



INCLUSIVE FLORIDA

Powered by **THE  BLE TRUST™**

STRATEGIC PLAN

FY 2023-2025

We are excited to present to you **Inclusive Florida: Powered by The Able Trust**. Inclusive Florida is our strategic plan for FY2023–FY2025. The process to produce this plan has been extensive and aligned with a new and more outward facing approach to our work. We have taken this opportunity to reflect on past successes and challenges, take stock in our present circumstances including many opportunities, and to chart a course for our future vision.

As part of the strategic planning process, we have held interviews with numerous Florida leaders from business, education, government, and nonprofit industries as well as persons with disabilities and their families. Each of our board members have provided extensive input, and we held a strategic planning retreat with the board and staff in November 2021.

The strategic planning process has validated the important and unique role that The Able Trust has as a direct support organization to the state vocational rehabilitation program and as a leader for disability workforce inclusion in Florida. We have gained clarity on precisely what our organization is and what it is not. Our value propositions, or as we call them, “Our Promises to Florida Stakeholders,” have been clearly defined and act as guiding principles as we move forward in partnership to achieve a more disability workforce inclusive state.

This plan is a living guide and collective document to achieving our vision. It will take the dedication of our organization as well as our many partners to act on the ideas contained within and to continually evolve and evaluate the effectiveness of the plan.

We believe that through Inclusive Florida, The Able Trust will identify breakthrough innovations grounded in data and research, resulting in an additional 300,000 Floridians with disabilities becoming employed in 10 years. We will demonstrate our substantial value to the state and have a financially stable path forward.

We look forward to partnering with you as we continue to serve the great state of Florida.



ALLISON CHASE
President & CEO



LAURIE SALLARULO
Board Chair

WHO IS THE ABLE TRUST?

The Able Trust is a unique organization that takes a comprehensive view of disability employment conditions and challenges facing our state. We provide leadership in identifying research-based solutions and work in partnership with the state vocational rehabilitation program to fund, scale, and fully implement these solutions.

The Able Trust was created by the Florida legislature in 1990 to be a direct support organization to the state vocational rehabilitation program. The legislature recognizes the value that persons with disabilities bring to Florida's workforce while at the same time recognizing the need for more resources—including funding and partnerships—to support a disability inclusive workforce.

The Able Trust was created to be a stable and growing financial resource to provide planning, research, and policy development for disability employment in Florida. It is our role to identify the most effective and efficient means for increasing employment of Floridians with disabilities and to work with the Florida Department of Education, Division of Vocational Rehabilitation (VR), and our many other partners to fund and fully implement solutions which move us closer to full employment of Floridians with disabilities.

OUR PROMISE TO FLORIDA STAKEHOLDERS



VOCATIONAL REHABILITATION: The Able Trust increases employment and business outcomes for VR through an effective use of research, capacity building, and improved business relationships.



EMPLOYMENT SERVICE PROVIDERS: The Able Trust increases employment outcomes through research-based impact projects and scaling of best-and evidenced-based practices.



BUSINESSES: The Able Trust enhances the business community by addressing hiring needs through disability workforce solutions.



EDUCATORS: The Able Trust supports education through interventions that target successful transitioning of students with disabilities from education to employment.



INVESTORS/PHILANTHROPIC PARTNERS: The Able Trust believes in the importance of financial stewardship and generating maximum and lasting impact. The Able Trust provides the opportunity to invest in social impact leading to more prosperous Florida communities.



LEGISLATORS: The Able Trust is the state leader and resource for research, data, and solutions positively impacting employment of Floridians with disabilities.



CITIZENS OF FLORIDA: The Able Trust works tirelessly to ensure an additional 300,000 Floridians with disabilities enter their local workforce in the next 10 years.

WHERE ARE WE GOING?

Currently, the labor force participation rate in Florida for persons with disabilities is 20.4%, a gap of 40% compared to persons without disabilities. This gap has persisted for over 40 years and is clearly unacceptable for our state and its workforce demands.

