

The Role of Disability Service Providers in the New York State Economy

Prepared for:



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Photo provided by NYSID.

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Photo provided by NY Alliance for Inclusion & Innovation.

1. Executive Summary

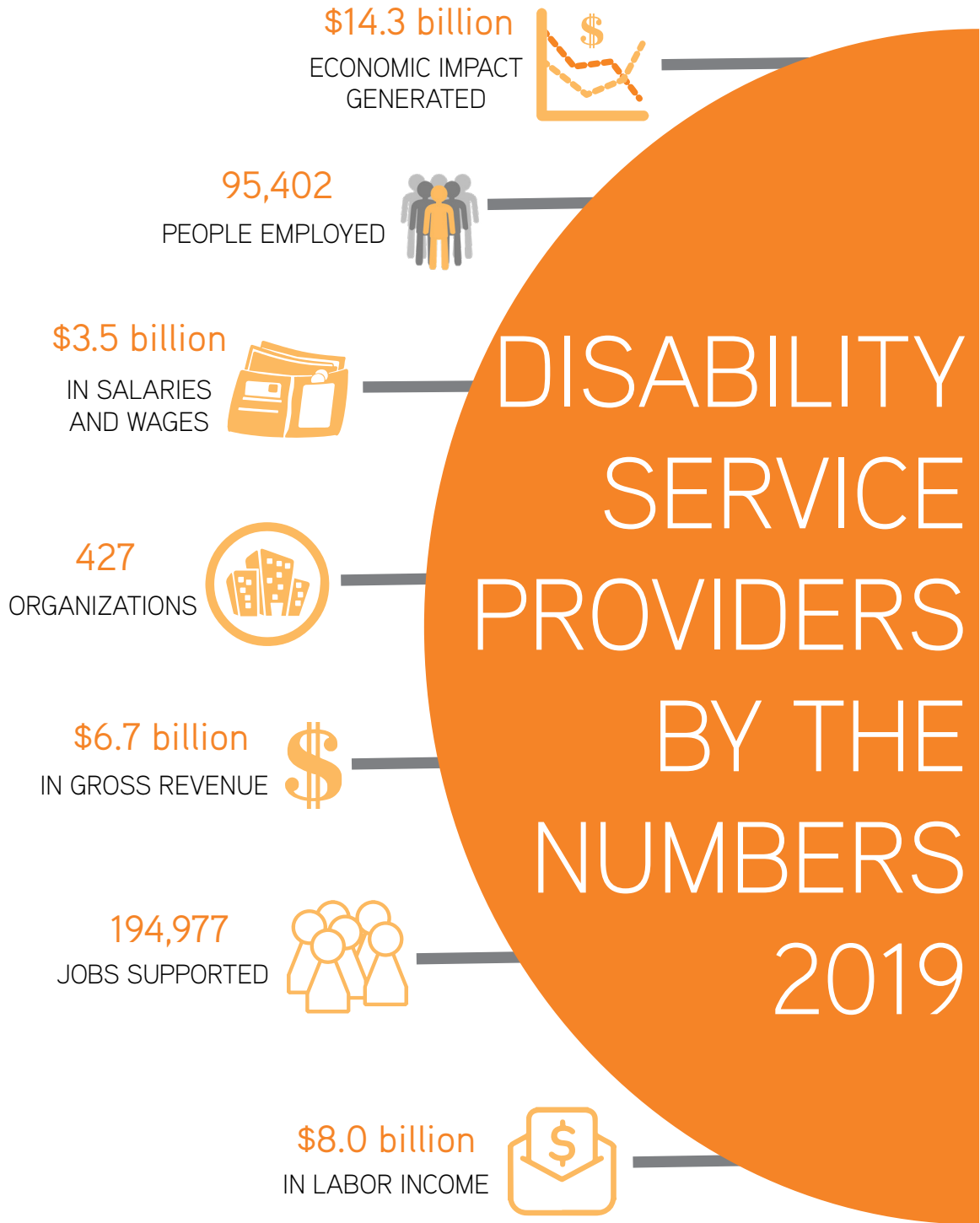
Nonprofit disability service providers offer hundreds of thousands of clients across the state important services and supports including: medical care, residential living, childcare, transportation, day habilitation programming, and workforce preparedness and employment. In the process of doing so, these providers are major employers in their local communities and generate millions in revenue annually.

New York State Industries for the Disabled, Inc. (NYSID) and the NY Alliance for Inclusion & Innovation commissioned the Rockefeller Institute of Government to quantify the economic impacts New York's disability service providers have on New York State. This study evaluates the output generated and jobs supported by New York's nonprofit, privately-run disability service providers.

Additionally, the report explores the scope and scale of the social enterprises run by these organizations. To achieve their goals of creating workforce training and integrated employment opportunities, many disability service providers have created businesses that provide a range of services to public and private customers and generate revenues that enables them to offer additional services.

In 2019, 427 of New York's nonprofit disability service providers reported \$6.7 billion in revenues. Overall, nonprofit disability service providers:

- Generated \$14.3 billion in economic output in New York State. This includes the \$6.7 billion in revenues generated by the providers, \$2.5 billion in output for their suppliers, and \$5.1 billion related to employee spending.
- Supported 194,977 full-time jobs with service providers, their suppliers, and in the regional economy.
- Contributed \$2.2 billion in federal and state tax revenue.



SOURCE: NYSID.

NYSID BY THE NUMBERS 2019



\$407.3 million
ECONOMIC IMPACT
GENERATED



5,293
WORKERS WITH A
DISABILITY EMPLOYED



\$71.4 million
IN WAGES FOR
WORKERS WITH A
DISABILITY



\$250.2 million
IN CONTRACT VALUE



109
MEMBER AGENCIES



38
CORPORATE PARTNERS

SOURCE: NYSID.

NYSID facilitated a \$250.2 million contract portfolio that employed 5,293 workers with a disability. Through these contracts social enterprises:

- Generated \$407.3 million in economic output in New York State.
- Supported the equivalent of 3,569 full-time jobs in all sectors of the economy.
- Generated \$108 in economic output for every hour worked by an individual with a disability.

These impacts were realized across all regions of the state. New York City, the largest region in the state, is home to 30 percent of the state's disability service providers. These organizations generate the largest impact of all regions accounting for \$5.6 billion in economic impact. Providers in the Mid-Hudson and Long Island regions reported the second and third highest economic impact respectively. Together, these three regions represented 65 percent of employment and 68 percent of economic output impacts generated.

This report is organized as follows: [Section 2](#) presents an overview of the role disability service providers play in the local communities and the services they offer clients. [Section 3](#) puts New York State's population with disabilities in context through comparisons across states. [Section 4](#) provides a comprehensive economic impact analysis of the operations of disability services providers, as well as their social enterprises. [Section 5](#) explores the contributions of these organizations across the state by presenting data from each region and a profile of a prominent organization in the community. [Section 6](#) concludes by exploring the challenges facing these organizations and how they can expand their impacts.

2. Overview of Disability Service Providers in New York State

Disability service providers are the organizations, associations, and individual clinicians that offer essential support services to people with disabilities. These providers support clients with disabilities in living independent and productive lives. According to the Office for People with Developmental Disabilities (OPWDD), New York's primary governmental body for the coordination of disability service provision, there are over 500 nonprofit service providing agencies, 80 percent of which are private nonprofits.¹

In 2020, 121,898 New Yorkers living with disabilities received OPWDD Medicaid services and supports.² Services offered by providers include residential habilitation, home and community habilitation, companion services, educational support, professional training, employment assistance, and nursing services. Disability service providers offer health care in accessible settings, employment opportunities through social enterprises, opportunities for integrated engagement in volunteer activities in the broader communities, and support and training to family members.

Private nonprofit disability service providers offer critical assistance to their clients and, in doing so, are an important contributor to their local economies. In 2019, the 427 private organizations employed 95,402 full-time equivalent workers across New York State and reported \$6.7 billion in revenues associated with the OPWDD services they provided. Some of these organizations are among the largest employers in their communities and, as a result, have a large impact in their local economies.

Beyond the social and medical services traditionally offered by providers, many of these organizations have expanded their roles in their communities. A common mission of these organizations is to assist persons with disabilities in finding, obtaining, and sustaining employment opportunities. To achieve this mission, many of these organizations have created and operated social enterprises or business service divisions. These companies within the nonprofits were founded primarily to create training and employment opportunities for individuals with disabilities. Every year, disability service providers clean millions of square feet of offices, digitize terabytes of public records, assemble picnic tables, manufacture hats distributed to sailors by the US Navy, detail cars and public busses, and maintain the landscaping at state and federal properties. The work is completed primarily by individuals with disabilities who are earning a competitive wage.

The New York State Industries for the Disabled, Inc. (NYSID), has partnered with disability service providers since 1975 to create these employment opportunities through New York State's Preferred Source Program. NYSID is a nonprofit corporation established to facilitate the distribution of orders for commodities and services among approved charitable, nonprofit, preferred sources, and corporate partners. NYSID works with Member Agencies (the disability service providers) and corporate partners to provide commodities and services to state or local government agencies, public benefit corporations, school districts, and public authorities. In 2019, NYSID oversaw a contract portfolio that generated \$250.2 million in revenue for these social enterprises and employed 5,293 individuals with disabilities. NYSID represents only a component of the revenue generated by these enterprises. Many social enterprises obtain contracts with federal government customers through the SourceAmerica Preferred Source program and others work with private clients to find employment and training opportunities for their employees.

The primary goal for these social enterprises is employment rather than profit. The majority of revenue generated by disability service providers is through reimbursement for Medicare-funded programming. Still, a group of entrepreneurial organizations are building financial success with their social enterprises. These profits allow them to expand their enterprises, creating a wider range of employment opportunities. The profits are also used to fund more traditional programming like childcare and day habilitation services. Another important benefit of these enterprises are the opportunities for integration of individuals with intellectual and developmental disabilities in the community. Employees have opportunities to work with the general public and improve visibility for workers with a disability and the organizations they work with.

