

THE LONG ISLAND CENTER FOR SOCIO-ECONOMIC POLICY

**MAINTAINING THE STRENGTH OF LONG ISLAND AGENCIES ASSISTING LONG
ISLANDERS WITH DISABILITIES**

**ON THE 25TH ANNIVERSARY OF ENACTMENT OF THE AMERICANS WITH
DISABILITIES ACT**

PREPARED FOR

THE DISABILITY OPPORTUNITY FUND

PREPARED BY

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September 2015

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**Maintaining the Strength of Long Island Agencies Assisting Long Islanders with
Disabilities
On The 25th Anniversary of Enactment of the Americans with Disabilities Act
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Table of Contents

Abstract	Page 3
Introduction:	Page 5
The Need for Agencies Assisting Long Islanders with Disabilities	Page 5
Research Design and Methodology	
Purpose of This Study	Page 7
Descriptions and Selection of Subjects	Page 7
Implementation, Data Gathering, and Instrumentation	Page 7
Research Questions That Guided This Study	Page 8
Data Analysis and Findings	Page 9
Research Question One	Page 9
Research Question Two	Page 19
Research Question Three	Page 20
Research Question Four	Page 23
Summary and Conclusions	Page 24
Appendix A: Survey Distributed to Agencies	Page 28
Appendix B: Bio of Principle Researcher	Page 31

ABSTRACT

To honor and recognize the 25th anniversary of the ADA, Suffolk County Office for People with Disabilities had the foresight to examine a very unique industry sector cluster servicing Long Island.

Long Island is unique in serving people with developmental disabilities. The agencies that deliver the services are strongly managed, are financially strong and comprise a sound industry sector cluster that is mature, competent, and with a long history of serving Long Islanders.

This study examined the needs of the agencies serving Long Islanders with disabilities, the resources required to maintain their strength and effectiveness, how they viewed the current and future Long Island economy, the challenges that they currently face, and the challenges that they believe they will have to confront in the future. This includes financing, the contraction and expansion of their industry sector, finding qualified employees, workforce development, and adapting to changing technology.

The strength of this industry sector cluster provides a unique opportunity for Long Island businesses to address the growth of this critical market segment with technology innovation, workforce development and financial services.

Respondents were guarded in how they viewed the improvement of the Long Island economy during the past year, stronger in their view of economic improvement during the next five years, and that during the next five years their agencies will not close, and that their industry sector will expand and not contract.

Integral to growth was finding qualified employees, technology innovation, and workforce development.

Financial resources including banks and public and private capital was important. Most tried to raise capital with a modest number trying to get bank lending in the past year with most who tried finding success.

Most agencies had gross revenues greater than \$5 million, most reported increased gross revenues in 2014 over 2013, and most reported employee increases since 2013.

Business capital strategies for the next 12 months included focusing on outside capital infusions, and seeking to expand their market area and their service offerings. To improve working capital, private capital was most preferable, followed by better cash management, bank financing, crowd sourcing and traditional fundraising.

Correlations existed between how respondents viewed whether Long Island's economy will improve in the next five years with how well they felt that the current economy had improved over the past year; between whether agencies would close to whether their industry sector would contract or expand, and to their success in raising capital; between whether the economy had improved over the past year to whether agency growth depended on technology innovation; and the success with raising capital to whether the service sector would expand and whether the service sector would contract.

Other correlations existed between the importance of workforce development to growth and gross revenues; the importance that capital had in agency growth to the agency years in operation; between bank lending's importance to growth and trying to obtain bank lending; the increase and decrease in gross revenues to the increase and decrease in employees; trying to get bank lending in the past year to the years in operation; gross revenues with amount of employees; and years in operation to increase or decrease in gross revenues.

A stepwise multiple regression analysis indicated that bank lending predicted 29 percent of the variance in the increase and decrease of agency employees and the importance of bank lending predicted 35 percent of the variance in the increase and decrease of gross revenues.

INTRODUCTION

Twenty-five years ago in July 1990, the Americans with Disabilities Act (ADA) was signed into law. The ADA makes it unlawful to discriminate against a person based on that person's disability. The ADA defines an individual with a disability as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such impairment, or a person who is perceived by others as having such impairment. The ADA does not name all of the impairments that are covered. The ADA definition of "disability" is a legal term - not a medical one - and may vary depending on the federal, state, or local statute being referenced.

The ADA works towards a future for persons with disabilities in which all doors are open to equality of opportunity, full participation, independent living, and integration and economic self-sufficiency.

