1.6 million, NDI works through a network of partners to deliver workshops and programs and has a related for-profit — NDI Consulting — that shares staff costs with NDI.
- **Autism Speaks** seeks to change the future for those with autism spectrum disorder by: funding global biomedical research into the causes, prevention, treatments and a possible cure for autism; raising public awareness about autism and its effects on individuals, families, and society; and bringing the autism community together to speak in a unified manner and to seek action and support from the public and private sector. Annual revenues are approximately \$55 million.
- **The American Association of People with Disabilities (AAPD)** describes itself as “the nation's largest disability rights organization” promoting equal opportunity, economic power, independent living, and political participation for people with disabilities. AAPD points to its members, which include people with disabilities and their family members, friends, and supporters, as representing a powerful force for change. AAPD’s annual revenues have hovered in a range of \$2.5 to \$3.0 million. AAPD includes a long list of activity areas on its website. The uniting thread across these areas are policy and convening.
- **The Bazelon Center for Mental Health Law** protects and advances the rights of adults and children with mental disabilities. The Bazelon Center reports annual revenues of approximately \$4 million. In addition to a federal policy agenda that it promotes, the Bazelon Center’s attorneys work on issues and cases to further access and rights, as well as providing technical assistance to others regarding legal issues.

The presence of AAPD (and several other “special purpose” policy and advocacy organizations such as Advance CLASS and the Consortium for Citizens with Disabilities) is a further demonstration of the crowded nature of the policy and advocacy space. The overlapping memberships in these coalition organizations and the inherent competition among both coalitions and their members for money and policy maker attention can create an opportunity for UCP to emerge as a leader through smart staffing choices, wise selection of issues, and solid execution on campaigns. The presence of so many competitors may also indicate the need and opportunity for some consolidation of these often diffuse efforts in this space. This, in turn, could create another opening for UCP to take on a leadership role by using its position as a coalition member and success in advancing a policy agenda as leverage to lead.

UCP's Competitive Advantages

Considering UCP in light of its competitors, stakeholders cite the following as characteristics that differentiate UCP from others in the field:

- visionary thought leadership;
- respected resource for policymakers; and
- entrepreneurial nature and approach.

Focusing Our Efforts: Key Strategies

UCP National can and must focus itself 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 seek to 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:

1. **Expand opportunities through policy change:** Build a stronger policy and advocacy function within UCP that leverages the power of an expanded network.
2. **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.
3. **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.

Policy and Advocacy

A society expresses its values through public policy. What the law says on a particular topic, how that law is interpreted through administrative and regulatory bodies, and the degree to which the law is funded send clear messages about what and who that society values. Historically, in the United States, people living with disabilities and their families have not been valued to the same extent as others who don’t identify as being disabled. As a class of people, individuals with disabilities and their families have been denied the opportunity to enjoy the basics of a full and satisfying life: good health, emotionally and financially sustaining employment, meaningful relationships, and secure and stable housing.

Enjoyment of these fundamentals — opportunities to which every individual should have access — has been denied through the actions of individuals and institutions. Government’s response has been insufficient, at all levels. While there have been positive policy changes — the federal

Keys to Success

- a well-defined and UCP-branded policy operation;
- a compelling vision for the future;
- connection between this vision and the goals of individuals living with disabilities and their families;
- an actionable policy agenda with a leadership role for UCP;
- partners committed to the same outcomes; and
- building, supporting, and respecting individuals who join UCP as advocates for change.

Americans with Disabilities Act comes to mind — these changes have been piecemeal, and not the kind of comprehensive change needed to foster a life without limits for everyone.

Creating comprehensive policy change requires political will and effective leadership. While there are pockets of political will in the halls of Congress, the White House, and certain state governments, effective leadership that mobilizes a strong movement pushing a broader policy agenda has been lacking. Several individual and coalition organizations have taken on various aspects of policy. But, because of resource limitations, shifts in organizational priorities, and intra-organizational politics and turf issues, the results have been fragmented.

UCP Leads the Way

By re-emphasizing its role in public policy, UCP can take the lead in creating comprehensive and positive policy change. Several factors would support UCP's assumption of this role in the policy arena. As visionary thought leaders, UCP can give shape to a policy agenda that moves the country toward increased opportunity for people with disabilities and their families, and can activate people who are concerned about these issues. As a respected resource for policymakers, UCP has the credibility needed to ensure that the voices of those with disabilities and their families are part of the policy debate. And, given its connection to hundreds of thousands of individuals (directly and through its affiliates) UCP has the beginnings of a broad base of support — a base that once activated will seize the attention of policymakers at all levels of government. Successful engagement in policy and advocacy work will benefit individuals and families affected by disabilities, and the organizations that assist them, by creating greater access to support, and funding, and by removing barriers to a full and satisfying life. This work, therefore, is a critical element of UCP's work to expand opportunities, for both individuals and families, and its affiliates.

Critical to the success of any policy advocacy effort is a clear understanding of the outcomes being sought, the theory of change that creates this vision for the world, and a clear idea about how concrete change will happen. For UCP, these outcomes include:

- broad adoption of language that resonates with policymakers and key influencers as well as those with disabilities and their families;
- a policy agenda that enhances opportunities for people with disabilities and their families to achieve the goals associated with a satisfying and meaningful life;
- an agenda that adds value to the work of affiliates; and
- a community of individuals, families, and institutions committed to actively supporting this agenda.

The Campaign Model: An Integrated Approach to Comprehensive Change

In deciding how to best structure this work, UCP must determine the most effective way to leverage its strengths to achieve its desired outcomes, to integrate the skills necessary for success, and to implement the organization's theory of change. By all accounts, a campaign model provides the greatest likelihood for moving an advocacy agenda forward. This model will enable UCP to develop a series of campaigns designed to bring the agenda to fruition. Led by a Vice President for Policy and Advocacy, UCP's Policy Department could be organized into multidisciplinary campaign teams incorporating the skill sets needed to effectively engage in each campaign: content development, lobbying, media/communications, and community organizing/public education.

Defining and Measuring Success

In the policy arena, meaningful success is ultimately defined by whether the advocate's vision of the world has come to fruition. Policy change, however, is incremental in nature, as it takes time to get issues on the table, develop the relationships needed to create opportunities for dialogue, and work issues through the legislative and regulatory processes. As such, success is often defined by whether legislators or regulators know who you are and are troubled by not joining or supporting your cause, or whether new co-sponsors were added to a piece of legislation, or funding for a particular program was maintained or increased.

Using the campaign model will enable UCP to develop a series of connected outcomes — achievements that help push the campaign forward — which could be clearly articulated and measured. These will include the elements noted above, as well as such indicators as whether a particular bill was passed, or whether favorable regulations were enacted. Given the centrality of relationships in advocacy, it is important to include progress in this area as part of UCP's definition of success. Has UCP identified key policymakers? Do these officials respond to your calls and emails? Will they meet with you? Do key leaders reach out to you when considering a relevant issue? These are steps along the relationship continuum and, while not a measure of ultimate success, are nonetheless important markers of progress in advocacy efforts.

Measuring long-term success presents considerable challenges, primary among them being whether your vision of the world has been created *because of* your efforts, or whether these efforts have merely *contributed to* the creation of this vision. A solid theory of change can help ameliorate this concern, at least when presenting results or seeking funding.

UCP will first need to define what it means by a life without limits, being sure to identify concrete markers that can be measured (e.g., % of individuals living with a disability who believe they have full access to employment). Once identified, the organization can take a baseline measurement — through surveys or polling, for example — and can re-assess these markers over defined periods of time. At a minimum, this will illustrate a change in access to resources

and support, as well as a change in attitude toward people living with disabilities and their families; ideally a change that leads toward a life of full opportunity.

The Work Ahead

To create an effective policy operation, UCP must consider the following questions:

1. Do we have a sufficient presence in Washington, D.C. and on the state level?
2. Do we have the skills and capacity needed to engage in this work?
3. Do we have the relationships and/or partnerships needed to engage in this work?

UCP's policy and advocacy work will be helped by the location of its office in Washington, D.C., and its state and local connections through its current affiliate network. Despite its past experience with advocacy, UCP must strengthen its internal capacity in several key areas, including:

- developing policy-related content — research data and policy white papers — both internally and in collaboration with other organizations and experts;
- conducting public education to build a broader understanding of the issues, and the impact these issues have on the lives of individuals, families, and communities;
- developing and communicating messages — through traditional and social media — to engage and activate relevant communities; and
- evaluating its success and modifying its work as needed.

This can be done through new hires (with the recruitment of a VP for Policy as a priority hire), consulting engagements, and the development of strategic partnerships (e.g., with university researchers). UCP must also assess its relationships and partnerships within the realm of policy and advocacy, to understand where there is strength and where there may be gaps.

Finally, UCP must identify sources of revenue to support its policy advocacy work. Potential sources include traditional philanthropic support (individuals, foundations and, to a lesser degree, corporations), support from a Leadership Circle of affiliates, as well as potential fee-for-service models both within and external to the Policy and Advocacy Department. The fee-for-service opportunities include local and regional trainings for affiliate staff, volunteers and supporters on the specific skills and strategies for mounting successful advocacy efforts; contracting with affiliates or groups of providers including affiliates to undertake deeper state-level campaigns; and high-level seminars with policymakers and thought leaders engaged in issues of interest to providers – especially for those affiliate leaders and other providers (including hospitals) working in a complex service delivery environment. These sessions may also lend themselves to corporate sponsorship. Once more established, UCP may be able to

leverage its policy research capacity to provide technical assistance to other organizations seeking to engage in policy advocacy.

Innovation / Life Labs

UCP has claimed a unique and compelling space with Life Labs. Technology has been called the great equalizer, and new technologies are and will continue to be instrumental in the pursuit of a life without limits for people with disabilities. Unfortunately, those with ideas do not always have the connections or the resources to bring these ideas to life. Life Labs aims to change this by bringing together the individuals, groups, and organizations that — through collaborative effort and investment — can take great ideas and make them a reality.