Currently, Florida has over 500,000 unfilled jobs, and projects growth of over 400,000 new jobs annually between now and 2030. At the same time, the national conversation around diversity, equity, and inclusion of our workforce is at center stage for business, government, and community leaders. We see the confluence between the need for quality workers and a diverse workforce as a tremendous opportunity for The Able Trust to step out as the leader, convener, and collaborator for full employment of Floridians with disabilities.

Our past work through community-based grants has been valuable but has not created nearly the impact required to change the employment and labor force participation rates for Floridians with disabilities. The Able Trust must shift from thinking as a grantor to a leader for systemic and policy change. It is our vision to create exponential impact -positively affecting tens of thousands of individuals with disabilities, rather than a few hundred each year.

Every three years, Florida's Vocational Rehabilitation Program conducts a comprehensive statewide needs assessment to determine the gap between existing resources (human and financial), capacity, relationships, and outcomes that are needed to bring about the highest levels of employment for Floridians with disabilities. We believe that as the direct support organization to the state VR program, The Able Trust should provide the maximum supports possible to close those gaps and make Florida the place for persons with disabilities to have the most opportunity for full employment including careers in high skill, high wage industries.



OUR VISION FOR 2032

To add
300,000 MORE
persons with disabilities
to Florida's workforce
over the next 10 years

STRATEGIC PRIORITY AREAS



Be the rich source of disability employment data and research for Florida.



Be the leader in building system capacity and scaling evidenced-based solutions that increase employment outcomes on a state-wide basis.



Secure a more diversified funding base to ensure organization future and ability to achieve our strategic goals.

STRATEGIC PRIORITY #1:

BE THE RICH SOURCE OF DISABILITY EMPLOYMENT DATA AND RESEARCH FOR FLORIDA.

We believe that decision-making and system change must be grounded in data and research. Otherwise, we are operating on assumptions and anecdotal information which can lead to the wrong conclusions and waste valuable resources. We also believe that The Able Trust is in the best position to take a leadership role for gathering, analyzing, and disseminating the data.

An extensive analysis must be conducted of state, regional, and local economic data/research which define the existing conditions of disability workforce inclusion in Florida. At the same time, we intend to engage our partners and stakeholders throughout the state to learn from their experiences, challenges, and success. This holistic approach will allow us to identify the root causes of disability un- and under-employment along with opportunities for greatest positive impact.

To achieve this goal, The Able Trust will:

- Secure research partners including FLDOE/VR to lead data analysis and identification of evidenced-based best practices.
- Identify credible sources - including existing data, new data, and stakeholder input - and ensure data integrity.
- Create the Able Think Tank comprised of Florida thought leaders committed to Inclusive Florida.
- Conduct a statewide listening tour to hear from businesses, educators, service providers, individuals with disabilities, and other stakeholders.
- Develop reports of data including causes, gaps, and solutions for increasing disability employment in Florida.
- Align recommendations with FLDOE/VR existing data including the VR 3-Year Comprehensive Statewide Needs Assessment.
- Test, iterate, and validate solutions using a social impact model that is based on the scientific method.

“We support the state’s efforts and those of The Able Trust to implement programs that are evidenced based rather than being derived from assumptions. This is even more important as we work together to ensure a strong and robust workforce that focuses on advancing the skills of all Floridians.”

BOB WARD

President & CEO, The Florida Council of 100

FY23 METRICS

- Conduct a minimum of 20 listening sessions with audiences of business, educators, individuals, and providers from urban, suburban, and rural Florida communities.
- Release findings and recommendations of research, data analysis, and listening sessions.
- Implement at least two impact projects using a social impact model to test, iterate, and validate proposed solutions.
- Release findings and recommendations from the impact projects.

STRATEGIC PRIORITY #2:

BE THE LEADER IN BUILDING SYSTEM CAPACITY AND SCALING EVIDENCED-BASED SOLUTIONS THAT INCREASE EMPLOYMENT OUTCOMES ON A STATEWIDE BASIS.

As the leader and source of rich data, we will identify evidenced-based practices which are the most effective in preparing, securing, and retaining employment for Floridians with disabilities. These practices will guide our outreach, capacity building, and collaborations focused on closing the disability workforce inclusion gap. Creating and supporting The Able Network is key to success in achieving this priority.