3. Disability in New York State by the Numbers

New York is home to 2,234,786 residents with a disability. New York’s share of population living with a disability is 11.6 percent, slightly below the national average of 12.7 percent.³ Disability service providers support their clients in becoming contributing citizens and work with them to reduce some of the crucial barriers individuals with disabilities face on a daily basis.

According to OPWDD, 121,898 New Yorkers received Medicaid services and supports facilitated by the agency in 2020.⁴ A third of those supported by OPWDD were children (40,819) and 61 percent of people served by OPWDD are adults 21 to 64 (75,431). Approximately 1 in 4 children and 1 in 14 adults with disabilities in New York receive Medicaid services and supports from the state’s hundreds of disability services providers.

TABLE 1. New York Population with a Disability, 2019

	New York Population with a Disability	Share of New York Population with a Disability	Nationally
Total Population	2,234,786	11.6%	12.7%
17 and Under	153,059	3.8%	4.3%
18-64	1,075,074	9.0%	10.3%
65 and Over	1,006,653	31.5%	33.5%

SOURCE: “2019 American Community Survey 1-Year Estimates,” US Census Bureau, September 17, 2020, <https://www.census.gov/newsroom/press-kits/2020/acs-1year.html>.

NYSID works with Member Agencies to create employment opportunities and build economic security for New York’s population with disabilities. Individuals with economic security have a stable income or the resources required to support a standard of living that includes food, housing, and health care. One of the primary drivers of economic security is employment. Those without employment are more likely to live in poverty. Other drivers of economic security include average weekly earnings, education or skill training, access to health care and out-of-pocket health-care expenses, and a history of poverty. In this section we compare important economic indicators for New Yorkers with and without disabilities and discuss New York’s performance relative to other states.

Educational Attainment

Educational attainment is the highest level of education completed by the population age 25 or older. Education is an important indicator of economic security. Those who have completed more schooling tend to have better long-term employment opportunities.

TABLE 2. Educational Attainment for Individuals With and Without a Disability, 2019

	New York		United States	
	Disability	No Disability	Disability	No Disability
Less than High School	23.8%	10.2%	19.4%	9.5%
High School Education	32.7%	24.3%	34.0%	25.3%
Some College or Associates	23.2%	24.1%	28.5%	28.8%
Bachelor's Degree	11.5%	23.2%	11.1%	22.4%
Graduate Degree	8.8%	18.2%	7.0%	14.0%

SOURCE: 2020 Annual Disability Statistics Compendium (Durham: Institute on Disability/UCED, University of New Hampshire, 2021), <https://disabilitycompendium.org/compendium/2020-annual-disability-statistics-compendium>.

In 2019, 23.8 percent of New Yorkers with a disability over the age of 25 had less than a high school education or equivalent. Only three states had lower rates of high school completion for residents with a disability: Mississippi, California, and Kentucky. The gap between high school completion between those with a disability and no disability is an important measure of equity. New York has the third widest gap of 13.6 percentage points.

Limited education means limited employment. One-in-four New Yorkers with a disability have not completed high school, which means there are a limited number of jobs available to them, all of which are at the lower end of the wage scale. Another third of residents with a disability have only completed high school. The lower levels of educational attainment among New York's population with disabilities mean that workforce development and training are critical to preparing people for the workforce.

Health and Health Insurance

Health care can be a significant expense and individuals with disabilities face challenges in finding accessible care. In New York, 95.6 percent of individuals with a disability had coverage with 45.0 percent having private insurance and 63.5 percent relying on public insurance.⁵ Overall, New York ties with Vermont ranking fifth in the nation for highest rates of insurance coverage for individuals with disabilities.

Housing Challenges

Housing cost is considered a burden if 30.0 percent or more of a household's income is spent on housing. Data from 2019 shows that 42.0 percent of New Yorkers with disabilities experienced a housing cost burden, compared with 27.2 percent of individuals without a disability.⁶ Additionally, 22.0 percent of New Yorkers with a disability reported poor housing quality compared to 11.9 percent for the population without a disability.⁷ Housing quality is considered poor if at least two of the following issues are reported: lacking a complete kitchen, lacking complete plumbing, overcrowding, or cost burden. Compared to other states, New York ranks fourth highest in housing cost burden and second highest in poor housing quality for individuals with a disability behind the District of Columbia. Housing challenges can be a leading factor in economic insecurity.

Poverty

The poverty rate is the percentage of the population whose income falls below the poverty line. As of 2019, 29.3 percent of New York State's 18- to 64-year-old residents with a disability were living below the poverty threshold, compared with 11.7 percent of New Yorkers without a disability in the same age bracket. New Yorkers with a disability fared worse than the national average of 25.9 percent. New York State ranked 41st nationwide when comparing poverty rates among populations with disabilities. New York State's poverty gap, which is the difference between the poverty rates of residents with and without a disability, was 17.6 percentage points.⁸ Only four states and the District of Columbia reported larger disparities between people with disabilities and people without disabilities.

Employment

On the national level, the employment rate among individuals with disabilities, the share of the population with a job, was 38.8 percent in 2019. The employment rate for individuals without a disability for ages 18 to 64 was 78.6 percent. Among New Yorkers with a disability, only 35.0 percent were employed. New York State ranked 43rd out of 50 states in disability employment. The five top performing states had employment rates among people with disabilities of 50 percent or higher. New York's employment gap in 2019, which is the difference between the employment rates of those with and those without a disability, was 43.2 percentage points, the fifth highest in the US.⁹

Earnings

In 2019, the average full-time worker with a disability in New York State earned \$46,894 annually, compared with \$54,944 for employees with no disability. New York State fared well in total earnings, ranking 13th out of 50 plus the District of Columbia in average earnings for workers with a disability, but this ranking is driven by the relatively high earnings in New York State across all workers. On average, workers with a disability earned \$8,050 less than workers with no disability. The earnings gap is the 15th largest in the United States. In New York State, workers with a disability earned only about \$0.85 for every dollar earned by an employee with a disability.¹⁰

Overall, these numbers show that New Yorkers with a disability face a number of challenges in achieving economic security. Many lack a high school education making it more challenging to find secure employment paying a living wage. New Yorkers with a disability reported living in lower-quality housing and face challenges in affording shelter. Residents with a disability are more than 2.5 times more likely to live in poverty than those without. In addition, they are less likely to be employed and those that do work full time earn 85 cents on the dollar of a person without a disability. These numbers suggest that New York's population with disabilities relies heavily on the services offered by disability service providers to achieve economic security.

4. Economic Impact in New York

Nonprofit voluntary disability service providers are major employers in their local communities and generate millions in revenue annually. They provide hundreds of thousands of clients across the state medical care, residential living, childcare, transportation, day habilitation programming, workforce preparedness and employment, and other supports and services.

To explore the economic impact of these providers, we examined two separate components of their operations. The first is through the support services offered to their clients. We identified the scale of this activity through the revenue reported to OPWDD. Secondly, we explored the wide range of social enterprises managed by these organizations. These enterprises have contracts with the state and local governments through NYSID, the federal government through SourceAmerica, and private clients.

Multiplier analysis was used to estimate the effects of disability service providers' operations and social enterprises on the New York State economy. This analysis tool uses data on transactions between firms in different sectors to estimate how spending in one sector flows through the economy. Three types of effects are estimated and distinguished: direct, indirect, and induced effects. Providers spend money on the goods and services and payroll required to offer their services. The **direct effects** of service providers are the jobs they create and the value of the services they offer. Providers also generate secondary effects for their suppliers and vendors. Economic activity is created when a provider contracts with a food wholesaler, linen supplier, or local garage to maintain their vehicle fleet. Providers' **indirect effects** are the jobs and outputs generated for their suppliers and their supply chains. The **induced effects** are the economic activities generated through employees. Workers distribute their income in the community when they spend their paychecks on housing, food, entertainment, and goods and services.

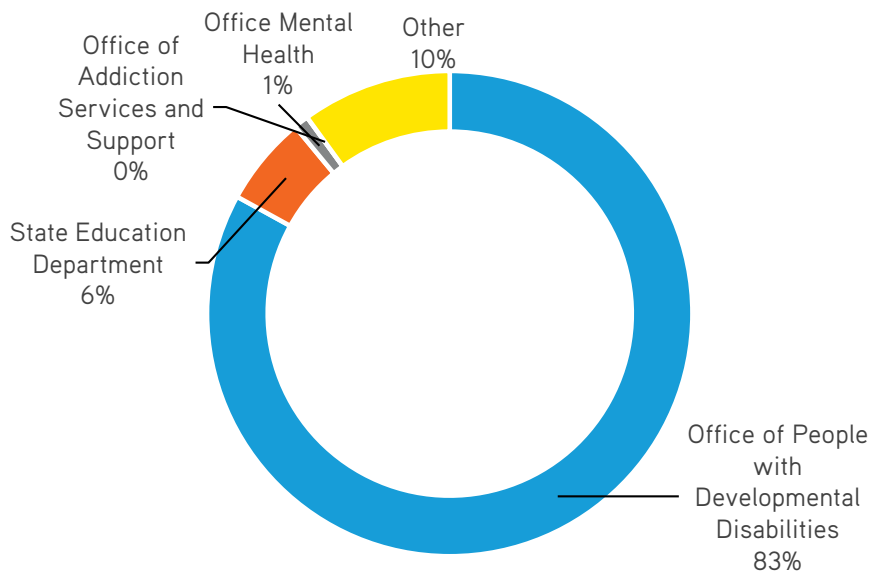
The Disability Services Economy

Across New York State, 427 organizations received reimbursement for services from OPWDD and filed financial disclosure documents during the 2019 fiscal year. These organizations reported \$6.7 billion in revenue related to their OPWDD programming. Providers reported that the funding supported the equivalent of 95,402 full-time employees earning \$3.5 billion in salaries and wages. For some of these organizations, disability services is only part of a larger portfolio. For 82 of these organizations, OPWDD funding represented less than 10 percent of total revenue. Of the 427 organizations reporting OPWDD revenue, 256 organizations reported over half of their revenue coming from OPWDD activities indicating their primary purpose was to provide services to New Yorkers with disabilities.