Success through Partnerships

At the core of Life Labs' work is collaboration. Life Labs staff are not inventors, developers, hackers, makers, or researchers themselves; they connect *with* them, and connect them *to* others, including those with disabilities and their families. The ability to partner — and to support and maintain key partnerships once established — is critical to Life Labs' (and thus UCP's) success. Partnerships may be with individuals, self-organized groups, private businesses, or public entities.

Corporations represent an important growth area for Life Labs. Many want what UCP and Life Labs can bring: an in-depth understanding of and connection to those with disabilities and their families, and their needs and desires. They are looking for synergistic relationships; opportunities to help while being helped, to both give and derive benefit. Beyond that, corporations have diverse interests and diverse needs. Some will come to UCP/Life Labs with a clear idea and proposal for working together, as AutismXpress did in 2012. Others will reach out to UCP/Life Labs with a more open “let's see what we can do together” agenda; UCP's current relationship with Google started this way. Still others may not reach out to UCP/Life Labs, but will be responsive to an overture by UCP/Life Labs. The Life Labs team must be able to work with corporations at any point along that continuum, discerning what they need and ensuring that the partnership as designed can meet those needs. Life Labs must be prepared with a variety of clear and compelling concepts that

Keys to Success

- emphasis on — and resources to support — relationship management;
- an increased focus on the full business development process, including “closing the deal” with promising concepts, leads, and relationships;
- ready access to those with disabilities, their families, and organizations with which they are engaged;
- a compelling story — why UCP is the clear choice for individuals, groups, and corporations interested in this space; and
- an advisory body made up of individuals with proven success in the field, e.g., innovators, entrepreneurs, corporate leaders, and tech funders.

will be attractive to corporate partners, but also be willing and able to engage in free-flowing and creative brainstorming to collaboratively uncover new ideas. Most importantly, UCP/Life Labs must have the resources in place to execute effectively.

Engaging a Broad Constituency: Leveraging Membership

Life Labs' experience to date suggests that a critical piece going forward will be the ability of UCP/Life Labs to engage those with disabilities and their families more directly in its work. Most affiliates have limited bandwidth to either engage or encourage their constituents to engage with Life Labs and/or its partners. Life Labs has much to offer (and much to learn from) individuals and groups interested in expanding opportunities and supporting independence for those with disabilities as well as those focused on innovations in service delivery — but first it has to reach them. UCP must build its base and its ability to engage this base directly in order to achieve its goals with both Life Labs and its policy work.

How can individuals get involved with Life Labs?

- share experiences, needs, and ideas with partners — in-person, through social media, or via surveys;
- contribute to the Life Labs blog — write, curate, suggest content, and/or reach out to others who might be interested in doing the same;
- support crowdfunding campaigns designed to raise funds and visibility for innovative new products; and
- provide feedback on new and emerging tools and technologies.

Building and Leveraging an Advisory Body

Relationships are central to Life Labs' work and success. If this work is to not just continue but grow over the next 5 – 10 years, it will be increasingly important that these relationships are strong, sustainable, and inclusive of the key players in the relevant fields. While all forms of contribution are valuable, Life Labs must have in its network individuals and organizations that are willing and able to access or provide financial support for its work. To that end, UCP is establishing a Life Labs advisory body made up of individuals with demonstrated success in related fields, e.g., innovators, entrepreneurs, corporate leaders, and/or tech funders. These individuals will:

- bring additional credibility to UCP/Life Labs and its work in this area;
- provide guidance to staff as they prioritize and seek to build new relationships;
- connect ideas to those who can provide financial and/or technical support; and
- work with staff to explore new and promising concepts and collaborations.

This would be an advisory rather than a governing body, with members serving as both advisors and ambassadors for Life Labs' work.

Revenue Generation

UCP is currently pursuing funding relationships with Google and Sprint. The high likelihood that these relationships will bear fruit is due in large part to the significant increase in communication and collaboration between Life Labs and Development staff over the course of the past year. Future success will continue to be dependent on close coordination between the two teams.

Other sources of revenue linked to Life Labs could include:

- facilitating design-athons with universities or corporations interested in stimulating innovation within their own organizations;
- formalizing and selling a curriculum or toolkit around one of the most compelling aspects of the design-athon: the empathy exercises. Life Labs has already been approached by a university interested in bringing that experience to their design students, and there are likely other universities, businesses, and nonprofits that will be interested in doing the same. (As an alternative, this could be a member benefit —members could access the curriculum and use it locally.);
- major donors interested in technology, innovation, and/or finding and supporting grassroots efforts to advance a shared vision;
- major or corporate donors interested in taking ideas to scale, e.g., a video game company funding accessible gaming stations for UCP affiliates; and
- corporate sponsorship (at varying/higher levels) for events such as the design-athon.

Participating in the International Dialogue

UCP must continue to participate in the international dialogue around all forms of innovation — though the time spent on this must be carefully monitored and modulated to ensure that this focus does not overshadow the critical work required “at home” to reach the goals outlined in this plan. Maintaining an international presence does support that work, however. It provides UCP access to influential individuals and organizations, any of whom may be potential collaborators, supporters, and/or investors. It will also ensure that UCP is aware of — and part of the conversation about — innovations in other countries, and within other disability-focused organizations.

Expanding the UCP Network

Success in policy and advocacy and in the dissemination of product and service innovations requires UCP to broaden its network to enhance its credibility as a policy resource and to promote its passion for ensuring opportunities for all those with disabilities, and their families. In order to accomplish this, and also expand its geographic reach into areas not currently served by affiliates, UCP will add two categories of non-voting members: individual donor members and corporate champions.

UCP has already modified the traditional relationship between a national organization and its affiliates. Rather than employing a top-down approach focused on adherence to membership standards and common programs, UCP National has engaged its affiliates as collaborators and colleagues in expanding opportunities for those with disabilities. Affiliates interact as a network connected through UCP National rather than the more typical hub and spoke relationship of a national organization with affiliates. Adding individual donor members to the UCP network is now needed to build a true movement. Corporate champions will strengthen opportunities for those most interested in the work of Life Labs and UCP to be intimately involved in that work.

Affiliates

In a reconceived UCP Network, affiliates will remain the closest relationships for UCP National. Affiliates will continue to be the only voting members of UCP and will have the highest level of support and services, including access to:

- regional gatherings of peers for professional support, growth, and learning;
- briefings with leading policy and program experts;
- exclusive gatherings with corporate, tech, and civic leaders;
- participation in a UCP National conference at a discounted rate;
- affiliate-only online access to resources and information;
- information and support regarding implementation of regulations and policy;
- consultation on organizational and operational issues;
- funding opportunities, including World CP Day, the auto donation program, and collaborative grants;
- Bellows Fund grants for purchases of assistive technology for individuals;
- website template, web hosting, and technical assistance;
- marketing and communications templates and materials;
- group purchasing portal; and
- research and white papers (data on voting participation of those with disabilities, Case

for Inclusion report, etc.).

Many of these offerings are likely to be of interest not just to affiliate CEOs and EDs, but also to senior staff and volunteer leaders; their engagement will be encouraged and welcomed.

The current affiliate dues structure should be revised to incorporate additional tiers and more options to access specific services at an additional fee; upon approval of this plan a working group will be convened to identify and examine options and make specific recommendations in this regard. This is discussed in more detail in the *Financial Projections and Fund Development* section, which begins on page 39.

Corporate Champions

UCP has been approached by nonprofit and for-profit hospitals and for-profit product and service providers with an interest in becoming more involved in the work of UCP. While either not eligible for or interested in affiliate status, these institutional and corporate players expand the reach of UCP, may add new perspectives, and offer additional avenues of support. Corporate and institutional members will have an opportunity to support UCP's work at several levels, and as non-voting members could participate in certain programs and activities of UCP, as well as co-sponsor programs at higher levels of support.

Individuals

Individual members will pay an annual fee of \$25 to participate in and support the work of UCP. Benefits will include

- access to UCP's public education and outreach resources;
- regular updates on advocacy activities and opportunities for participation;
- regular updates on innovation/Life Labs activities and opportunities for participation; and
- invitation to (and discounted rates for) regional gatherings focused on the interests and needs of individuals with disabilities and their families and caregivers.

Other benefits may be possible or advisable; staff has begun looking at this and will continue to do so in the coming months.

Keys to Success

- a clear articulation of the benefits of each category of membership;
- an updated affiliate dues structure and clarity around the importance of dues in advancing the collective vision;
- an updated and more brand-consistent set of online resources;
- meaningful opportunities for individuals and families to connect with UCP both virtually and in-person;
- close coordination between those responsible for building UCP's membership and advancing its policy and innovation goals; and
- scaling back of the national conference in favor of regional gatherings of interest to a wider audience.

Public Education and Outreach

Building a more robust network will require some adjustment to and expansion of the public education and outreach activities of UCP.

As UCP notes on its website:

UCP's knowledge of disability issues has been accruing for more than 60 years. Connecting individuals and families with the resources and services they need helps fulfill UCP's mission of advancing the independence, productivity, and full citizenship of people with a spectrum of disabilities.

It goes on to say that the heart of UCP's public education and outreach work is four public education campaigns: My Child Without Limits, Brave Kids, My Life Without Limits, and the Siblings Initiative. As it looks to the future, UCP has an opportunity to build on these initiatives and better connect them to movement-building in support of its policy and innovation goals. To do this successfully, UCP must first engage in a comprehensive review of the current campaigns and associated websites and articulate the specific connection and contribution of each to the organization's key strategies and overall theory of change. This will inform the next critical step: transitioning from separately branded and maintained websites to a more integrated online presence that can better support UCP's efforts to connect to its members.

Conferences and Convenings

UCP's online resources for public education and outreach will be augmented by regional gatherings focused on the interests and needs of individuals with disabilities, their families, and their caregivers. These gatherings, which may range from half-day education and networking sessions to multi-day convenings, will provide yet another way for individual members and affiliate staff and volunteer leaders to connect with UCP and with each other while gaining valuable insights into a wide range of topics directly relevant to their life and work. These sessions can also serve as vehicles for community organizing and solicitation of input and feedback relevant to UCP's innovation work. This type of gathering — which will be a joint effort of UCP National and one or more affiliates — will serve as an alternative to the current UCP National Conference, which requires a huge investment of time and attracts primarily affiliate leaders. The National Conference will not be eliminated altogether, but be transformed into a shorter and more targeted annual meeting.