THE ABLE NETWORK

ABLE BUSINESSES – a network of Florida businesses who are committed to disability workforce inclusion and recruiting persons with disabilities from VR, Able Providers and Able Educators.

ABLE PROVIDERS – network of employment service providers who embrace the goals and methods of Inclusive Florida.

ABLE EDUCATORS – a network of education institutions including secondary and post-secondary who are committed to preparing students with disabilities for Florida’s workforce and working with Florida businesses to recruit and hire.

ABLE THINK TANK – a driver of continuous innovation and policy advocacy made up of Florida’s thought leaders for closing the disability workforce gap.

To achieve this goal, The Able Trust will:

- Identify evidenced-based practices through listening tours, data and research, and with the leadership of The Able Think Tank.
- Use impact projects grounded in the scientific method to validate evidenced-based practices.
- Partner with VR for scaling evidenced-based practices.
- Establish standards for the Able Network to ensure quality implementation, collaboration, and partnerships.
- Create and utilize the Able Network for scaling solutions statewide.
- Facilitate collaboration and shared learning of The Able Network through state summits and idea-sharing events.

FY23 METRICS

- Complete a scaling map for funding and implementing 2-3 validated evidenced-based practices
- Develop a summit vision and plan for execution in FY2024
- Hold a minimum of one idea sharing event (i.e., TED style event).

“Inclusive Florida will provide the foundational information we need to understand how to create meaningful improvements in areas such as education and workforce development. Florida must implement programs that are based on indisputable evidence rather than anecdotes and assumptions. This is even more important as we all work together to ensure a strong and robust workforce that includes all Floridians who are able and willing to work.”

KEVIN CARR • CEO, FloridaMakes

PRIORITY #3:

SECURE A MORE DIVERSIFIED FUNDING BASE TO ENSURE ORGANIZATIONAL STABILITY AND ACHIEVE OUR EXPONENTIAL IMPACT.

The Able Trust was created by the Florida legislature to be a long-term, stable, and growing source of revenue in support of the state vocational rehabilitation program. For nearly 30 years, the state provided a revenue stream to the organization through a percentage of civil citations and funds generated from temporary disabled parking permits. These funds allowed the organization to build an endowment which primarily funds our programs and operations today. To achieve our mission and fulfil our duty to expand resources in support of vocational rehabilitation in Florida, it is imperative that we secure a more diversified and growing funding base..

To achieve this goal, The Able Trust will:

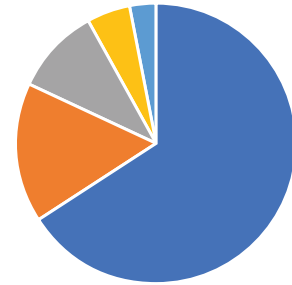
- Engage in research and development for VR which results in program revenue.
- Partner with VR to increase and strengthen business engagement which results in program revenue.
- Engage other government entities, business/industry associations, and providers as customers.
- Engage social impact investors who have a shared interest in our mission and goals.
- Increase legislative funding.

FY2023 METRICS

- Demonstrate growth toward diversified income targets (see side bar)
- Raise \$600,000 in additional income for programs and operations.

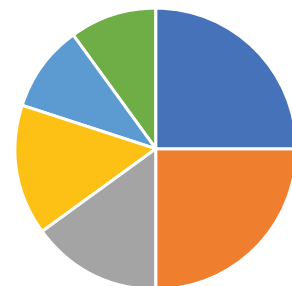
**10-YEAR TARGETS FOR DIVERSIFIED SOURCES OF INCOME

CURRENT FUNDING SOURCES



Public Endowment	66%
State Appropriations	16%
Private Endowment	10%
Sponsorships & Private Contributions	5%
Grants	3%

10-YEAR TARGETS



Fees for Service	25%
Sponsorships	25%
Membership Fees	15%
Grants	15%
Private Contributions	10%
Investments	10%

ABLE TRUST PROGRAMS & INITIATIVES



The Able Trust administers HSH in 39 Florida counties in partnerships with local school districts and community nonprofits. HSH is based on the nationally recognized and evidence-based Guideposts for Success. Students are provided a wide variety of opportunities to explore in-demand industries and careers through experiences including industry and post-secondary education tours, work-based experiences, workshops, and career mentoring. HSH boasts a 99% high school graduation rate with 80% of graduates attaining post-secondary education or employment.