The 256 agencies that offered primarily disability services programs received 82.8 percent of their revenue from OPWDD-related programming. Another 7.4 percent of revenue was related to other state agency funding from the Office of Addiction Services and Supports (OASAS), the Office of Mental Health (OMH), and the State Education Department (SED). Mental health services and workforce development

training offered to clients is often supported by agencies such as the OMH and SED. Finally, these organizations also rely on revenue sources not directly related to state agency funding. Almost a tenth (9.8 percent) of these organizations' revenue is generated through their social enterprises and charitable contributions. [Figure 1](#) presents the revenue sources for disability service providers.

FIGURE 1. Gross Revenue by Source for Disability Service Providers



NOTE: Includes providers who received at least 50 percent of revenue from OPWDD.

SOURCE: Consolidated Fiscal Report filings.

Economic Impact of Disability Services Programming

The \$6.7 billion in OPWDD-related revenue reported by disability service providers in 2019 generated a total of \$14.3 billion in economic activity in the state of New York ([Table 2](#)). These programs supported 194,977 full-time equivalent (FTE) jobs. The bulk of the employment impact is generated by the disability service providers themselves.

- Disability service providers directly employed **152,956 FTEs and \$5,411,725,333 in labor income.**¹¹ Labor income includes wages and salaries, fringe benefits such as health care, retirement benefits, and tax payments.
- Providers must purchase supplies and other inputs which generate additional economic activity in the supply chain. **The impacts on the supply chain supported 11,955 additional FTEs and \$2,450,744,772 in economic output.** These are the indirect effects.
- Employment generates spending power for workers who pay rent, buy food, and patronize local businesses. **Employee spending in the economy supported an additional 30,066 FTE and generated \$5,136,952,307 in economic output.**

TABLE 3. Economic Impacts of Disability Service Operations (2019)

	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	152,955.8	\$5,411,725,333	\$4,711,555,464	\$6,691,846,218
Indirect Effect	11,955.3	\$816,824,364	\$1,364,509,405	\$2,450,744,772
Induced Effect	30,065.5	\$1,775,762,900	\$3,218,968,872	\$5,136,952,307
Total	194,976.6	\$8,004,312,597	\$9,295,033,742	\$14,279,543,297

NOTE: Numbers in columns and rows may not sum to total due to rounding.

SOURCE: Rockefeller Institute of Government analysis.

New York City, the largest region in the state, is home to 127, or 30 percent, of the state’s disability service providers. As a result, New York City-based disability service providers generate the largest economic impact of all regions by supporting a total of 68,299 FTEs and accounting for \$5.6 billion in economic impact. Providers in the Mid-Hudson and Long Island regions, which both neighbor New York City, reported the second and third highest numbers of providers and levels of economic impact, respectively. Together, the three regions represented 65 percent and 68 percent of the employment and economic output impacts generated. The concentration of economic activity in New York City, Mid-Hudson, and Long Island is not surprising. These regions are the three largest Regional Economic Development Councils (REDCs), where 69.4 percent of the state’s population lived in 2019. Detailed results from each region are presented in the next section.

Economic Impact of Social Enterprises

In addition to providing medical, educational, and transportation services, several disability service providers have established social enterprise divisions within their organizations. The primary objective of these enterprises is to provide workforce development and employment opportunities for their clients. The revenue generated by these enterprises is a secondary benefit that is frequently reinvested in the organization and used to support additional services and programming.

These enterprises offer a wide range of products and services for external clients in the public and the private sectors. These social enterprises and partnerships offer services including janitorial, landscaping, document imaging, and laundry. In addition, some include manufacturing and assembly operations that make or package apparel, janitorial, office, school, and hospital supplies.

Preferred Source, or state use, programs were established to create employment opportunities for individuals with a disability. Government purchasers are required to purchase designated goods and services from Preferred Source providers and may bypass the time consuming and expensive competitive bidding process when doing so. Preferred Source providers must hire individuals with disabilities at competitive wages and provide vocational training. Contracts through Preferred Source programs often provide workers with their first jobs creating first-time taxpayers. Once workers have gained experience, they often transition to commercial contracts.

NYSID manages one of the New York State Preferred Source Programs. NYSID connects state agencies and local government clients with disability service providers and corporate partners to provide commodities and fulfill service contracts. In New York State, 75 percent of the workforce employed to fulfill these contracts must have a disability.

To better understand the economic impact of these social enterprises, the Rockefeller Institute explored a subset of these activities: NYSID contracts. The dataset includes all procurement contracts New York State and local municipal governments have through the New York State Preferred Source programs. The NYSID contracts represent a limited portion of the revenue generated through social enterprises. Many of these companies also have agreements with the federal government and private sector clients. Our analysis provides insights into the wide range of products and services offered by these enterprises, and their geographic distribution.

In 2019, NYSID's portfolio of contracts directly employed 5,293 individuals with a disability for 3,788,452 hours, which was equivalent to 1,821 FTEs. The bulk of NYSID's worker hours (97 percent) were dedicated to contracts for services with the remaining dedicated to fulfilling orders for commodities. Multiplier analysis was used to estimate the effects of NYSID's activity on the New York State economy. [Table 4](#) presents the comprehensive results.

Below are the key findings from the multiplier analysis:

- **NYSID contracts directly supported 2,533 FTEs.** Nearly three quarters of the labor is provided by workers with a disability. The remaining labor was provided by NYSID Member Agencies and corporate partners who work alongside employees and manage the contract.
- **NYSID contracts generated \$127,163,254 in labor income including employee salaries and wages, the value of employee benefits, and proprietor income.** According to NYSID data, the workers with disabilities earned \$71,419,262 in wages for these contracts accounting for 56 percent of the total labor income. The remainder of the income is allocated to the salaries and wages paid to workers without a disability and fringe benefits such as health care, retirement benefits, and tax payments.
- To fulfill the contracts, companies must purchase supplies and other inputs which generate additional economic activity in the supply chain. **The impacts on the supply chain support 408 additional jobs and \$78,124,737 in economic output.** These are the indirect effects.
- Employment generates spending power for workers who pay rent, buy food, and patronize local businesses. **Employee spending in the economy supports an additional 627 jobs and generates \$109,044,605 in economic output.**

\$108
VALUE OF
OUTPUT
GENERATED
FOR EVERY
HOUR OF
NYSID
EMPLOYMENT

In total, NYSID’s economic impact for 2019 was 3,569 jobs supported and \$407.3 million in output. Every hour worked by a person with a disability in New York generated \$107.51 in economic activity.

TABLE 4. NYSID’s Economic Impact on New York, 2019

	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	2,533.1	\$127,163,254	\$132,444,843	\$220,144,604
Indirect Effect	408.2	\$31,652,428	\$48,177,613	\$78,124,737
Induced Effect	627.1	\$38,758,109	\$70,097,277	\$109,044,605
Total Effect	3,568.5	\$197,573,791	\$250,719,733	\$407,313,946

SOURCE: Rockefeller Institute of Government analysis.

Fiscal Impacts

Disability service providers generated \$2.2 billion in tax revenue for Federal, state, and local governments in 2019. As nonprofits, these organizations are exempt from corporate, property, sales, and excise taxes. The bulk of this revenue is generated through the employment taxes and income taxes withheld from paychecks. In addition, the firms and employees they conduct business with also generate tax revenue.

TABLE 5. Tax Revenues Generated Through Disability Services Operations, 2019

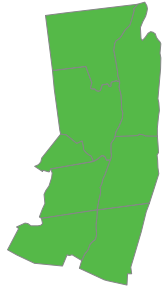
	Federal	State	Local	Total
Employment Taxes	\$1,562,109,256	\$276,520,209	\$58,092,089	\$1,896,721,555
Other Taxes	\$67,314,147	\$82,298,037	\$192,180,761	\$341,792,945
Total	\$1,629,423,403	\$358,818,246	\$250,272,850	\$2,238,514,500

SOURCE: Rockefeller Institute of Government analysis.

Our analysis estimated \$14.3 billion in economic activity generated annually through the services offered by disability services providers. The organizations that partner with NYSID to fulfill contracts for state and local government agencies generated an additional \$412 million in economic activity annually. It should be noted that the two activities evaluated for this report represent only a portion of the sector’s revenue. Revenue from other New York State agency sources was not included in this analysis.

NYSID is only a part of the Member Agency’s client portfolios. Many of these agencies also fulfill contracts through SourceAmerica, the federal Preferred Source program. In addition, they generate revenues through the operations of retail establishments and private contracts. The NYSID contract data used in this analysis estimates only a portion of the total impact of these social enterprises and other revenues.

5. Economic Impact by Region



Capital District

	Disability	No Disability
Population	135,171	929,488
Share	12.7%	87.3%
Employment Rate	37.0%	79.8%
Poverty Rate	25.6%	8.5%

Disability Service Providers

Number of Agencies: 29

Gross Revenue: \$389,619,618

Payroll: \$222,185,592

FTE: 6,073.7

Total Agency Revenue: \$1,820,475,150

TABLE 6. Disability Services Economic Impact in the Capital Region, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	8,952.6	\$314,020,240	\$273,712,284	\$389,619,618
Indirect Effect	547.2	\$29,570,722	\$49,792,254	\$98,827,966
Induced Effect	1,768.3	\$90,147,197	\$169,787,565	\$282,090,487
Total Effect	11,268.0	\$433,738,159	\$493,292,103	\$770,538,071

SOURCE: Rockefeller Institute of Government analysis.

TABLE 7. NYSID's Economic Impact in the Capital Region, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	408.3	\$15,530,232	\$15,758,749	\$30,222,321
Indirect Effect	70.1	\$4,011,536	\$6,205,679	\$11,301,830
Induced Effect	102.5	\$5,156,168	\$9,715,520	\$16,134,646
Total Effect	580.9	\$24,697,936	\$31,679,948	\$57,658,797

SOURCE: Rockefeller Institute of Government analysis.

Center for Disability Services

Number of Employees: **2,100**

Number of People Supported: **12,000**

Impact Facts

- The Center for Disability Services is often one of the ten largest employers in the Capital District.
- The Center offers valuable clinical training opportunities to students at many regional colleges and universities in medical, nursing, behavioral health, and teaching programs.
- The Center has administered over 6,000 COVID-19 vaccinations to clients, caregivers, and staff.