Communication

Timely and targeted communication with members across a variety of channels will be a critical component of UCP's public education and outreach efforts, as well as to its member engagement and community organizing efforts more broadly. This will include an increased emphasis on the effective use of social media.

UCP's Future Business Model

The following diagram summarizes UCP's future business model, as articulated in the preceding sections.



As an articulation of who is served, how they are served, where they are served, and how the work is supported, the current and future business models differ in a few key areas. Chief among them lies in how the work is done. Moving the mission-critical policy function in-house, engaging individuals as advocates and members, developing more connections to innovators, and emphasizing outcomes and accountability represent changes to the current model; changes that reflect a renewed emphasis on the three key strategies. Also, in the future, the concept of “constituents” of UCP National is broadened to place greater emphasis on building individual membership and cultivating corporate champions as part of the network. How the organization is funded reduces reliance on dues and expands other categories of revenue – specifically individual and corporate donors.

Value to Affiliates

A network, by definition, is an interconnected system. UCP National and affiliates play distinct and complementary roles in a robust and effective network. In an earlier era, the relationship between a national organization and its affiliates was largely transactional – the national provided services to affiliates and affiliates paid for those services through dues. Over time, this dynamic no longer worked. Many national organizations have solved this dilemma by consolidating affiliates, taking on a more directive role regarding the activities that each affiliate will offer, and building an administrative staff to ensure affiliate compliance with national requirements. UCP has taken a more collaborative approach focused on connecting affiliates to build collective strength and differentiating its role to allow significant affiliate autonomy, while still providing multiple benefits to its affiliate members. In defining roles, UCP National and its affiliates have recognized that each brings strengths to the collective effort.

Affiliates, as the front line of service delivery and with the closest connection to those with disabilities and their families, need a powerful voice carrying a unified message to policymakers to ensure that everyone has an equal opportunity to achieve life goals. Adding individuals and corporations to the network as collaborators and advocates amplifies that voice. With this reconceived approach, affiliates have the most direct opportunity to shape the direction and focus of campaigns and to engage their own constituents in more powerful ways by offering an outlet for advocacy. Harnessing this energy and connecting it to a national movement makes affiliates a more valuable ally for those with disabilities and their families, not only offering services, but actively pursuing an agenda of broader opportunity. UCP National, by channeling and organizing this effort, can be positioned as the national leader in policy and advocacy on behalf of the network.

UCP’s focus on innovation differentiates the network from competing national organizations and national organizations with affiliates. Product innovation and new technologies play a role in expanding horizons for those with disabilities, and early access to such products and technologies can serve as a competitive advantage to affiliates within their communities. By taking a leading role in surfacing and supporting innovation, UCP can form national partnerships

with corporate partners (like Google and Sprint) that would otherwise be much less likely to connect with affiliates, and can offer an outlet for entrepreneurial efforts at both the national and local level. As this area develops, there is the potential to create partnerships among entrepreneurs, investors, and affiliates to create revenue-generating social ventures.

Organizational Structure and Staffing

Successful implementation of the strategies and business model described in this plan will require an organizational structure maximally supportive of the work required. Such a structure will be different than what has worked in the past, and a careful transition will be important.

When compared to other national organizations with affiliates, UCP has operated with a very lean structure. With ambitious ideas and a willingness to experiment, this has meant a mix of full-time staff, including those working remotely, part-time staff, and contracted services. There has been a preference for a relatively flat structure, which has placed significant pressure on the CEO to manage a large number of far-flung staff with widely different responsibilities. Currently, nine positions or approximately 40% of staff report directly to the CEO. Looking to the future, this plan envisions a staffing plan that remains lean, but with fewer direct reports to the CEO, clearer lines of authority and responsibility, and several new positions.

These changes will support a greater focus on execution of key strategies — critical during this time of transition — as well as free up more of the CEO's time to do what he can uniquely do: offer the visionary thought leadership for which the organization is known and admired, and be front-and-center as the face of UCP and its “fundraiser-in-chief.” To that end, the CEO must divide his time among several priorities:

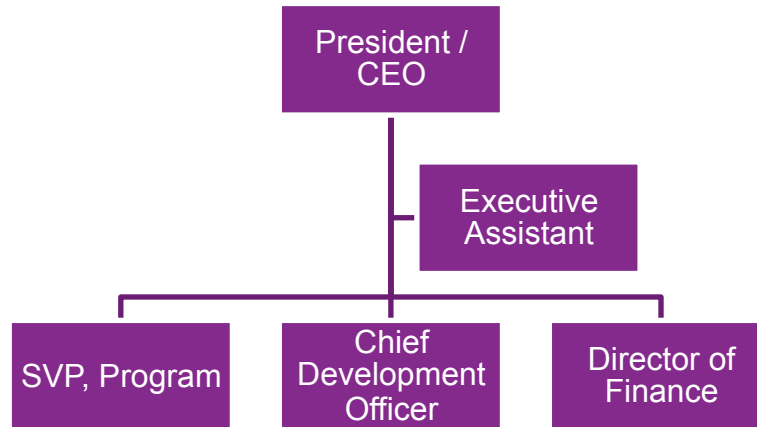
1. Developing and furthering relationships with key corporate and individual prospects to secure major grants and donations
2. Relationship-building designed to elevate UCP's profile in its three program areas
3. Representing the organization, especially in the political and policy arena
4. Strengthening relationships with UCP's largest affiliates
5. Management and oversight of the senior management team and the transition process

In order for the CEO to play this external-facing role, there must be a strong second-in-command who offers steady and strategic direction and ensures execution on plans in the day-to-day operations of the organization. UCP's re-conceived organization chart includes a new position — Senior Vice President (SVP) — taking on that role. This person will report directly to the CEO, and be responsible for implementation of the organization's three primary strategies. Three other positions will continue to have a direct reporting relationship to the CEO: the Chief Development

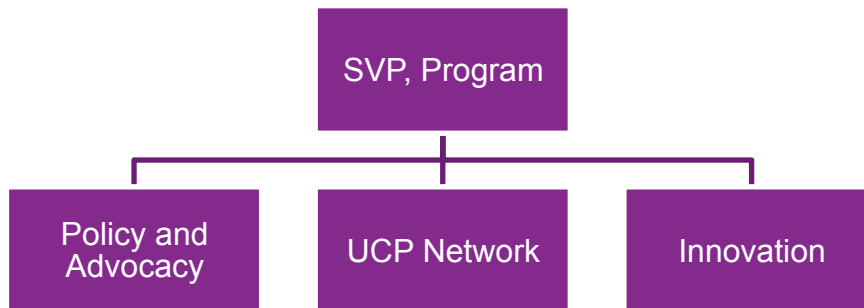
Keys to Success

- externally-focused CEO able to prioritize fundraising and relationship-building
- leader in the execution of the new strategy and structure to ensure ongoing coordination, collaboration, and accountability throughout the organization
- careful attention to building a healthy culture with high staff morale where quality of performance and accountability are valued

Officer, who will need to work closely with the CEO and SVP Program to implement fundraising strategies; the Director of Finance, to allow for ongoing financial management of the organization; and an Executive Assistant, who will also serve as the primary liaison to the board of directors.



The Senior Vice President role is key to UCP’s future. This person must be an effective and proven manager able to provide high-level leadership and support across all three areas of UCP’s activities.



Like any change of this magnitude, UCP’s new organizational structure should be phased in over time. This will ensure a smooth transition to the new staffing model, with minimal disruption to ongoing programs and the work of UCP’s affiliates. A proposed timeline for the transition is embedded in the full organization chart; Year 1 hires are also included in the Timeline and Key Milestones section, which begins on page **Error! Bookmark not defined..**

Implementation Priorities

The following are key initial steps toward implementation of this staffing model:

1. Identify or recruit and hire a Senior Vice President (SVP) of Program with the following attributes:
 - Proven ability to build and manage a professional team with diverse responsibilities

- Track record of accomplishment in one or more program areas (i.e., policy and advocacy, network building, innovation)
 - Able to discern and leverage opportunities and connections among program areas
 - Excellent relationship-builder
 - Able to work closely with development staff to identify and capitalize on funding opportunities
 - Entrepreneurial and growth-oriented
2. Empower the SVP to launch, refine, and/or continue activities in each program area.
- *Develop annual work plan for each program area and associated staff*
 - *Establish accountability measures for programs and staff tasked with implementing programs*
3. Make the transition to new reporting relationships and responsibilities. Define and monitor specific success metrics such as:
- The CEO devotes (X%) of his time to fundraising
 - The CEO devotes (X%) of his time to relationship-building designed to elevate UCP's profile in policy and innovation
 - The CEO devotes (X%) of his time to strengthening relationships with the largest affiliates.
 - The CEO builds a well-functioning management team that effectively coordinates the program, development/communications, and financial functions of UCP to achieve the organization's goals.

Policy

The structure and staffing proposed for implementation of this strategy supports the need to establish a strong, effective, and UCP-branded policy function in-house.

Vice President, Policy

The Vice President of Policy will oversee the development of the advocacy agenda and the development of an integrated set of campaigns to be undertaken in furtherance of this agenda; to that end s/he will directly supervise first one, and later two, Campaign Directors. S/he will also identify resources — either from within or external to the department — to address emerging or unanticipated issues. In addition s/he will:

- work directly with external lobbyists and/or legislative strategists hired to advise UCP on developing and implementing its policy agenda;
- ensure that messaging on campaigns is aligned with the overall communications strategy of UCP National;

- work with the Campaign Director(s) to create and implement effective campaigns;
- coordinate with the Chief Development Officer on fundraising activities to support advocacy and policy work, including the development of fee-for-service opportunities arising out of the work of this department;
- coordinate with the VP, UCP Network on outreach and organizing activities to engage and build membership around policy issues;
- coordinate with the VP, UCP Network on strategies to address regulatory issues at the federal and/or state level that disrupt the funding streams for affiliate work;
- develop training opportunities for members and affiliates to improve their ability to advocate effectively; and
- work with the Campaign Director(s) to organize and implement legislative action days or similar activities to directly engage members of Congress and other policymakers on issues of importance to UCP and its members and affiliates.