DEAM is part of a national initiative highlighting career paths and industries for students and job seekers with disabilities. The Able Trust promotes DEAM with Florida businesses as an opportunity to:

- Participate in career exploration workshops and conduct job site tours to provide persons with disabilities the opportunity to explore the daily life of their career interest.
- Introduce other businesses and organizations to the capabilities and profitability of this talented labor market.



The Able Trust created Project Venture as a business development competition, focused on creating a hands-on experience for HSH youth. Students are given the choice to create a plan for a business or product, in any sector of their choice.

The only limit is their creativity. Some of the projects have resulted in successful, real businesses located at the students' school.

The goals of Project Venture are to:

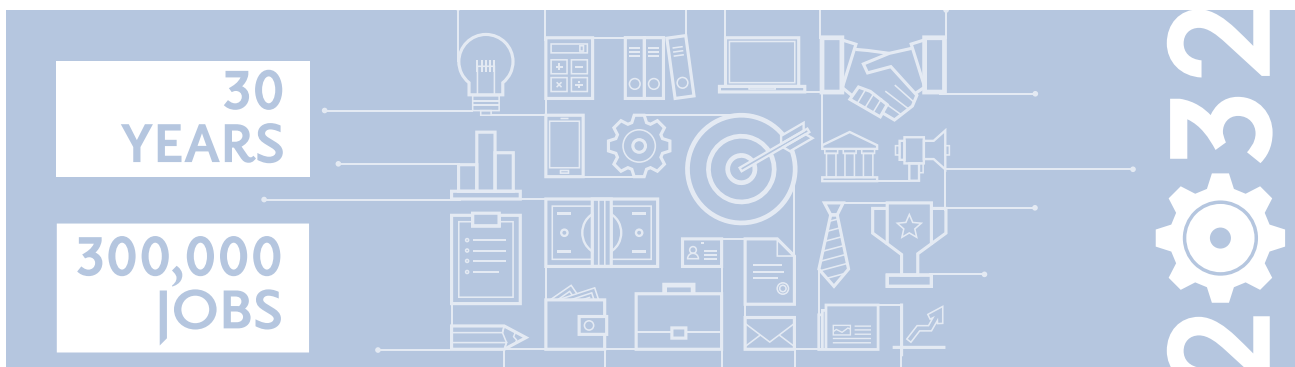
- Introduce students to entrepreneurship and the entrepreneurial spirit.
- Facilitate students working in teams on real-world applications.
- Allow students to develop workplace communication and other soft skills.

WHAT'S NEXT?

This strategic plan will guide The Able Trust as the organization embarks on our next 30 years and achieving our vision of bringing 300,000 more individuals with disabilities into Florida's workforce by 2032. This plan provides overall strategic direction with the expectation of identifying specific priorities and action on an ongoing basis. The Able Trust Board of Directors will direct Inclusive Florida implementation, including setting priorities and milestones for specific activities and providing accountability for implementation.

To achieve the goals of Inclusive Florida, The Able Trust will:

- Maintain a strong and engaged Board of Directors and Able Trust team. Enlist these leaders to develop progressive and creative ideas for motivating and engaging our many stakeholders.
- Implement the plan over time to match the growth of the organization to sustain quality stakeholder engagement.
- Grow sustainable financial support of the organization through long-term partnerships with business, government, and social impact funders.
- Structure The Able Trust staff to support growth and outward engagement of the organization. Leadership will ensure funding of human resources matches our need for superior programming and initiatives.
- Evaluate the needs and demands for placing and/or assigning staff to support regional activities and explore the idea of placing future staff positions in geographically strategic locations.
- Ensure and promote a strong culture and practice where staff supports and serves our constituents particularly members of The Able Network.
- Continue to communicate the role of The Able Trust as the leader of disability employment for Florida.
- Monitor our success toward achieving the goals of Inclusive Florida by establishing and tracking progress toward key indicators and the desired outcomes identified in this document.
- Adjust Inclusive Florida implementation as needed over time.





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