Photo provided by NYSID.

Mail Fulfillment Center

The Mail Fulfillment Center at the Center for Disability Services provides employment and advancement opportunities for 50 individuals with disabilities. The Center has over 100 NYSID and private contract clients including banks, state and local agencies, insurance companies, and health-care providers. Employees offer a variety of services including mail pickup, printing materials and checks as part of mail fulfillment, stuffing envelopes, and processing undeliverable addresses. On a typical day, Mail Fulfillment Center employees handle 200,000 to 300,000 pieces of mail.

Unlike many organizations that implement technology to automate jobs, the Mail Fulfillment Center has invested in technology that allowed them to create more opportunities for workers with disabilities. Employees continuously learn new skills through supplemental training and one-on-one job and skill coaching provided by the Center. Michael Lizzi, administrative assistant at the Mail Fulfillment Center, is a prime example of the opportunities working with and at the Center affords individuals with disabilities. After sustaining injuries from a car accident, Michael received rehabilitation therapy through the Center for Disability Services and has since excelled at every position he has held at the Center for over 25 years, spending the last seven at the Mail Fulfillment Center. In 2019, he was awarded NYSID Employee of the Year for his enthusiasm, mentorship to other workers, and dedication to the organization's mission.

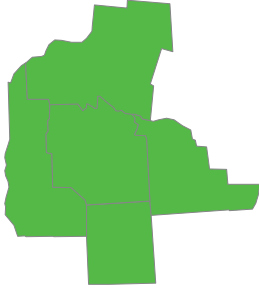
"Probably the greatest challenge for the individuals we support is health care and their ability to access community services due to inaccessible facilities and funding."

Gregory Sorrentino, President/CEO of the Center for Disability Services

Center Health Care

The Center for Disability Services is one of the largest health-care providers for patients with disabilities in New York State. They serve 8,000 patients annually with 95,000 visits across their various medical disciplines. The Center Health Care program provides access to primary care, women's health services, dental services, psychiatric services, physical medicine and rehabilitation services, and specialty medical clinic services in a completely accessible facility. This outpatient medical facility is all one level and has patient Hoyer Lifts, adjustable tables, wheelchair accessible scales, and experienced providers who are better equipped to care for the disability population than most community health providers. The Center for Disability Services also runs St. Margaret's Center, a 94-bed in-patient long-term care facility for chronically ill and pediatric and young adult patients.

In response to the pandemic, the Center transitioned to telemedicine supporting over 22,000 visits and connected each of their 50 group homes to the health care clinic through a telemedicine kiosk which allows on-call physicians and nurses to monitor and address issues in real time. This innovation has successfully prevented an estimated 1,000 unnecessary emergency room and urgent care visits, benefiting both the patients and society.



Central New York

	Disability	No Disability
Population	101,477	665,905
Share	13.2%	86.8%
Employment Rate	34.5%	76.3%
Poverty Rate	29.2%	11.5%

Disability Service Providers

Number of Agencies: 34
 Gross Revenue: \$189,352,455
 Payroll: \$99,337,720
 FTE: 3,060.7
 Total Agency Revenue: \$517,393,317

TABLE 8. Disability Services Economic Impact in Central New York, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	4,604.3	\$148,087,632	\$129,741,469	\$189,352,455
Indirect Effect	343.4	\$21,005,948	\$34,919,252	\$66,900,963
Induced Effect	902.0	\$46,763,423	\$86,475,900	\$143,885,773
Total Effect	5,849.6	\$215,857,002	\$251,136,620	\$400,139,191

SOURCE: Rockefeller Institute of Government analysis.

TABLE 9. NYSID's Economic Impact in Central New York, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	48.9	\$1,977,780	\$2,195,995	\$4,184,842
Indirect Effect	11.5	\$695,475	\$1,074,603	\$1,938,541
Induced Effect	14.4	\$737,763	\$1,365,365	\$2,264,527
Total Effect	74.8	\$3,411,018	\$4,635,963	\$8,387,911

SOURCE: Rockefeller Institute of Government analysis.

Arc of Onondaga

Number of Employees: 450

Number of People Supported: 800

Impact Facts

- Arc of Onondaga is one of the largest providers of services to people with developmental disabilities in Central New York, operating 40 sites.
- In 2019, Arc of Onondaga partnered with the Syracuse Hancock International Airport, The Arc US, and two airlines to bring Wings for All to Central New York. The program allows individuals with disabilities to rehearse interactions at the airport.



Photo provided by NY Alliance for Inclusion & Innovation.

Community Employment

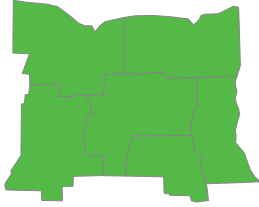
Monarch is the business services division of Arc of Onondaga and it has been charged to “turn disability into ability” through the creation of employment opportunities. Monarch provides custodial support and clerical services to state and local agencies through NYSID contracts. Monarch has also partnered with local businesses to create community-based employment opportunities for the people they serve.

National Grid has been a key partner for over 30 years. Arc employees recycle the heavy industrial electrical materials damaged by weather and high usage. Workers disassemble hardware, trim wire, and remove the components from gas meters and streetlights. Over 20 people work on site at a National Grid facility. Syracuse start-up TCGplayer, an online marketplace for gaming and hobby cards, approached Arc of Onondaga to staff a packaging and mail fulfillment center. While they are technically employed by the Arc, the eight employees are considered full members of the TCGplayer team. They receive the same company swag all other employees get and are invited to attend office functions. One of the workers who were on contract was recently hired directly by TCGplayer as a full-time employee.

Integrated Recreation

In addition to community-based employment, Arc of Onondaga has been committed to developing community-based recreation opportunities as well. For nearly a decade Arc has partnered with the RedHouse Arts Center, a theater company in Syracuse, to produce shows with inclusive casting. Every year, people supported by Arc share the stage with professional and student actors. All participants are expected to attend rehearsals and learn their lines and choreography. Over the years, the group has performed *The Secret Garden*, *Seussical*, and *The Little Mermaid* for the community. The program is a huge hit for the participants and their families for whom it is often the first time they have had the opportunity to see their children and siblings perform on stage. As with many other things, COVID-19 paused the traditional 2020 production. Instead RedHouse Arts Center staff worked with participants to produce a digital performance over Zoom.

Each year, Arc of Onondaga holds a community-wide race as a fundraiser. Since 2014, one of the components of the ArcRace is the Athletes in Tandem program, which partners athletes with a disability community runner. Using adapted strollers, runners can participate in a 5K or a half marathon. The relationship between community runner and Arc of Onondaga athlete extends beyond race day. Many runners partner with the same participants annually and visit throughout the year. Other Arc participants volunteer on race day by manning water tables and the finish line. The Arc recently introduced an inclusive summer program in which Arc staff provide support to clients so that they can participate in YMCA or theater camp over the summers. In its first year, the Arc supported 8 to 10 kids over the course of the summer.



Finger Lakes

	Disability	No Disability
Population	165,816	1,019,402
Share	14.0%	86.0%
Employment Rate	36.5%	79.5%
Poverty Rate	30.9%	10.3%

Disability Service Providers

Number of Agencies: 33

Gross Revenue: \$467,137,253

Payroll: \$248,600,933

FTE: 7,311.7

Total Agency Revenue: \$861,978,103

TABLE 10. Disability Services Economic Impact in the Finger Lakes, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	10,898.3	\$373,268,186	\$326,038,597	\$467,137,253
Indirect Effect	709.1	\$37,999,341	\$62,872,420	\$123,695,047
Induced Effect	2,196.5	\$107,176,180	\$200,037,998	\$339,058,111
Total Effect	13,803.9	\$518,443,707	\$588,949,015	\$929,890,411

SOURCE: Rockefeller Institute of Government analysis.

TABLE 11. NYSID's Economic Impact in the Finger Lakes, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	46.3	\$1,799,121	\$1,819,544	\$3,525,091
Indirect Effect	9.0	\$515,194	\$772,236	\$1,393,322
Induced Effect	12.5	\$602,578	\$1,125,850	\$1,905,003
Total Effect	67.8	\$2,916,894	\$3,717,630	\$6,823,416

SOURCE: Rockefeller Institute of Government analysis.

Mozaic

Number of Employees: **550**

Number of People Supported: **2,000**

Impact Facts

- Mozaic was created when Arc of Seneca Cayuga and the Arc of Yates merged in 2020.
- Mozaic manages Challenge Workforce Solutions in Ithaca, NY.
- Mozaic directors are actively engaged in the community. They serve on boards of local nonprofits and national organizations.



Photo provided by NY Alliance for Inclusion & Innovation.

“Learning a new skill is not always easy because I have a learning disability. The person training me has to understand that and be more patient than they would with some other employees. Here we all get individualized training to help us succeed, which is good because we’re all different and the same thing doesn’t work for everybody.”

Ben Robins, 15 Year Employee at Finger Lakes Textiles

Finger Lakes Textiles

For over 25 years, employees with disabilities at Finger Lakes Textiles have been producing essential uniform supplies for the Department of Defense including US Navy watch caps, US Army black fleece caps, and cold weather balaclavas. In addition, they also produce items for NYSID contracts such as tools and laundry bags. Mozaic launched their own product line, Arctic Gear, in 2018. Arctic Gear offers fashionable hats, masks, and headbands in a range of colors and styles, which are updated regularly. Arctic Gear is in high demand and is currently being sold at a national retail store and through their website. Because of their federal contracts, Finger Lakes Textiles was designated an essential business early in COVID-19. They pivoted to make masks for their clients and assisted other companies in the manufacturing of personal protective equipment. This allowed the textile shop to hire workers who had been furloughed from Mozaic’s other enterprises.