Campaign Teams

The transition plan reflects a gradual build-up of internal expertise, with one Campaign Director and team being brought on board in Year 1, and a second in Year 2 or as need, opportunity, and available funding permit. Each campaign team will incorporate four functions — community organizing, content development, lobbying, and media and communications.

To maximize the likelihood of success, team members will work collaboratively on their campaigns. Team roles will include:

Lobbying. Either through staff or contractors/consultants, these team members will:

- nurture relationships with key members of the federal government;
- provide information on relevant issues and policies affecting those with disabilities;
- enlist the active support of legislative staff and legislators in furtherance of UCP's agenda;
- work with individuals in states determined as important due to the presence of UCP affiliates and/or opportunities to engage state and local officials on issues that can break new policy ground or that ensure past policy wins are sustained; and
- provide lobbying training to help build local capacity and leadership.

Community Organizing. Community organizing staff will have several roles. They will:

- identify and nurture relationships with strategic partners, on both the federal and state levels;
- work with local partners to develop local leaders, and to educate and engage individuals,

- families, and communities in advocacy campaigns through convenings and workshops;
- work with lobbying staff to organize “lobby days” and coordinate community participation in UCP’s campaigns’
- use social media to tap self-organized communities of advocates and self-advocates to engage in supporting legislative action and voter campaigns; and
- coordinate with UCP Network staff around engagement of individuals in policy and advocacy work.

Content Development. Developing and distributing credible and persuasive information is a key component of effective advocacy. The content developers will:

- cultivate and maintain relationships with academic and independent research centers to stay abreast of information that could contribute to the public discourse on disabilities;
- conduct and/or commission research to use as the basis for developing policy positions;
- create and curate information to be used in campaigns; and
- maintain relationships with Congressional research staff.

Media and Communications. Persuasive and creative messaging and communication are also critical components of effective advocacy. Through staff, consultants, or strategic partnerships, UCP will:

- develop messages in support of its campaigns;
- disseminate those messages through both traditional and social media;
- provide training to local communities to strengthen their capacity to effectively communicate; and
- identify, develop, and train key messengers.

Implementation Priorities

Following are key initial steps toward implementation of this staffing model and the work described:

1. Engage and work with The Raben Group to begin designing the strategy for the first campaign — one that will allow UCP to take a leadership role, is of value to affiliates, and offers solid opportunities for a “win.”
 - *Scan for best issues/opportunities*
 - *Engage affiliate network around these issues/opportunities to gauge interest and support*
 - *Map out the strategy to achieve policy win*

→ *Communicate/promote the purpose of the campaign to key stakeholders of UCP in the context of the larger policy strategy*

2. Assemble resources to launch the campaign

→ *Raise funds to launch first campaign*

→ *Recruit and hire the VP, Policy and Advocacy and Campaign Director*

→ *Select and hire external counsel/lobbying firm to supplement staff efforts*

Innovation

The structure and staffing proposed for implementation of this strategy supports the need to translate creative ideas into concrete programming that can also – over time – generate consistent and sustainable revenue. Key positions include the following:

Vice President, Innovation

This individual shall have primary responsibility for the development, communication, and successful execution of the Life Labs strategy. In that role, s/he will:

- act as primary liaison with Life Labs' Advisory Group;
- work with the Life Labs team to define and prioritize a full range of offerings for partners and potential partners with varying interests and needs;
- work with the Chief Technology Officer to identify, cultivate, and nurture relationships with key partners and investors;
- ensure strategic and consistent linkages between Life Labs and UCP's policy and member engagement functions;
- coordinate with the Chief Development Officer to ensure clear and consistent messaging and maximum leveraging of fund development opportunities; and
- oversee development of fee-for-service extensions of key Life Labs' initiatives — e.g., private design-athons, empathy curriculum/toolkit, coordination of crowdfunding campaigns.

Chief Technology Officer

The Chief Technology Officer shall oversee all current technology within UCP, develop and implement a technology strategy responsive to current trends and needs, and partner with the VP, Innovation to ensure the success of Life Labs and its technology-centered partnerships. Specifically, s/he will:

- maintain accountability for UCP's IT infrastructure and technological capabilities;

- act as primary technical advisor on all Life Labs projects;
- work with VP, Innovation to identify and cultivate relationships with key partners and investors;
- act as relationship manager for key partners; serve as the bridge between each partner, UCP, and UCP's members;
- plan and lead biannual design-athon; and
- work with VP, Innovation to develop and make available fee-for-service extensions of key Life Labs' initiatives — e.g., private design-athons, empathy curriculum/toolkit, coordination of crowdfunding campaigns.

Corporate Relationship Manager

The Corporate Relationship Manager shall have a solid-line reporting relationship with the VP, Innovation and a dotted-line reporting relationship the Chief Development Officer; this will ensure close connection and coordination of the two functions, as well as provide valuable training opportunities for the individual currently serving in this role. This person will:

- work with the VP, Innovation, Chief Technology Officer, and Chief Development Officer to identify and cultivate relationships with key partners and investors;
- act as relationship manager for key partners; serve as the bridge between each partner, UCP, and UCP's members; and
- ensure consistent and multi-directional social media engagement.

Program Associate (shared position with Member Engagement)

The current transition plan anticipates hiring for this role early in Year 3; if funding permits, it may be advisable to fill this position sooner. This person will:

- assist with all logistics related to design-athons and other Life Labs-related gatherings;
- assist in connecting partners with individual members; and
- perform tracking and data collection in support of Life Labs partnerships and strategies, e.g., member surveys and feedback from usability testing.

Implementation Priorities

Following are key initial steps toward implementation of this staffing model and the work described:

1. Form and convene Advisory Committee.

- *Create meaningful and connected role for Advisory Committee.*
- 2. Strengthen existing and cultivate new relationships/partnerships.
 - *Understand and determine how to respond to diverse needs/interests of corporations; create clearly articulated connection points for corporations.*
 - *Develop and implement strategy for further engaging and connecting members of creative community (schedule of online events, social media strategy, etc.).*
- 3. Develop and implement communications strategy highlighting innovation and technology as value-added opportunities for affiliates (to promote their connection to exciting and cutting edge work) and for individuals to support this work as UCP members
- 4. Work with Advisory Committee to define, recruit for, and fill the VP, Innovation position.

Membership and Member Engagement

Membership and member engagement is foundational to UCP's success. UCP affiliates remain central to the identity and role of UCP National. UCP will leverage and extend its affiliate network through the cultivation of individual members, especially as advocates.

Affiliate services is currently seen as a strength on which UCP can build, with demand from affiliates for additional opportunities to connect with technology innovators, corporate partners, and policy leaders as well as continued opportunity for peer exchange. Because this area is functioning well, filling the VP, UCP Network position is not the highest priority. When that position is filled, that person will have primary responsibility for ensuring that affiliate relationships remain strong as well as building an individual membership base and overseeing Public Education and its connection to UCP's other work. Until that time the SVP, program and VP, Affiliate Network will share responsibility for these goals.

Vice President, UCP Network

This position will oversee the strengthening of affiliate relationships, cultivate and develop new categories of supporting membership in collaboration with the VPs of Innovation and Policy and Advocacy, and work closely with the Chief Development Officer to secure corporate champion "memberships" for UCP. This person will:

- ensure that UCP monitors and responds to trends and opportunities to support UCP affiliates;
- promote relationships between and among affiliates;
- coordinate with the VP, Innovation and VP, Policy and Advocacy to connect affiliates and members with opportunities for advocacy and involvement in product innovation;
- coordinate messaging and fund development activities with the Chief Development Officer;

- provide support to affiliates seeking ways to implement Steptember as a signature fundraising event in their communities;
- ensure that UCP is developing, maintaining, and managing a robust database of supporting members;
- facilitate the flow of information between UCP National and its affiliates and members;
- ensure that UCP is creating ample opportunities for affiliates and members to be engaged in learning, information sharing, advocacy, and self-advocacy to benefit those with disabilities and their families and caregivers, including both in-person and online gatherings;
- ensure the annual meeting of affiliates is a “must attend” event for all affiliates — offering rich opportunities for learning and connecting for affiliates of all sizes and levels of sophistication;
- work with the SVP and CEO to strengthen relationships with the larger affiliates; and
- develop new ways for non-affiliate institutions and organizations to connect with UCP National, especially those with the potential to become affiliates.

VP, Affiliate Network

During this transition, it is important that affiliates continue to receive consistent support from the VP, Affiliate Network. Currently, this position primarily services small to medium-sized affiliates by offering advice and connection to resources, plays a critical role in planning and executing national events, and connects UCP affiliate leaders to one another. Once the VP, UCP Network position is filled, the responsibilities for national events and other convenings should begin to be shared more evenly among staff in the UCP Network area to ensure multiple opportunities for not only affiliates, but individual members and corporate champions to be engaged with one another and with UCP. In the meantime, the current VP, Affiliate Network can focus on building stronger relationships with large affiliates and developing new relationships among other categories of membership.

Member Benefits and Public Education

UCP currently has a Manager of Public Education Programs; the transition from this to a position focused on member benefits *and* public education has already begun. As UCP builds the new category of individual members, the Member Benefits and Public Education position will:

- lead development of the individual membership concept;
- identify and put in place benefits and opportunities for deeper engagement likely to appeal to potential members
- develop a plan to cultivate new members;
- ensure that systems are in place to enroll new members;

- work with the communications staff to develop and implement an ongoing communication plan to retain members;
- work with Campaign staff, especially Community Organizer(s) to capture new members as individuals are engaged in policy and advocacy work; and
- connect individuals with affiliates, where appropriate, regarding information and services.

The Member Benefits and Public Education position will be supported by a Membership Associate who will aid in the implementation of these tasks.

Data and Network Development

A robust and well-functioning member services department will require attention to maintaining an up-to-date and accurate database for regular communication with members. This new position will work closely with the Member Benefits and Public Education lead to gather, analyze, and act on data relevant to UCP's goals of building and engaging a robust "base" of individual members and supporters. UCP currently uses Salesforce, an application that is appropriate to this use and which allows contacts to be kept, managed, and manipulated in a variety of ways. It is recommended that this position be filled by someone with significant expertise in the use of Salesforce as well as other community organizing and movement-building tools and techniques.

Special Events Coordinator

A reconceived approach to conferences, meetings, and convenings is needed to ensure that the needs of both affiliates and individual members are being met through a comprehensive menu of opportunities to gather, interact, and learn. Initially, events should be designed to meet the range of needs of affiliates of all sizes, with programming geared to both professionals and volunteer leaders. As individual membership grows, the Special Events Coordinator, Campaign Teams, and Innovation staff should look for ways to combine and leverage efforts designed to reach out to, engage, and retain members.

Engaging Corporate Supporters

As described on page 20, UCP will be looking to engage additional institutional and corporate supporters both *in* its work and *in support of* its work. Primary responsibility for this will lie with the Chief Development Officer and his team, though Development staff will need to work closely with staff focused on advancing the UCP Network and Innovation strategies as well. Close collaboration among these teams will help ensure that corporations are matched with "best fit" opportunities for engagement.

Implementation Priorities

Following are key initial steps toward implementation of this staffing model and the work described:

1. Design and begin building a robust individual membership program linked to UCP's three key strategies.
 - *Research and put in place a slate of member benefits.*
 - *Work with Development team to develop and implement outreach plan.*
2. Plan and implement Year 1 calendar of regional convenings to attract and involve affiliate staff, affiliate volunteers, and current/potential individual members.
3. Fill Data and Network Development position and integrate his/her work with Policy Team.
4. Work with Development and Innovation staff to plan for greater engagement of corporate and institutional partners.

Development and Communications

Development has recently been revamped to better serve the needs of an organization positioning itself for growth. Together, this team will be responsible for:

- building a robust individual giving program that includes an emphasis on individual membership. Early efforts will build on current and past direct mail contacts; going forward, the Development team will coordinate with UCP Network staff as well as the Policy and Advocacy team to ensure that donor members (and other supporters) are fully connected with the organization and its work.
- building a robust major donor program;
- working with the CEO and members of the board to 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;
- working closely with the CEO, Policy and Advocacy lead (initially The Raben Group and later the VP, Policy and Advocacy), and members of the board to 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;

- continued emphasis on planned giving and bequests;

Success will depend in large part on the ability of UCP to “make the case” to a much larger community of individuals, foundations, corporations, and nonprofit organizations. To that end UCP recently commissioned a study by Mazlansky and Associates to evaluate messaging and recommend more effective messages for UCP to use in communicating with its various constituencies. Development and communications staff must lead the integration of this messaging into all that UCP does and says.

Implementation Priorities

The staffing model just described is already in place. With that in mind, the following are key initial steps toward implementation of the work described:

1. Develop and implement a plan for building a more robust individual giving program
 - *Analyze giving patterns of current and lapsed donors to determine solicitation vehicles and giving levels for each.*
 - *Develop messages for different donor levels (e.g., individuals, major donors, “leadership” donors) and solicitation vehicles, based on Mazlansky and Associates’ report.*
 - *Work with CEO and Board of Directors to identify potential new major donors and “leadership” donors, and determine solicitation process for each.*
 - *Execute individual donor program across donor levels.*
2. Develop and implement a plan for establishing a “Corporate Champions” program.
 - *Analyze current corporate donors to determine giving levels and solicitation plan for each.*
 - *Work with relevant staff, Board of Directors, and LifeLabs Advisory Committee to identify potential new “Corporate Champions.”*
 - *Conduct research necessary to develop donation levels and solicitation plan for each potential new “Corporate Champion.”*
 - *Execute plans.*
3. Develop and implement plan for securing and expanding philanthropic support from foundations and corporations.
 - *Analyze current and lapsed foundation and corporate donors to determine potential for giving, giving levels, and solicitation plan for each.*
 - *Work with relevant staff (including Policy and Advocacy staff and Innovations staff), the Life Labs Advisory Committee, and The Raben Group to identify potential new foundation and corporate funders.*
 - *Conduct research necessary to develop giving levels and solicitation plan for each new potential funder.*

- *Execute plans.*
- 4. Evaluate recent experience with and plan for growth of the September event.
- 5. Continue management of planned giving/bequest and vehicle donation programs.
 - *Analyze current and past donor data to identify potential participants in planned giving/bequest program.*
 - *Develop and distribute messages and information regarding these programs to generate potential interest.*
 - *Connect potential donors to planned giving experts to assist with creating donation mechanisms.*

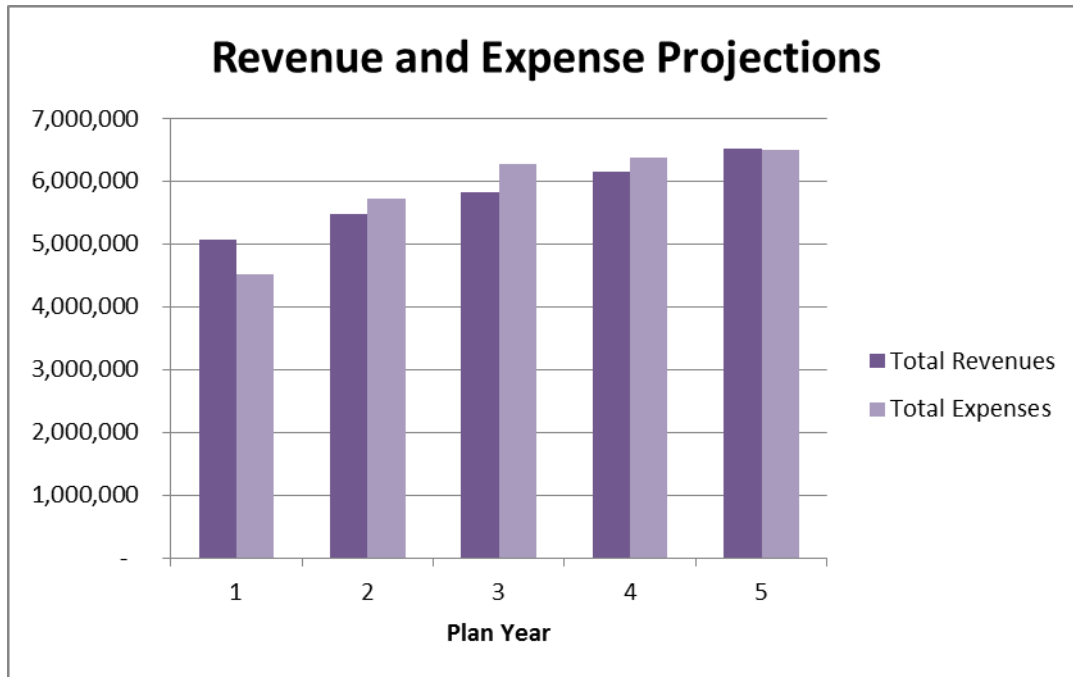
Financial Projections and Fund Development

Overview

The budget projections described below the result of a detailed and iterative process that included review and analysis of UCP's past and current budgets and results; discussions with members of the staff and board; research on what other organizations spend on particular functions (e.g. policy and advocacy); and consultation with UCP's development team. While leadership is confident that these numbers represent a best estimate of future revenues and expenses, it is impossible to predict either exact numbers or exact timing; this budget is a work-in-process, and will continue to be refined throughout the transition.

UCP is a "lean" organization by the standards of other national organizations with affiliates; there is little room in its current budget for cuts, and in fact successful implementation of this plan will require adding staff in Years 1-3. As such, it will require significant growth in overall revenue. The current budget—summarized in Figure 1—leaves a budget gap in place for Years 2-4; a small surplus is projected for Years 1 and 5. The deficit in Years 2-4 can be traced directly to the gradual build-up of an in-house policy and advocacy function, one of our core strategies and key to the success of our network going forward. We hope and expect that affiliates will join us in supporting this additional work. Suggestions for how we might close the budget gap together are discussed beginning on page 43.

Figure 1: Revenue and Expense Projections, Years 1-5, "Likely" Scenario



Sources of Revenue

For each source of revenue we articulated “best case,” “likely,” and “worst case” estimates. Figure 1 (above) shows the bottom line as it would be if individual giving/membership and annual conference revenues came in at the “best case” level and the remaining categories came in at “likely” levels. Figure 2 (below) provides additional detail for the revenue side. Best and worst case estimates for most revenue categories are included below; additional detail can be found in the full version of the financial model.

Figure 2: UCP Revenues, Years 1-5, “Likely” Scenario

	Year 1	Year 2	Year 3	Year 4	Year 5
	FY2015	FY2016	FY2017	FY2018	FY2019
Operating Revenues					
Affiliate Dues	2,424,613	2,556,585	2,694,627	2,838,996	2,932,683
Individual Giving / Membership (lower-dollar; direct mail and other)	216,000	259,200	311,040	373,248	447,898
Major Donors (gift range \$1,000 - \$2,500)	40,000	47,000	55,225	64,889	76,245
Leadership Gifts (gift range \$5,000 - \$25,000)	55,000	64,625	75,934	89,223	104,837
Corporate Sponsor Revenue / Corporate Champions (unrestricted support)	255,000	340,000	425,000	510,000	595,000
Public Education & Outreach Revenue	190,000	199,500	229,425	252,368	277,604
Policy Revenue (Foundation + Earned)	200,000	300,000	400,000	400,000	400,000
Contributions Revenue (current category, separate from direct mail)	247,500	272,250	299,475	329,423	362,365
Vehicle Donation Program	20,000	20,000	20,000	20,000	20,000
Rental Revenue	75,000	80,000	-	-	-
Life Labs	40,000	60,000	72,000	86,400	103,680
Annual Conference Revenue	157,716	159,451	161,205	162,978	164,771
Other Conference/Convening Revenue	-	-	-	-	-
Events Revenue	323,520	327,079	330,677	334,314	337,991
Bequests and Planned Gifts	350,000	350,000	350,000	350,000	350,000
Reserve Contribution	157,279	180,000	180,000	180,000	180,000
Bellows Net Assets Released from Restriction	170,000	170,000	170,000	170,000	170,000
Total Operating Revenues	4,921,628	5,385,690	5,774,608	6,161,838	6,523,074

Individuals and Corporations

UCP will continue to seek revenue from a range of sources (see Figure 2) but there will be increased emphasis on individual giving, major gifts, and corporate contributions. The emphasis on individuals and individual giving is consistent with one of the organization's key strategies: to build a large and powerful network in support of UCP's mission and its policy, advocacy, and innovation work. Corporate champions will be critical supporters of that work as well, and will be encouraged to get involved with the organization in a wide variety of ways. Following are best-case, likely, and worst-case estimates for individual and unrestricted corporate revenues.