One thing that makes Finger Lakes Textiles unique is that employees with and without disabilities work together in each area of the business. Ben Robins initially started 15 years ago by preparing materials for production and is now one of only two people trained on a highly specialized finishing step for products manufactured for the United States military. Each employee knows more than one job and has an equal opportunity to advance within the business as they acquire and master skills. This allows Finger Lakes Textiles to be flexible and easily meet changes in demand. All profits from Finger Lakes Textiles go back to fund programs at Mozaic.

Lifestyles Day Program

The Lifestyles Day Program is a unique day habilitation program offered in a classroom setting that creates opportunities for lifelong learning. The goal of the program is to ensure participants have control over their learning and are spending their time in classes that interest them and are aligned with their personal goals. Participants work with staff to identify topics they want to learn about or skills they want to develop. Examples include art classes in various mediums, cooking classes, computer classes, exercise and personal fitness, gardening, math classes, nutrition, personal communication, and woodworking. Every six months, everyone in the program meets to decide what classes should be offered and what things participants are interested in learning. Lifestyles offers flexibility. Some participants are enrolled full time, while others join only for the classes that interest them, leaving them to participate in other programs Mozaic offers. In a typical year, about 40 people enroll in each session.



Long Island

	Disability	No Disability
Population	254,315	2,564,163
Share	9.0%	91.0%
Employment Rate	37.5%	78.8%
Poverty Rate	15.9%	5.2%

Disability Service Providers

Number of Agencies: 45
 Gross Revenue: \$914,538,866
 Payroll: \$492,132,615
 FTE: 12,557.4
 Total Agency Revenue: \$2,874,913,643

TABLE 12. Disability Services Economic Impact in Long Island, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	19,960.6	\$742,136,031	\$656,112,341	\$914,538,866
Indirect Effect	1,374.2	\$81,333,906	\$133,207,125	\$256,163,104
Induced Effect	3,770.5	\$224,440,192	\$398,305,131	\$639,357,514
Total Effect	25,105.4	\$1,047,910,129	\$1,187,624,598	\$1,810,059,484

SOURCE: Rockefeller Institute of Government analysis.

TABLE 13. NYSID's Economic Impact in Long Island, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	351.1	\$16,001,022	\$12,792,081	\$22,890,503
Indirect Effect	50.9	\$3,222,567	\$4,766,807	\$8,308,610
Induced Effect	89.5	\$5,256,229	\$9,331,222	\$14,974,319
Total Effect	491.5	\$24,479,818	\$26,890,109	\$46,173,432

SOURCE: Rockefeller Institute of Government analysis.

AHRC Nassau

Number of Employees: 3,500 (including affiliates)

**Number of People Supported: 4,000
(including affiliates)**

Impact Facts

- AHRC Nassau and its family of affiliate organizations is the largest network of support and service providers to people with intellectual and developmental disabilities on Long Island.
- Originally founded by families of people with disabilities in 1949, they remain a family-oriented and innovative disability service provider to Long Island residents.
- AHRC Nassau is the only organization across New York to earn both certification from OPWDD as a Compass agency and certification from the Commission on Quality and Leadership (CQL) for Person Centered Excellence with Distinction.
- AHRC Nassau is a leader in the field in its commitment to diversity, equity, and inclusion, with many ongoing initiatives, including planning a virtual conference on May 18, 2022.



Photo provided by NY Alliance for Inclusion & Innovation.

“We take great pride in using our business lines and other opportunities to prepare people for jobs in the general community.”

Stanford Perry, Executive Director of AHRC Nassau

Wheatley Farms and Arts Center

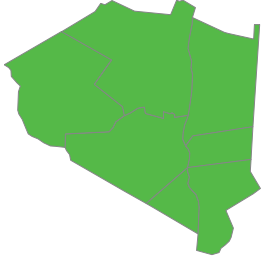
In fall 2020, AHRC Nassau began construction on a new venture, Wheatley Farms and Arts Center (www.wheatleyfarmsli.com). The multi-acre farm property will be open to the entire community offering wellness, farming, art, music, and other cultural and recreational activities and classes. The main goal of the new venture is to provide more work and volunteer opportunities for people with disabilities in a fully integrated environment. Hundreds of volunteers will be incorporated into the program to ensure daily meaningful and authentic interactions between people with disabilities and those without. Phase I (to be completed in early 2022) will feature the opening of a new clubhouse. The property will initially be used to host a variety of farm animals and cultivate vegetable, herb, and flower gardens. Further expansion will convert a large farmhouse on the property into a full-service activity and event center, allowing the Center to welcome dozens of guests to a variety of wellness and cultural activities and private events.

The wide range of work opportunities at Wheatley Farms and Arts Center will teach transferable skills to people with disabilities that will afford them greater opportunities to work in the larger community outside of AHRC Nassau. In addition to Wheatley Farms and Arts Center, the Wheatley Farms™ brand includes landscaping services, a commercial greenhouse, cleaning and disinfecting services, and a catering service that features fresh produce harvested from Wheatley Farms.

Sibling Support Group

AHRC Nassau provides support to about 100 adult siblings of people with disabilities through their Sibling Support Group. Adult siblings frequently become more involved in their siblings' lives as their parents age and become unable to care for them. The overarching goals of the group are to engage siblings in the activities of the organization and ensure they can receive peer support from other siblings in similar situations as caregivers and/or advocates for their siblings. Monthly meetings often include seminars on topics of interest and peer support. They also host holiday and community events and participate in fundraising activities and advocacy efforts.

Prior to the COVID-19 pandemic, the group met once a month in person but have since transitioned to monthly Zoom meetings. To support the group with new needs related to the pandemic, AHRC Nassau offered technology training, helped them to cope with being unable to see their siblings due to lockdown and safety protocols in the group homes, provided regular updates about pandemic guidelines and what they were doing to keep their family members safe, and encouraged them to advocate for policy changes and funding.



Mid-Hudson

	Disability	No Disability
Population	246,961	2,034,755
Share	10.8%	89.2%
Employment Rate	37.8%	77.5%
Poverty Rate	22.0%	8.4%

Disability Service Providers

Number of Agencies: 79

Gross Revenue: \$1,185,873,236

Payroll: \$630,511,794

FTE: 16,310.9

Total Agency Revenue: \$1,864,643,078

TABLE 14. Disability Services Economic Impact in the Mid-Hudson Region, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	27,126.9	\$951,075,838	\$834,666,325	\$1,185,873,236
Indirect Effect	1,975.0	\$124,184,687	\$205,322,689	\$382,147,271
Induced Effect	4,073.6	\$241,419,070	\$436,213,378	\$686,669,550
Total Effect	33,175.5	\$1,316,679,595	\$1,476,202,392	\$2,254,690,058

SOURCE: Rockefeller Institute of Government analysis.

TABLE 15. NYSID's Economic Impact in the Mid-Hudson Region, 2019

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	201.3	\$8,639,789	\$8,859,750	\$15,843,419
Indirect Effect	37.7	\$2,561,422	\$3,894,491	\$6,596,055
Induced Effect	43.4	\$2,541,304	\$4,592,616	\$7,222,132
Total Effect	282.3	\$13,742,515	\$17,346,857	\$29,661,605

SOURCE: Rockefeller Institute of Government analysis.

Jawonio

Number of Employees: **850**

Number of People Supported: **3,500**

Impact Facts

- Jawonio is the seventh largest employer in Rockland County and the largest disability services organization in the region.
- Jawonio is based in Rockland County but also serves clients in Westchester and Orange counties.
- Jawonio helps other NYSID partners by referring employees to other organizations when they have open positions.



Photo provided by NYSID.

Jawonio Cleaning Company

Jawonio's Cleaning Company is responsible for regularly cleaning 2.3 million square feet including the White Plains Courthouse, the Robert L. Yeager Health Center, and the New York School for the Deaf. The social enterprise employs about 120 individuals with disabilities earning hourly wages ranging from \$16.65 to just over \$23.00 (including Supplemental Wages) for NYSID Contract sites. To prepare employees for work, Jawonio runs the Green Clean Training program. This curriculum offers classroom and hands-on learning opportunities to their students and teaches them the skills to be successful in the industrial cleaning sector. As employees gain experience and demonstrate leadership skills, they can advance within the Jawonio Cleaning Company or be placed with outside employers.

Jawonio's cleaners have faced several opportunities and challenges due to the COVID-19 pandemic. Over the past months, Jawonio has seen an increased demand for their services. They have shifted schedules from evening to daytime hours, met demand for continuous cleaning services, and adapted to ever changing CDC guidelines. Jawonio provided extra training to their employees and purchased additional high-tech cleaning equipment. In total, the Cleaning Company generates about 13 percent of Jawonio's entire revenue.

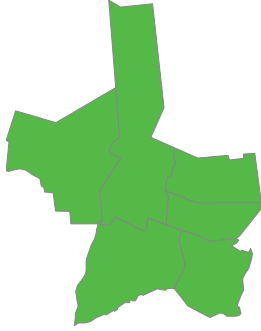
Consumer Directed Personal Assistance Program

Jawonio was one of the first agencies authorized to provide clients with access to the Medicaid Consumer Directed Personal Assistance Program (CDPAP). The program allows individuals with illnesses or disabilities to screen, interview, hire, train, supervise, and dismiss their own personal care assistants. The program allows clients to have control over their own lives and schedules, and avoid institutionalization. Jawonio currently serves 108 clients who employ 152 personal assistants.

"This program benefits our clients because it is an in-home service, and the client basically runs the show. Clients like to be in charge of their day-to-day routine and have control over who comes in and out of their homes. The clientele has the power to decide how their care and services will be implemented."

Ritza Santiago, Director of Consumer Directed Personal Assistance Program

Clients often hire family members and friends to work with them, which allows for a more comfortable relationship. Jawonio is responsible for employee record keeping, processing paychecks, and maintaining lists of available aides. Another unique feature of Jawonio's CDPAP program is that personal assistants are eligible for employee benefits through the organization. Throughout the pandemic, some clients lost aides or had to bring on board new people that they were quarantining with. Jawonio worked quickly to handle employment paperwork and benefits registration in response to these shifts, while ensuring personal assistants and clients adhered to Department of Health pandemic guidelines.