Individual Giving / Membership (lower-dollar; direct mail and other)

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 216,000	\$ 259,200	\$ 311,040	\$ 373,248	\$ 447,898
Likely	\$ 180,000	\$ 216,000	\$ 259,200	\$ 311,040	\$ 373,248
Worst Case	\$ 144,000	\$ 172,800	\$ 207,360	\$ 248,832	\$ 298,598

Major Donors (gift range \$1,000 - \$2,500)

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 44,000	\$ 51,700	\$ 60,748	\$ 71,378	\$ 83,870
Likely	\$ 40,000	\$ 47,000	\$ 55,225	\$ 64,889	\$ 76,245
Worst Case	\$ 36,000	\$ 42,300	\$ 49,703	\$ 58,400	\$ 68,621

Leadership Gifts (gift range \$5,000 - \$25,000)

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 60,500	\$ 71,088	\$ 83,528	\$ 98,145	\$ 115,321
Likely	\$ 55,000	\$ 64,625	\$ 75,934	\$ 89,223	\$ 104,837
Worst Case	\$ 49,500	\$ 58,163	\$ 68,341	\$ 80,301	\$ 94,353

Corporate Sponsor Revenue / Corporate Champions (unrestricted support)

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 340,000	\$ 425,000	\$ 510,000	\$ 595,000	\$ 680,000
Likely	\$ 255,000	\$ 340,000	\$ 425,000	\$ 510,000	\$ 595,000
Worst Case	\$ 170,000	\$ 255,000	\$ 340,000	\$ 425,000	\$ 510,000

Affiliate Dues

Going forward, there must be changes to the way in which affiliate dues are calculated. Currently, just over half of UCP's revenue comes from affiliate dues. The current dues structure, while responsive to the needs of UCP and its affiliates in the past, presents several challenges. Smaller affiliates often feel pinched, while larger affiliates quickly hit a cap that limits their ability to support the work of the national organization. This plan cannot lay out new contribution guidelines or formulas; such changes must be the result of a collaborative process involving leaders from both UCP National and its affiliates. We suggest that a working group be convened as soon as possible to consider alternative approaches and make specific recommendations that can be approved and implemented by the end of Year 1. These might include using a different "base" (other than adjusted operating expenses), incorporating additional "tiers" based on budget size or the agreed-upon base, using one or more different percentages, putting in place more or different "caps" or maximums, and/or incorporating options for affiliates to access specific services at an additional fee.

For the purposes of financial modelling only, we have assumed that dues remain at 1% of adjusted operating expenses with the following changes to the cap or upper limit on dues:

- Maximum dues for affiliates with adjusted operating expenses under \$5M: \$30,000
- Maximum dues for affiliates with adjusted operating expenses of \$5-10 M: \$40,000

- Maximum dues for affiliates with adjusted operating expenses of \$10-20 M: \$60,000
- Maximum dues for affiliates with adjusted operating expenses of over 20 M: \$75,000

We are also assuming that – on average – adjusted operating expenses (and thus dues) will rise by about 3.3% per year.

Assuming that the number of affiliates remains more or less the same, this would yield approximately \$151,000 in “theoretical” additional dues in the first year – a 6.2% increase. We use the term “theoretical” since these increases would need to be phased in over time; not all new dues revenue would be realized in the first few years. One again, *for the purposes of financial modeling only* we are making an assumption that it would take three years to complete the phase-in of these new revenues. This would yield:

Year 1 FY2015	Year 2 FY2016	Year 3 FY2017	Year 4 FY2018	Year 5 FY2019
Projected Affiliate dues with no change to caps:				
\$ 2,424,613	\$ 2,504,625	\$ 2,587,278	\$ 2,672,658	\$ 2,760,856
Projected Affiliate dues with change to caps, no phase-in period:				
\$ 2,575,513	\$ 2,660,505	\$ 2,748,302	\$ 2,838,996	\$ 2,932,683
Projected Affiliate dues with phase in as follows: no change Year 1; 1/3 in Year 2, 2/3 in Year 3, all in Year 4.				
\$ 2,424,613	\$ 2,556,585	\$ 2,694,627	\$ 2,838,996	\$ 2,932,683

Public Education and Outreach Revenue

In FY13 Public Education and Outreach revenue came from Hershey, Toys R US, Merz and MetLife. In FY14 it has come from Hershey and Capital One (thus far). Recent staff transitions have led the Chief Development Officer to suggest lowering projections below current levels for Years 1 and 2, and then increasing the growth rate in Years 3-5. This is reflected below.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 228,000	\$ 239,400	\$ 275,310	\$ 302,841	\$ 333,125
Likely	\$ 190,000	\$ 199,500	\$ 229,425	\$ 252,368	\$ 277,604
Worst Case	\$ 152,000	\$ 159,600	\$ 183,540	\$ 201,894	\$ 222,083

Policy Revenue

UCP does not currently seek or receive foundation funding to support its policy and advocacy work. This must and will change, as the projections below show. The importance of this work is described earlier in this plan; additional detail on its cost and mechanisms for covering that costs can be found in the next section, *The Budget Gap*. The numbers below reflect estimates

for foundation funding and (later, and to a lesser extent) fee-for-service work related to the policy and advocacy function.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 240,000	\$ 360,000	\$ 480,000	\$ 480,000	\$ 480,000
Likely	\$ 200,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000
Worst Case	\$ 160,000	\$ 240,000	\$ 320,000	\$ 320,000	\$ 320,000

Contributions Revenue

“Contributions Revenue” is a line item in the current budget. It comprises donations received directly via regular mail from companies with employee donation or matching programs, the Combined Federal Campaign, Community Health Charities, and Network for Good, as well as individuals who send unsolicited checks. The Chief Development Officer and Director of Finance are currently working together to redesign how this revenue is categorized; in the future it will likely be allocated differently (e.g. to individual giving). Until those decisions are finalized, however, we are retaining the current categorization, and for the purposes of financial modeling, we are assuming this category of revenue would grow at 10% per year as UCP raises its profile.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 284,625	\$ 313,088	\$ 344,396	\$ 378,836	\$ 416,719
Likely	\$ 247,500	\$ 272,250	\$ 299,475	\$ 329,423	\$ 362,365
Worst Case	\$ 210,375	\$ 231,413	\$ 254,554	\$ 280,009	\$ 308,010

Vehicle Donation Program

This is a small but important program that allows individuals to donate their used vehicles to either UCP National or one of its affiliates. While most donations are directed to affiliates, UCP National does retain 10% of the value of each donation. While the net revenue may not be hugely significant to UCP National, the benefit to affiliates is much greater, making the program well worth continuing.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Likely	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Worst Case	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000

Rental Revenue

UCP currently sublets a percentage of its office space. For the purposes of financial modeling we are assuming that UCP will need to use all available space by Year 3 to accommodate a larger staff, and thus rental revenue will drop to \$0.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 82,500	\$ 88,000	\$ -	\$ -	\$ -
Likely	\$ 75,000	\$ 80,000	\$ -	\$ -	\$ -
Worst Case	\$ 67,500	\$ 72,000	\$ -	\$ -	\$ -

Life Labs

For the purposes of financial modeling, we have made fairly conservative revenue projections for the Life Labs program. Staff have already identified a number of opportunities to earn revenue, however, and with the help of the Advisory Board may be able to put additional strategies in place to increase these numbers.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 48,000	\$ 125,000	\$ 150,000	\$ 180,000	\$ 216,000
Likely	\$ 40,000	\$ 60,000	\$ 72,000	\$ 86,400	\$ 103,680
Worst Case	\$ 32,000	\$ 48,000	\$ 57,600	\$ 69,120	\$ 82,944

Conferences and Convenings

The financial model assumes that revenues and expenses associated with the annual conference will remain relatively stable or will decrease proportionally to what is shown in the projections. Staff is, however, in the midst of planning some changes to the format of the conference that may increase revenues and decrease costs – this would allow for revenues closer to “best case” numbers.

Annual Conference Revenue

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 157,716	\$ 159,451	\$ 161,205	\$ 162,978	\$ 164,771
Likely	\$ 131,430	\$ 132,876	\$ 134,337	\$ 135,815	\$ 137,309
Worst Case	\$ 105,144	\$ 106,301	\$ 107,470	\$ 108,652	\$ 109,847

For the purposes of financial modeling, we have *not* projected revenues (or net revenues) for the types of regional convenings described in this plan. Staff have prepared projections of this type in the past and can do so again, but details will depend on location and the ability of affiliates or other partners to provide space, marketing, etc. in and around those locations. At a

minimum registration fees should be set at a level that allows these events to break even; it is quite possible (particularly with the availability of donated space) that this could evolve into a revenue opportunity in the long term.

Events Revenue

Revenues from Steptember (formally known as the World CP Challenge) and CP Day are included in this category. Projections are based on recent financial data, with both revenues and expenses projected to grow incrementally over time. (Gross revenues from Steptember are actually much greater than shown here, but a large percentage of funds raised goes directly to affiliates.) There is some opportunity to increase revenue from Steptember if UCP is able to grow this into a “signature event” with greatly increased participation.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 388,224	\$ 392,494	\$ 396,812	\$ 401,177	\$ 405,590
Likely	\$ 323,520	\$ 327,079	\$ 330,677	\$ 334,314	\$ 337,991
Worst Case	\$ 258,816	\$ 261,663	\$ 264,541	\$ 267,451	\$ 270,393

Bequests and Planned Gifts

Revenue from bequests and planned gifts is obviously difficult to project. UCP has never had a year without such revenues, however, and thus for the purposes of financial modelling we reviewed historical data from the last ten years and used that to estimate future revenues. The ten-year average as of 2013 was \$452,229. Obviously there are some very high years and some low years. Over the ten-year time period, there was never a year where UCP received less than \$100,000. This year UCP is on track to beat the historic average; the exact amount is unknown but is likely to be in excess of \$600,000. So although total revenue from bequests and planned gifts has been trending slightly downward down in the past four years, it is still above \$400,000 on a ten-year basis and averaging over \$300,000 on a five year basis. Fortunately, all of UCP’s bequests in the past ten years have been unrestricted. Taking all this into account, we have used the following to populate the financial model:

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019
Best Case	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
Likely	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Worst Case	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000

The Budget Gap

One of the shifts described in this plan is the transition from a relatively small, outsourced policy operation to a much larger in-house policy shop. There is a cost to this, and UCP intends to

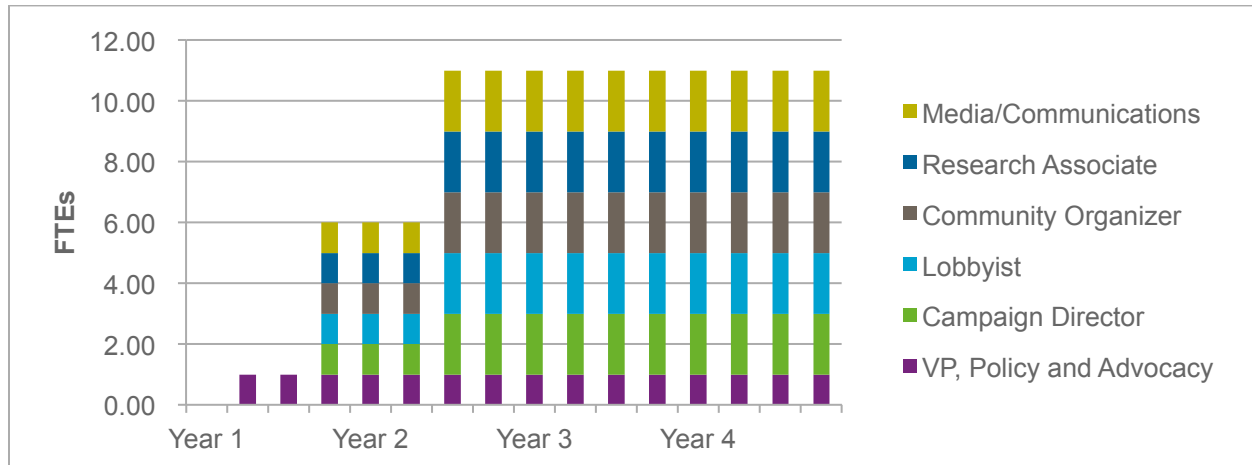
seek foundation support to cover a significant portion of that cost—as much as \$200,000 in Year 1, growing to as much as \$400,000 in Year 4. While the Board and CEO are committed to this goal, it is somewhat of a stretch for an organization that has most recently been outsourcing its policy function, and to succeed UCP will need to leverage a solid plan, effective leadership (at the organizational level as well as of the policy function), and relationships with key funders.

Foundation funding alone will not cover the cost of the work that needs to be done, however. UCP currently budgets just under \$275,000 for policy-focused staff and contractors; a fully-staffed policy function as described in this plan may cost as much as \$1.6 million, depending on the specific strategy adopted and final salary numbers. Additional funds will be needed to cover travel and materials. Assuming a reallocation of the current \$275,000, success in securing foundation grants as shown in the budget projections, and allocation of some portion of other revenues (e.g. affiliate dues, contributions from individuals, bequests and planned gifts), there is still an overall budget gap in Years 2-4. The size of the gap varies with the timing of new hires. The “base case” staffing scenario delays hiring of most policy and advocacy staff until the end of Year 1 through the third quarter of Year 2, giving the VP, Policy and Advocacy time to develop, test, and seek foundation funding for a comprehensive strategy and the entire team time to focus on “building the base.” (See Figure 3.) Under this scenario, there are professional fees (to contract with an outside firm until the VP, Policy and Advocacy position is filled) and some staffing costs (approximately \$325,000) in Year 1, but the full cost of the department as envisioned will not hit until Year 3. By then revenue from individual and corporate donors is projected to have increased, but not by as much as it will have by Years 4 and 5. Thus the biggest overall deficit (\$506,542) will be in Year 3; by Year 5 projections show a surplus of over \$30,000.

Total Revenues	4,921,628	5,385,690	5,774,608	6,161,838	6,523,074
Total Expenses	<u>4,514,710</u>	<u>5,720,649</u>	<u>6,281,151</u>	<u>6,385,875</u>	<u>6,492,325</u>
Surplus / (Deficit)	406,918	(334,959)	(506,542)	(224,037)	30,749

As stated before, however, these numbers assume no contribution from affiliates beyond what they pay in dues. In truth, affiliates *must* support UCP’s policy work; a strong and effective policy and advocacy function benefits everyone, and is critical to achieving our collective vision. Working together, we can create the kind of meaningful change that is needed for individuals with disabilities, their families, and the organizations that serve them to thrive.

Figure 3: Policy and Advocacy Staffing Model



One way UCP National and its affiliates can work together to cover the cost—and ensure the success—of advancing a powerful policy agenda is to establish a “Policy Council” or similar body to encourage affiliate investment and involvement. Larger affiliates could make a secondary contribution earmarked specifically for policy work. These affiliates could join with UCP National to form the “Policy Council”; as part this group they would contribute to the development of the overall agenda, suggest and monitor success metrics, and learn from others how implementation of the policy and advocacy agenda is playing out in, and benefiting, different states and regions. As an example, if each of the ten largest affiliates contributed \$15,000 per year as part of the Policy Council, they could collectively support \$150,000 of the annual policy and advocacy budget, less than the overall deficit in Years 2-4 but more than what is needed after that. Assuming that the anticipated Year 1 surplus materializes and can be held in reserve and allocated to subsequent deficits, a total investment of approximately \$660,000 would be sufficient to cover the anticipated gap.

There may be other suggestions and other ways to approach this; we look forward to discussing a range of options with affiliates, and determining together how to fund the important work ahead.

Evaluation and Measurement of Impact

Defining Success

UCP National will realize the benefits of its competitive advantages by furthering its 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 design-athon;
- 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.

Measuring Success

Each of the metrics just described, along with other, program-specific metrics, must be placed along a timeline that incorporates regular checkpoints and rigorous analysis of what is or is not on target at regular intervals. Creating and using such a timeline, along with a dashboard to summarize and track progress, will be a primary responsibility of the CEO and his senior team.

Risks and Risk Management

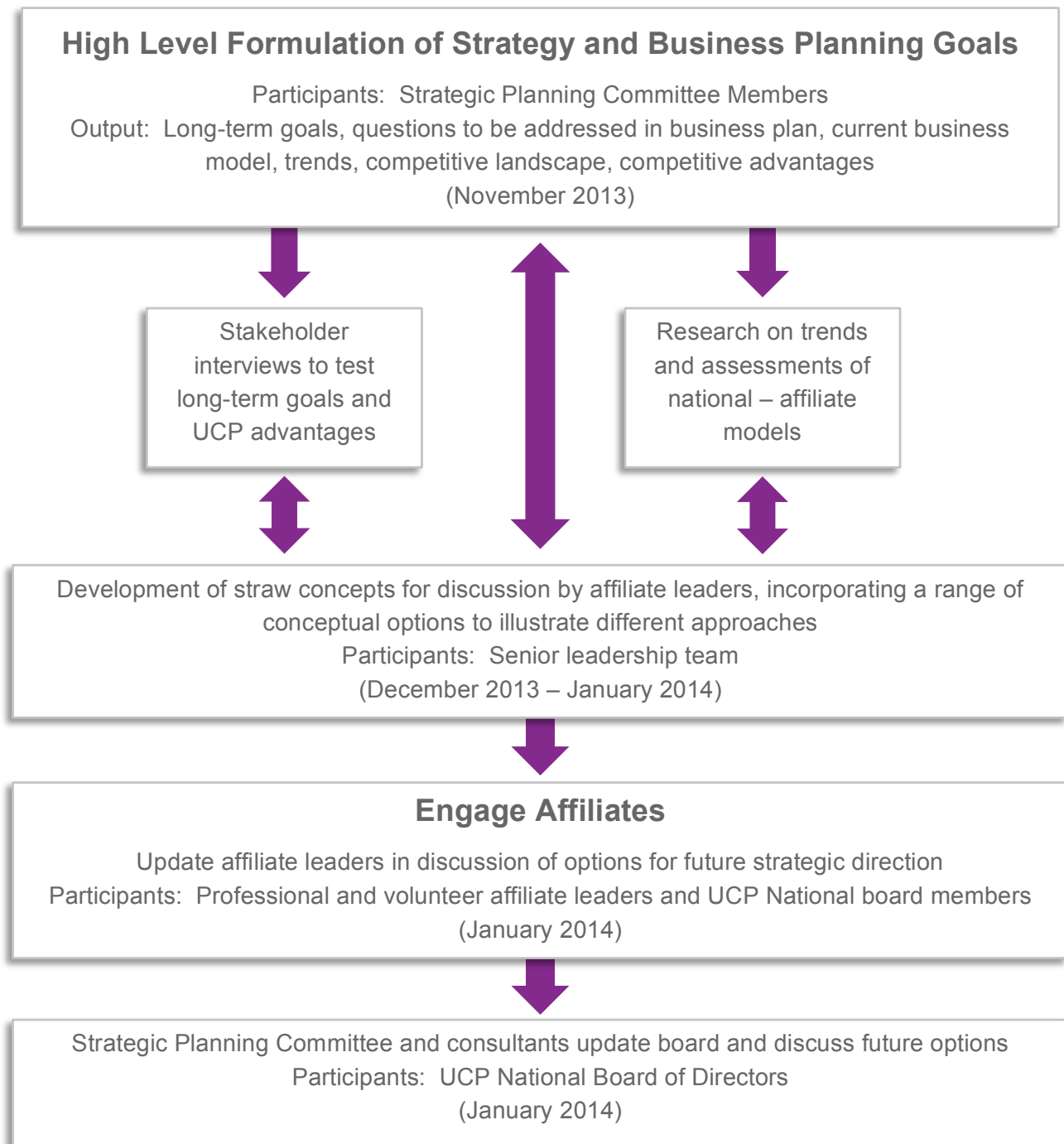
Organizational transformation brings with it inherent risks, some that can be predicted and some that cannot. We have identified the following as risks specific to UCP's current situation and the implementation of this plan. We are committed to managing and mitigating these risks, to monitoring expansion closely, to regularly comparing plans with results, and to making course corrections as necessary.