Mohawk Valley

	Disability	No Disability
Population	72,593	403,135
Share	15.3%	84.7%
Employment Rate	31.4%	76.2%
Poverty Rate	31.1%	12.5%

Disability Service Providers

Number of Agencies: 17
 Gross Revenue: \$382,012,165
 Payroll: \$209,503,028
 FTE: 6,011.5

Total Agency Revenue: \$603,185,023

TABLE 16. Disability Services Economic Impact in the Mohawk Valley, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	9,708.8	\$296,465,262	\$256,314,589	\$382,012,165
Indirect Effect	659.2	\$39,595,142	\$65,759,324	\$128,918,856
Induced Effect	1,601.8	\$83,351,619	\$152,688,620	\$256,004,378
Total Effect	11,969.8	\$419,412,023	\$474,762,533	\$766,935,400

SOURCE: Rockefeller Institute of Government analysis.

TABLE 17. NYSID's Economic Impact in the Mohawk Valley, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	84.8	\$3,125,197	\$4,254,359	\$8,835,747
Indirect Effect	23.4	\$1,470,001	\$2,261,960	\$4,078,737
Induced Effect	21.4	\$1,152,323	\$2,107,314	\$3,500,385
Total Effect	129.6	\$5,747,521	\$8,623,633	\$16,414,869

SOURCE: Rockefeller Institute of Government analysis.

Arc Herkimer

Number of Employees: **350**

Number of People Supported: **620**

Impact Facts

- Arc Herkimer is the second largest employer in Herkimer County.
- Arc Herkimer is the primary disability service provider in the area.
- Arc Herkimer rents many spaces to local businesses and reinvests the revenue into their programs and the greater community.



Photo provided by NYSID.

“If you just look at our world a little differently than what most do, you can do some pretty cool things.”

Kevin Crosley, President and CEO of Arc Herkimer

Herkimer Industries

For over 15 years, Arc Herkimer has embraced entrepreneurship to diversify employment opportunities and revenue streams for the organization. Since 2008, Herkimer Industries has run a secondhand goods store that sells items donated by the community and employs individuals with disabilities. Arc Herkimer has acquired several large commercial buildings, including a business park and mall, and has invested millions in renovations to house expansions of Herkimer Industries and rental space for other local businesses and organizations, which now host a wide variety of small and large enterprises.

Most recently, Arc Herkimer was gifted with an 18-hole golf course, restaurant, and bar, which provide work and service delivery opportunities for their clients and host community events. The revenues generated by Herkimer Industries and their rental properties are reinvested in Arc Herkimer programming and throughout the broader community. In 2017, Arc Herkimer built the Arc Park, a completely accessible playground and outdoor recreation center that benefits the entire county. When considering opportunities for enterprise expansion, Herkimer Industries leadership considers the type of work, the longevity of and demand for the service, and necessary capital investments. In total, Herkimer Industries’ diverse social enterprises account for about 37 percent of their total revenue, with future hopes of boosting it to 50 percent.

Transportation Services

As a rural community with limited public transportation infrastructure, the county’s elderly residents and residents with disabilities rely on Arc Herkimer’s transportation services. The organization provides door-to-door wheelchair accessible transportation for about 225 residents each day. Without this service, many people would otherwise be homebound and have no access to the organization’s other services or opportunities. They also offer charter services throughout the state for any group and advertising opportunities for local businesses on their buses.

In 2020, there was a lengthy period of little to no service due to COVID-19 restrictions and they faced challenges upon reopening. To prioritize the health and safety of their clients, Arc Herkimer had to run anywhere from two to three times more routes than usual to maintain social distancing and avoid residents from one group home mixing with those from another to avoid potential infection.



New York City

	Disability	No Disability
Population	903,854	7,450,744
Share	10.8%	89.2%
Employment Rate	32.8%	74.7%
Poverty Rate	33.5%	14.0%

Disability Service Providers

Number of Agencies: 127
 Gross Revenue: \$2,313,209,725
 Payroll: \$1,138,851,467
 FTE: 30,226.9
 Total Agency Revenue: \$6,429,886,953

TABLE 18. Disability Services Economic Impact in New York City, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	51,367.7	\$1,913,993,831	\$1,648,161,871	\$2,313,209,725
Indirect Effect	4,936.1	\$399,716,776	\$672,062,554	\$1,121,112,477
Induced Effect	11,995.2	\$791,892,462	\$1,421,012,115	\$2,196,708,217
Total Effect	68,299.0	\$3,105,603,068	\$3,741,236,540	\$5,631,030,419

SOURCE: Rockefeller Institute of Government analysis.

TABLE 19. NYSID's Economic Impact in New York City, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	1,251.9	\$74,746,107	\$81,106,767	\$123,443,427
Indirect Effect	1,76.7	\$17,416,358	\$26,459,694	\$39,608,061
Induced Effect	307.3	\$21,474,360	\$38,452,277	\$57,371,616
Total Effect	1,735.9	\$113,636,825	\$146,018,737	\$220,423,104

SOURCE: Rockefeller Institute of Government analysis.

Fedcap Rehabilitation Services

Impact Facts

- Fedcap Rehabilitation Services, Inc. employed 1,500 individuals —the majority of whom have disabilities—in their commercial businesses in 2020.
- The average salary of these employees was \$48,000.

“By partnering with NYSID, Fedcap Rehabilitation Services, Inc. brings the dignity of work to over 1,500 New Yorkers with disabilities. In addition to topflight business solutions and services, the jobs we deliver offer vital, purposeful work, along with competitive pay, health care, and other benefits. For many, these jobs provide the first real pathway to purchasing a home, a car, or living independently.”

Steve Coons, President of Fedcap Rehabilitation



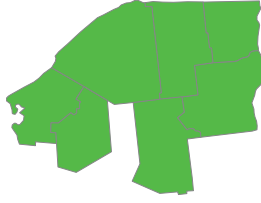
Photo provided by NY Alliance for Inclusion & Innovation.

Business Solutions

Fedcap Rehabilitation Services’ social enterprises can be found across New York City. Total Facilities Management (TFM), a maintenance company, manages 22 million square feet of space. TFM provides facilities management services at the Statue of Liberty, Ellis Island, Port Authority, and several federal court houses. The organization also offers digital imaging and document management services for federal, state, and city agencies, printing and mailing services, culinary services, and manufacturing services for military grade life-safety devices. Fedcap Rehabilitation Services employs 1,500 individuals—the majority of whom have disabilities—across all of their social enterprises. Employees earn competitive salaries, an average of \$48,000, and have opportunities for career advancement. Munir began as a data entry clerk on a contract for New York City emergency medical services in 2015. He was quickly recognized for his accuracy and speed and was trained on other aspects of data entry. Munir has since been promoted to project lead on a contract with the New York City Department of Finance (DOF). He manages the day-to-day and end-to-end processing of parking tickets for the DOF—between 2,000 to 3,000 tickets per day. As a project manager, he is responsible for regular reports to DOF, keeping updated on procedures, assisting his staff, and training new employees. “I did a lot of interviews,” noted Munir. “I knew I could do the job, but a lot of places didn’t hire me, I think because I use a wheelchair.”

Career Design School

Fedcap Rehabilitation works with students as they chart their career path. The nationally recognized Fedcap Career Design School offers training and certificate programs in a wide range of fields. Programs are structured to teach students both the technical and customer service skills required for success. The Career Design School maintains a commercial kitchen training center in midtown Manhattan where culinary arts students complete a 600-hour program. In addition to course work, the program includes a real-world internship that prepares them for entry level positions in the food services sector. Students interested in working in custodial services are trained in commercial office cleaning procedures, equipment maintenance, and customer service. The computer service technician program prepares students for entry level positions in information technology such as help desk and technical support. The school also offers training programs in security operations, retail customer service, construction safety, and FDNY courses.



North Country

	Disability	No Disability
Population	62,926	330,702
Share	16.0%	84.0%
Employment Rate	29.2%	73.5%
Poverty Rate	34.2%	12.1%

Disability Service Providers

Number of Agencies: 14

Gross Revenue: \$207,519,490

Payroll: \$117,678,279

FTE: 3,247.1

Total Agency Revenue: \$362,160,279

TABLE 20. Disability Services Economic Impact in the North Country, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	5,407.8	\$157,843,398	\$137,506,097	\$207,519,490
Indirect Effect	325.3	\$18,945,664	\$33,085,694	\$64,772,432
Induced Effect	766.1	\$36,920,058	\$70,818,770	\$118,706,262
Total Effect	6,499.1	\$213,709,120	\$241,410,561	\$390,998,184

SOURCE: Rockefeller Institute of Government analysis.

TABLE 21. NYSID's Economic Impact in the North Country, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	5.8	\$215,131	\$347,377	\$693,327
Indirect Effect	1.6	\$90,492	\$146,895	\$267,254
Induced Effect	1.3	\$64,390	\$123,158	\$204,529
Total Effect	8.7	\$370,013	\$617,431	\$1,165,110

SOURCE: Rockefeller Institute of Government analysis.

Arc of Jefferson-Saint Lawrence

Number of Employees: 1,080

Number of People Supported: 2,000

Impact Facts

- The Arc Jefferson-St. Lawrence was created when the St. Lawrence NYSARC and Jefferson Rehabilitation Center merged in 2019.
- The Arc operates St. Lawrence County's Public Transit System covering 1.5 million miles annually.
- Arc of Jefferson-St Lawrence is a \$74 million organization.

"One of our successes is diversification and with state funding being reduced we have to make up lost revenue in order to limit future risk. We rely on our revenue streams to fund important programs that would otherwise not exist."

Howard Ganter, CEO of Arc Jefferson-St. Lawrence

Social Enterprises

The Arc of Jefferson-St Lawrence is unique for its efforts to diversify its revenue streams and provide a wide range of employment opportunities for individuals with disabilities in the North Country. Through the SourceAmerica program, the Arc provides janitorial and warehouse management at the Central Issue Facility at Fort Drum, as well as janitorial, lawn mowing, and snowplowing services at three border crossing stations along the St. Lawrence River. The Arc offers assembly and packaging services for federal, state, and private clients, including equipment folders and government tags for the US Army and exam blue books for students across New York.