1. Implementing this new model will require both an initial increase in revenue, and a higher level of ongoing revenue. While the expectation is that increased revenue will result from this new business model and structure, a phased-in approach and careful monitoring will ensure managed growth that is supported and sustained by sufficient revenue. If revenues grow more slowly than expected, we will analyze why and promptly address those factors that are within our control. We will also be prepared to adjust the timeline for new hiring, though we must balance conservatism in hiring with the need to make concrete progress on our goals in the near term, which will be of critical importance to our affiliate, foundation, and corporate investors. With that in mind, the CEO has been in conversation with a number of the largest affiliates; these partners understand both the need for up-front investment and the delicate nature of the economy, and have expressed a willingness to serve as a financial backstop during the transition if necessary. In a worst-case scenario – e.g. insufficient revenues and insufficient support from affiliates – the CEO has identified the following as potential budget cuts:
 - a. Consolidation of the SVP and VP, Policy positions
 - b. Innovation staff, if despite all efforts Life Labs is unable to attract industry support and/or generate revenue.
 - c. Rent, from a move to less expensive office space
2. We have developed strong relationships with a core group of funders. Much of our support has targeted specific programs or the annual conference, and we want to ensure that this funding continues. We must reach out to these funders with a clear message about the importance of continuing — and improving upon — this work as UCP moves toward an even more vibrant and impactful future.
3. Engaging in public policy work can create a significant drain on staff time and other resources. Progress is often difficult to measure, which can lead to a lack of enthusiasm for continued investment. To mitigate this risk we will focus on developing a clear and strategic focus to this work at the outset, and articulating a clear path for achieving a set of specific and measurable goals.
4. Building a large and vibrant base of engaged members will take skill, perseverance, and creativity. It may not happen as quickly as we would like, particularly if we are not able (or willing) to invest in the necessary infrastructure as soon as we would like. We must be willing to stand behind our commitment to this goal and to continually review and apply best

practices for community organizing and movement-building. We will also be prepared to look beyond our own organization for potential partners in this effort, e.g. those who could engage *their* members on our behalf.

5. Staff roles will change under this new business model and structure. There will, for example, be greater emphasis on internal collaboration and external relationship management. To ensure a smooth transition into this new model, we must be mindful of providing staff with appropriate information and training, and work to ensure that everyone understands their role going forward. We will also work to institutionalize a culture of accountability to ensure that we can follow through on our commitments.
6. As with any major transition, there is a risk that one or more key members of the staff will choose to leave the organization. While neither the Board nor the CEO have any reason to believe this will happen at UCP, the Board must continue to ensure that the CEO is and feels supported through this huge transition, and the CEO, in turn, must ensure that his staff feels the same. Regular check-ins with all organizational leaders will be important.
7. Achieving our vision through this new business model will require strong and sufficient infrastructure. In thinking about both the design of this model, and the timeline for implementation, we have been mindful of the need to ensure that all parts of the organization — program, administration, operations — are aligned and growing in such a way as to ensure sustainability and success.
8. UCP and its affiliates — like most in the nonprofit sector — are emerging from a very difficult period financially. While the economy has improved and things are “looking up,” there is no guarantee that there will not be another financial crisis or economic downturn. Again, UCP must closely monitor its financial and programmatic performance, communicate regularly and work closely with its affiliates, and be prepared to make course corrections as necessary.

Appendix A: The Planning Process



Evaluate and Select Future Strategies

Evaluation and selection of preferred strategies incorporating input from affiliates and board
Participants: Strategic Planning Committee
(February 2014)

Policy maker and government affairs staff interviews and secondary research on in-house policy and advocacy function

Corporate partner and staff interviews and secondary research on requirements to build the innovation function within UCP.

Affiliate and staff interviews and secondary research on affiliate services, network function, and other categories of membership

Update Board of Directors

(March 2014)

Further interviews and secondary research on policy and advocacy function within national organizations with affiliates

Additional interviews and secondary research on requirements to build the innovation function within UCP

Further affiliate and staff interviews and secondary research on affiliate services, network function, and other categories of membership

Affiliate Update and Board Feedback

Share more fully developed strategies with affiliates; Discuss strategies with board, including operational details to implement strategies; seek feedback and direction; Formation of Finance Subcommittee of the board to guide development of future financial model.
(April 2014)

Fully Develop Business Plan

Iterative process working with Finance Subcommittee and senior leadership to test and refine business and financial model through shared drafts and conference calls.

(May – June 2014)



Finance Subcommittee Review

(June 2014)



Strategic Planning Committee Review

(June 2014)



Board Preview

(June 2014)



Board Review and Endorsement

(June 2014)

Business Planning Team

- Stephen Bennett, President and CEO
- Chris Thomson, Vice President of Corporate Affairs and General Counsel
- Anita Porco, Vice President of Affiliate Network
- Ruben Gonzales, Chief Development Officer
- Woody Connette, Trustee and Board Chair
- Eric Hespenheide, Trustee
- Gloria Johnson-Cusack, Trustee
- Linda Maguire, Trustee
- Rick Forkosh , President and CEO, UCP Heartland
- Brenda Yarnell, President and CEO, UCP Land of Lincoln

Planning Team Finance Committee

- Mark Boles, Trustee and Board Treasurer
- Margaret Farman, CEO, UCP of the North Bay
- Eric Hespenheide, Trustee
- Linda Maguire, Trustee
- Ian Ridlon, Trustee and Board Vice Chair
- Pamela Talkin, Trustee and Board Secretary
- Woody Connette, Trustee and Board Chair
- Stephen Bennett, President and CEO

Appendix B: Theory of Change

Assumptions	Resources / Inputs	Activities	Short- and Mid-Term Outcomes	Long-Term Outcomes
<p>Affiliates are fully engaged with National as a network committed to a common vision. Affiliates have on-the-ground knowledge, experience, expertise, and connections with individuals and communities. UCP National has relationships with policy makers, political leaders, and corporate champions – particularly in the emerging innovation space – and the ability to galvanize action.</p> <p>Misconceptions exist regarding the goals and aspirations of those with disabilities and their families.</p> <p>Those with disabilities and their families want their voices heard, and UCP has the credibility to ensure that their voices <i>are</i> heard. This community is large, and – once activated – can form a powerful base of support capable of seizing the attention of policymakers at all levels of government.</p> <p>Successful engagement in policy and advocacy work will benefit individuals and families affected by disabilities – and the organizations that assist them – by enabling greater access to funding and removing barriers to a full and satisfying life</p> <p>New technologies are and will continue to be instrumental in the pursuit of a life with full opportunities for people with disabilities</p> <p>There are corporations, innovators, and entrepreneurs who want what UCP and Life Labs can provide: an in-depth understanding of and connection to those with disabilities and their families, and their needs and desires.</p>	<p>National leadership (staff and volunteer)</p> <p>Affiliate leadership (staff and volunteer)</p> <p>A robust network of individuals and organizations committed to creating a society that offers full opportunity for all</p> <p>Expertise, learning, and connections gained through the provision of high-quality services to individuals with disabilities and their families</p> <p>A Life Labs advisory body made up of individuals with demonstrated success in related fields, e.g., innovators, entrepreneurs, corporate leaders, and/or tech funders</p> <p>Collaborative relationships with other nonprofits and community groups with shared or complementary objectives</p> <p>Corporate champions</p> <p>Funding – from individuals, affiliates, corporations, foundations, institutions, events, and purchasers of UCP’s fee-for-service offerings</p> <p>Infrastructure that supports community-and movement-building</p>	<p>Expand opportunities through policy change</p> <ul style="list-style-type: none"> - Develop comprehensive public policy agenda and a set of campaigns designed to push this agenda forward - Conduct research and develop messaging to support campaigns - Engage Network and partners in advocacy at appropriate levels of government <p>Expand opportunities through innovation.</p> <ul style="list-style-type: none"> - Identify, explore, support, and make available technologies to support the pursuit of a life with full opportunities for those living with disabilities. - Provide fora for entrepreneurs and innovators to test products and advances. <p>Build, engage, and leverage the power of a broad-based network:</p> <ul style="list-style-type: none"> - Bring individuals, affiliates, self-organized groups, and businesses together in support of UCP’s vision and support them in achieving dynamic social change. - Design and deliver benefits and opportunities for the full range of members/supporters. 	<p>New advocates are engaged in policy campaigns</p> <p>Corporations see alignment with their interests and become partners in innovation and policy actions</p> <p>New policies and regulations guarantee opportunities for individuals with disabilities and their families</p> <p>New funding streams (public and private) are available to support services for individuals with disabilities and their families</p> <p>New technologies are available that expand opportunities</p>	<p>Those with disabilities and their families have the same opportunities we all deserve.</p>

Appendix C: Strategy Screen

Before answering the key questions that guided its business planning, UCP created a strategy screen – or list of criteria – to guide its decision-making. In addition to supporting intentional decision-making, a strategy screen is also a valuable planning tool, teasing out information needed to succeed and issues to address in implementing critical decisions.

UCP's strategy screen includes the following:

Does the opportunity or strategy....

- Advance our mission and vision
- Advance our core values
- Leverage our competitive advantages
- Contribute to our sustainability (Do we have or can we secure the resources to do this?)
- Increase or leverage the engagement of our constituents and partners
- Add value to the work of affiliates
- Strengthen us (Are we the best entity to do this or is someone else? Should we do this in partnership?)
- Address an unmet need
- Strengthen consumer experience
- Not create undue risk (Do we have a plan for risk-management?)
- Create opportunities for learning

- Catalyze change
- Advance diverse and adaptive leadership