These profitable federal contracts have given the Arc the resources required to expand into other lines of business. They work with Impacto, a Canadian personal protective worker manufacturer, to manage their warehouse and produce several products for US distribution. The Arc partners with New York Air Brake to package hydraulic brake repair kits. The Arc owns two UPS franchise stores, a for-profit supermarket, and a print shop which makes everything from customized banners to golf balls. Having multiple funding streams allows the Arc to service a wide range of individuals with varying types of disabilities, including developmental, learning, physical, and mental disabilities. These social enterprises employ about 140 individuals with disabilities and generates 39 percent of the Arc's total revenue.

Early Intervention and Preschool Services

The Arc Jefferson-St Lawrence offers a range of early childhood services that fill important community needs. Health Home Case Management offers strength-based assessments, individualized service planning, culturally appropriate person and family center services, and transition planning for Medicaid-eligible children experiencing emotional or behavioral difficulties. The Early Intervention program empowers parents to seek services for their young children who may be experiencing a delay in one or more developmental domains.

The Arc operates the Bright Beginnings Early Learning Center, a designated integrated preschool. There are limited options for daycare in the two counties and even fewer services that can meet the needs of preschool age children with disabilities. Recent renovations to their early intervention daycare now enable the Arc to provide daycare and early intervention services for 120 students. Students with and without disabilities learn alongside one another in integrated classrooms and daycare staff work with clinical staff, such as physical, occupational, and speech therapists to provide services for students in the classroom setting. Outside of classrooms, early intervention staff provide services in families' homes and conduct evaluations to determine eligibility for their services.

During the COVID-19 pandemic, their daycare stayed open, and they implemented remote learning and service opportunities to ensure students still received the services they needed. Aside from the developmental benefits of early intervention services, the organization's relationship with clients and families often begins with childhood services. By working with the organization early on, families learn about the other services and supports the organization offers as clients age. Arc Jefferson-St Lawrence also works with the local school district to operate a universal pre-K class and contracts with schools to provide services as well.



Southern Tier

	Disability	No Disability
Population	93,715	533,396
Share	14.9%	85.1%
Employment Rate	32.6%	74.0%
Poverty Rate	31.6%	14.3%

Disability Service Providers

Number of Agencies: 25

Gross Revenue: \$174,875,602

Payroll: \$96,737,922

FTE: 2,913.0

Total Agency Revenue: \$324,700,597

TABLE 22. Disability Services Economic Impact in the Southern Tier, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	4,105.8	\$140,713,740	\$121,718,258	\$174,875,602
Indirect Effect	261.2	\$15,103,998	\$25,955,531	\$50,067,254
Induced Effect	681.0	\$34,456,197	\$65,361,083	\$108,645,564
Total Effect	5,048.0	\$190,273,934	\$213,034,873	\$333,588,421

SOURCE: Rockefeller Institute of Government analysis.

TABLE 23. NYSID's Economic Impact in the Southern Tier, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	54.7	\$1,896,892	\$2,187,497	\$4,512,615
Indirect Effect	11.3	\$670,333	\$1,060,462	\$1,905,001
Induced Effect	11.5	\$580,002	\$1,097,957	\$1,814,141
Total Effect	77.4	\$3,147,227	\$4,345,917	\$8,231,757

SOURCE: Rockefeller Institute of Government analysis.

Arc of Chemung-Schuyler

Number of Employees: 550

Number of People Supported: 2,000

Impact Facts

- The Arc of Chemung-Schuyler was formed when The Arcs of Chemung and Schuyler merged in June 2020.
- The Arc operates Schuyler County Transit offering five fixed routes and a Dial-A-Ride service. In 2019, their public transit services provided rides to over 27,500 people and drove over 210,500 miles.
- The Arc's business services division offers a diverse range of services, including commercial cleaning, auto detailing, document management, food packaging, and an art gallery. Across all the Arc's businesses, they currently employ 63 people, including 35 people with disabilities.



Photo provided by NYSID.

“Our multiple businesses provide a wide range of employment and exploration opportunities. If we have someone who has a particular career interest, somewhere in one of our businesses we have something similar enough to give them a chance for exploration. We recently had a student interested in working for the post office, so we placed him in shredding where he could work on sorting papers and dealing with repetitive paper tasks to meet his need for exploration.”

Wendy Shutter, Director of Business Services

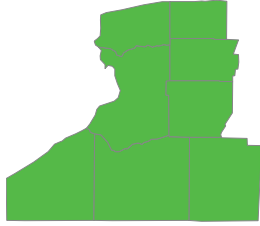
Glen Copack

Chemung and Schuyler counties are located in a nationally recognized hub of food production. The region's large agricultural sector includes dairy product manufacturing and wineries. When The Arc was looking to transition away from sheltered workshops, they saw a need in the local economy for a small batch food manufacturing and packaging facility that would meet the needs of food entrepreneurs. They received grant funding and donations to build a licensed food manufacturing facility in Watkins Glen. Glen Copack specializes in bottling acidified and low-acidified hot and cold foods as well as dry fill food packaging and labeling and dry mixing. Glen Copack has been identified by the Cornell Food Venture Center, one of the nation's top food business incubators, as a potential packaging partner for its client entrepreneurs. Since 2009, Glen Copack has helped more than 100 clients prepare multiple products for store shelves. Glen Copack currently has two part-time employees with disabilities and has provided employment exploration opportunities in 2021 for seven other individuals.

The COVID pandemic resulted in shutdowns for Glen Copack. Management used the closure as an opportunity to rethink workflows and processes and make investments in new grant funded equipment. When workers returned to the facilities they were trained on new procedures, ultimately enabling more efficient production.

Environmental Modifications

The Arc of Chemung-Schuyler manages an Environmental Modification (E-mods) program that provides internal and external physical adaptations to the home. Such modifications are often needed to enable the person supported to function with greater independence and prevent institutionalization. Projects ultimately ensure the health, welfare, and safety of the client. Common projects include bathroom remodels and the construction of ramps. Clients contact The Arc who then coordinates all aspects of the remodeling project. The Arc finds local architects with appropriate expertise, commissions the drawings, collects bids from local contractors with relevant experience, and provides oversight of the entire project to make sure that the work meets the specifications required and customer needs. They also help their clients manage the paperwork for the OPWDD E-Mods program.



Western New York

	Disability	No Disability
Population	189,188	1,176,193
Share	13.9%	86.1%
Employment Rate	33.5%	78.3%
Poverty Rate	32.2%	11.6%

Disability Service Providers

Number of Agencies: 24

Gross Revenue: \$467,707,808

Payroll: \$253,591,509

FTE: 7,689.1

Total Agency Revenue: \$738,942,580

TABLE 24. Disability Services Economic Impact in Western New York, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	10,823.1	\$374,121,176	\$327,583,634	\$467,707,808
Indirect Effect	824.6	\$49,368,179	\$81,532,562	\$158,139,401
Induced Effect	2,310.6	\$119,196,502	\$218,268,312	\$365,826,451
Total Effect	13,958.2	\$542,685,857	\$627,384,508	\$991,673,659

SOURCE: Rockefeller Institute of Government analysis.

TABLE 25. NYSID's Economic Impact in Western New York, 2019

Impact Type	Employment (FTE)	Labor Income	Value Added	Output
Direct Effect	80.1	\$3,231,982	\$3,122,723	\$5,993,312
Indirect Effect	16.1	\$999,051	\$1,534,785	\$2,727,326
Induced Effect	23.4	\$1,192,991	\$2,185,997	\$3,653,308
Total Effect	119.5	\$5,424,023	\$6,843,506	\$12,373,946

SOURCE: Rockefeller Institute of Government analysis.

The Arc Erie County New York

Number of Employees: 1,000

Number of People Supported: 2,000

Impact Facts

- The Arc Erie County has been providing disability services for 70 years.
- The Arc Erie County's clients include Erie County Water Authority, the University of Buffalo, the City of Buffalo, and Erie County DMV.
- Participants in the Without Walls Day Habilitation program volunteer 200 to 300 hours a week throughout Erie County.



Photo provided by NY Alliance for Inclusion & Innovation.

Enclave Labor Solution

One of the primary goals of Arc Erie County and its peer organizations is to help individuals with a disability learn the skills needed so they can transition to community-based employment opportunities. The Arc Erie County has developed Enclave Labor Solutions to provide community-based jobs for its workforce. The enclave is a team of employees, which includes a working supervisor that is placed on-location at a local business. The Arc Erie County works with the business to identify the labor needs and skill sets required and then identifies prescreened, qualified workers right for the job. The Arc Erie County provides training, supervision, and day-to-day support for the team of workers. The Arc Erie County currently staffs five enclaves with four to 15 employees on each. One enclave labor team working at Harmac Medical Products assisted with manufacturing COVID-19 vaccines.

In addition to enclaves, Arc Erie County operates janitorial, landscaping, and snow removal enterprises, as well as other community-based employment opportunities. In total, Arc Erie County employs over 400 employees with a disability and is looking to expand training and employment opportunities. They have invested \$1.2 million in the creation of a training center with a commercial kitchen, hospitality room, and technology training suites. These suites will allow Arc Erie County to provide professional and independent living skills training to 100 individuals.

"We wanted to get out into the community and help those we support experience new things. When we started getting people out, a whole other side of each of them came out and we learned so much more about the individuals we support that we never would have known if they were still in a workshop."

Katie Reiss, Associate Director of Day Habilitation

Day Habilitation Without Walls

As Arc Erie County phased out their sheltered workshops, they created the Day Habilitation Without Walls program to provide opportunities to about 70 individuals with disabilities. Unlike many site-based day programs, individuals have opportunities to explore and participate in the Western New York community. Popular activities include volunteering (such as delivering Meals on Wheels), cleaning and gardening at local churches, and weeding community gardens. The Arc Erie County has partnered with the Buffalo Philharmonic Orchestra to develop a new curriculum in music appreciation and opportunities to see live performances. Without Walls participants go to the YMCA for swimming and exercise and social activities at the local senior centers. The Without Walls participants have been recognized for the important role they are playing in the Western New York community. They were named partner of the year by the Buffalo Philharmonic and honored for their work in establishing the flower beds at the Buffalo Naval Park.

6. Challenges Facing Disability Service Providers in New York State

The past few years have brought a number of changes for disability service providers, both expected and unexpected. The COVID-19 pandemic and subsequent public health management measures required disability service providers to alter how they worked with clients and families they served. Providers saw a dramatic increase in costs as they implemented safety protocols and a decline in revenues as reimbursements fell. In the aftermath of COVID-19, disability service providers are struggling with an employment shortage. For much of the past decade, disability service providers have not received annual cost of living adjustments each year as part of the State Budget. As a result, providers have been unable to keep pace with the rate of medical and nonmedical inflation and now struggle to offer competitive wages.

After many years of transition, providers were required to complete a phase out of sheltered workshops in 2020. In response to the transition, many providers took an entrepreneurial approach by developing new lines of business and creating recreational programming to provide new opportunities to those previously employed in workshops. While the organizations have made the necessary transitions, the policies overseeing the Preferred Source programs have not been updated to reflect the new regulations.

In this section, we will discuss the challenges and opportunities facing disability service providers in the near and longer term. We also identify policies that could enable disability service providers better serve their clients and create new employment opportunities for New Yorkers with disabilities.

COVID-19 Aftermath

COVID-19 presented significant challenges for organizations serving those with disabilities. Individuals with intellectual disabilities and autism were more likely to contract the virus and died at higher rates than the rest of the population. These outcomes were driven by the fact they were more likely to have preexisting health conditions and more likely to live in congregate settings such as group homes.¹²

Disability service providers faced significant financial strain as a result of the pandemic. They incurred additional payroll costs in an effort to keep necessary staffing levels. Many organizations needed to offer incentives to keep essential frontline workers. Providers also needed to purchase personal protective equipment and upgrade infrastructure to maintain services. At the time of increased costs, reimbursement revenues fell. One report estimated the net losses for the New York sector to be \$513 million.¹³

COVID-19 will have long-term impacts on disability service providers' offerings and social enterprises. One provider of medical care noted the adoption of telehealth services will continue for the long term. The use of telehealth in particular for mental health care allowed them to expand offerings and better serve their clients. One of the largest areas of business for social enterprises is janitorial services. Many of the organizations we spoke with saw increased demand for their services, which allowed

them to offset losses in other businesses. Closures also allowed some organizations to make investments in their facilities and infrastructure. While the organizations made the best of a difficult situation, they look forward to returning to full capacity in the near future. Many are still unable to offer all of the services available before COVID-19. Their clients are looking forward to returning to the programming they enjoyed before.

Employment Shortages

In discussions with organization leaders, the number one challenge facing disability service providers is staffing vacancies. Direct support professionals (DSPs) work with individuals with intellectual and developmental disabilities in a variety of settings. DSPs help with day-to-day activities, including getting dressed, going to the bathroom, transportation to work, and grocery shopping. Without adequate staffing, disability support organizations are unable to offer all of the services their clients require.

According to a recent New York Disability Advocates workforce survey, provider agencies report vacancies in one out of every four direct care positions.¹⁴ In the report, nearly half of agencies reported the need to close programs or reduce operations as a result of staffing shortages. To address this shortage, organizations have had to make difficult decisions to prioritize some programs over others. One agency leader we spoke with said they had to decide to staff the positions that serve the most individuals. They will fill a vacancy in a day habilitation program or residential facility first because they directly support the most people. It means that, for example, a DSP that would typically work one-on-one with a client, such as an individual child at a day camp, has to be allocated elsewhere.

Leaders identified two primary factors contributing to the workforce shortage. The most immediate cause of the current shortage has been the COVID-19 pandemic, which has made the job more challenging. A recent survey of DSPs in New York State provided some insights into the experience of workers in the first year of the pandemic.¹⁵ After six months, 98 percent of New York DSPs said they were classified as essential workers. However, only 9 percent of those DSPs surveyed in New York received COVID-19 augmentation or bonus pay to compensate for the pandemic-related risks they encountered while on the job. Half of the respondents reported additional responsibilities and different roles, 50 percent reported an increase in the number of hours they worked, and a third said they were working in different settings and different shifts than they did before the pandemic. One year into the start of the pandemic, over a third (35 percent) of national respondents reported that work life had worsened. When asked why coworkers left their positions, they cited family reasons (29 percent), childcare issues (25 percent), and fear of becoming infected (22 percent). Despite these changes and workforce shortages, the mean hourly wage for DSPs in New York did not change in a way that reflects the current situation. New York-based respondents to the recent COVID-19 survey reported a mean hourly wage of \$16.44 before the pandemic and \$16.84 after the pandemic. The increase of 2.4 percent in New York trails the 3.0 percent wage growth reported nationally.¹⁶

In addition, a number of changes over the past decade have lowered the relative compensation of DSPs. DSP wages are driven by the reimbursement rates for Mental Hygiene Services set annually by OPWDD. These rates previously allowed agencies to pay DSPs an hourly wage above the state minimum. In 2016, New York implemented increases in the state’s minimum wage in an effort to establish a living wage. Large employers in New York City were required to pay a minimum wage of \$15.00 an hour by December 31, 2019 and employers in Long Island and Westchester Counties must meet the target by the end of 2021. In the rest of the state, the minimum wage will increase to \$13.20 on December 31, 2021.¹⁷ Reimbursement rate growth has not kept pace with the minimum wage growth over the past five years. [Figure 2](#) shows that between 2016 and 2020, minimum wages grew in the New York City region by 40 percent and 30 percent in the rest of the state. The median OPWDD reimbursement rates for prevocational programming grew by 20 percent and for day habilitation grew by 10 percent.

With an increase in minimum wage and relative stagnation of reimbursements, the premium once paid to DSPs has fallen. The recently reported hourly wage of New York DSPs was \$16.84, comparable to the wages paid to entry level workers in retail, hospitality, and warehousing sectors in some parts of the state. The relative decline in pay makes other opportunities more attractive and the retention and recruitment of DSPs more challenging. **Disability service providers called for an increase in reimbursement rates that would allow them to offer competitive pay to staff members.**

FIGURE 2. Growth in Wages and Reimbursements



Beyond increased funding that would enable more competitive wages, advocacy organization such as NYDA and the Arc have been calling for workforce development initiatives to improve the inflow of workers.¹⁸ For example, the creation of vocational training programs at the high school or community college levels could build a pipeline of qualified employees into the workforce. Career advancement opportunities could be critical for retaining workers. Credentialing programs will provide pathways to advancement and higher wages for people interested in careers as disability service providers.

Revisiting Preferred Source Program Policies

NYSID was founded to create opportunities for vocational development and employment for New Yorkers with disabilities. The nature of employment opportunities and workplaces have shifted since NYSID was founded in 1975 and a regular review of requirements and thresholds is warranted.

Over the past decade, disability service providers have transitioned workers from sheltered workshops into integrated or affirmative businesses. Integrated businesses require employees with disabilities to interact with the public and work side by side with nondisabled workers. This can be accomplished by limiting the number of full-time employees with disabilities to 50 percent. All employees, regardless of disability status, must have the same job titles, duties, and promotional opportunities. The new staffing requirements for integrated businesses poses challenges for NYSID Member Agencies as they pursue Preferred Source contracts. The current New York State Procurement Bulletin requires that 75 percent of direct labor under a Preferred Source agreement be provided by people who are blind or by people with disabilities. The ratio of disabled employment required for Preferred Source contracts was established in the era of sheltered workshops, but is now higher than the ratio legally allowed for integrated businesses as defined by OPWDD. The conflicting ratios provide challenges for the NYSID Member Agencies to both comply with the requirements for integrated employment and meet the threshold of Preferred Source providers.

The New York State Office of General Services (OGS) and NYSID, in conjunction with the New York State Education Department, could consider revisiting the direct labor requirement to more closely align with OPWDD's integrated business guidelines. **Lowering the direct labor requirement from 75 percent to 50 percent will allow these social enterprises to continue to serve as Preferred Source providers and create additional employment opportunities.** Easing the direct labor requirement could encourage other businesses to integrate employees with disabilities into their workforce.

OGS could consider other revisions to the program that would create new employment opportunities for New Yorkers with disabilities. Easing the regulations around the Preferred Source procurement process could bring new state agency clients to NYSID's Member Agencies. The current NYSID threshold for contract review and procurement is \$50,000. This regulation affects at least half of all NYSID contracts. As a point of comparison, the review threshold is \$500,000 for New York State Small Businesses or New York State-certified Minority and/or Women-Owned Enterprises.



Photo provided by NY Alliance for Inclusion & Innovation.

Raising the price approval threshold for review to \$250,000 would lower the administrative overhead for contract execution for clients, NYSID, and OGS. This policy change would allow NYSID to more effectively respond to customer needs and expand its client base.

OGS could also create new employment opportunities for individuals with disabilities through stricter enforcement of procurement procedures and requiring agencies to purchase from NYSID the services and commodities for which they have been identified as the preferred source.

Conclusion

Disability service providers play a critical role in their communities. In New York, they work with over a million adults and children to provide services essential for their physical and mental well-being. They are major employers supporting almost 195,000 jobs and providing \$8.0 billion in labor income. In many communities, disability service providers rank among the top employers. As disability service providers work to create opportunities for integration, they further expand their role. Though day habilitation and recreational facilities, they provide thousands of hours of community service. Their social enterprises create employment opportunities for workers with and without disabilities to work together and provide critical services to public and private clients in their region. Some of these organizations invest in and maintain critical public infrastructure including public parks and public transit. Beyond the \$14.3 billion economic impact, it is hard to imagine New York's communities without these important organizations.

Photo provided by NYSID.

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The estimated value of labor income represents the total cost to the firm associated with employing the labor force. It includes wages and salaries earned by the workers, fringe benefits and other overhead expenses such as payroll taxes. The CFR data represent only the wages and salaries and do not include the fringe benefits. As a result, the estimates of FTE and labor income will be higher than values reported on CFR reports.
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