The study that follows evaluates the strength of Long Island's industry sector that assists those in the region with disabilities and illustrates how successful they are, what resources are necessary to maintain their strength and success, how they view the Long Island economy, how they view the future, and what the goals and objectives are for their agencies.

THE NEED FOR AGENCIES ASSISTING LONG ISLANDERS WITH DISABILITIES

Tables A and B identify the disability status of Long Island's population between 2000 and 2013. While the census age categories defining the disability status of Long Islanders between 2000 and 2013 have slight differences, the closeness of the age categories provide equivalent data from which comparisons can be made.

The data presented indicates that while Long Island's population has grown, Long Islanders with disabilities as recorded by the U.S. Census have slightly decreased. However, the demand for services and their associated costs continue to increase. Important to note is that although the percent of those over 65 years of age with a disability have remained basically unchanged between 2000 and 2013, representing 29.4 percent of Long Islanders over 65 years of age, the percent of the disabled over 65 years of age to the total of all Long Islanders with a disability has increased from 28 percent in 2000 to 48 percent in 2013.

Category	Nassau County, New York		Suffolk County, New York		Long Island, New York	
	Number	Percent	Number	Percent	Number	% Suffolk County
Total Population 5 years and older	1,238,716	100%	1,307,466	100%	2,546,182	51.4%
Disabled Population 5 years and older	196,086	15.8%	214,085	16.4%	410,171	52.2%
Population 5 to 20 years	285,031	100%	316,675	100%	601,706	52.6%
5 to 20 With a disability	17,059	6.0%	21,279	6.7%	38,338	55.5%
Population 21 to 64 years	760,177	100%	831,293	100%	1,591,470	52.2%
21 to 64 With a disability	118,176	15.5%	135,001	16.2%	253,177	53.3%
Population 65 years and Over	193,508	100%	159,498	100%	353,006	45.2%
65 + With a disability	60,851	31.4%	57,805	36.2%	118,656	48.7%

Source: DP-2: Profile of Selected Social Characteristics: 2000 - Census 2000 Summary File 3 (SF 3) - Sample Data

	Nassau County, New York		Suffolk County, New York		Long Island, New York	
	Estimate	Percent	Estimate	Percent	Number	% Suffolk County
Total Civilian Noninstitutionalized Population	1,333,255	100%	1,481,777	100%	2,815,032	52.6%
“ With a disability	114,308	8.6%	131,923	8.9%	246,231	53.6%
Pop. Under 18 years	307,136	100%	350,078	100%	657,214	53.3%
Under 18 With disability	8,062	2.6%	9,200	2.6%	17,262	53.3%
Pop. 18 to 64 years	823,231	100%	929,734	100%	1,752,965	53.0%
18-64 With a disability	46,477	5.6%	63,765	6.9%	110,242	57.8%
Pop. 65 years and over	202,888	100%	201,965	100%	404,853	49.9%
65 + With a disability	59,769	29.5%	58,958	29.2%	118,727	49.7%

Source: DP02: SELECTED SOCIAL CHARACTERISTICS IN THE UNITED STATES - 2009-2013 American Community Survey 5-Year Estimates

Thus the need for the agencies providing services to Long Islanders with disabilities has not diminished. Basically unchanged is the county where those with disabilities reside. In 2000, 52.2 percent of Long Islanders with disabilities resided in Suffolk County increasing to 53.6 percent in 2013.

RESEARCH DESIGN AND METHODOLOGY

Purpose of this Study

The purpose of this study was to examine the needs of the agencies serving Long Islanders with disabilities, the resources required to maintain their strength and effectiveness, their view the current and future Long Island economy, the challenges they currently face and the challenges they believe they will have to confront in the future. That included financing, the contraction and expansion of their industry sector, finding qualified employees and workforce development, and adapting to changing technology.

The benefit of this study is that it will identify the needs of the agencies serving people with disabilities and their families and provide an opportunity for Suffolk County to develop economic development and financing options to serve those businesses, agencies, individuals and families.

Descriptions and Selections of Subjects

The recipients of this survey were a purposely selected sample of the 76 agencies that serve Long Island in Region 5 of the New York State Office for People with Developmental Disabilities. The sample surveyed was selected from the Long Island Developmental Disabilities Service Office of Agencies providing services in the Long Island Region. The subjects of the study were the chief executive officers of the 76 agencies.

Implementation, Data Gathering, and Instrumentation

The surveys were distributed to the respondents by U.S. Mail on June 5, 2015. Included with the mailed survey packet sent to the chief executive officers of the agencies to be surveyed was a letter from The Disability Opportunity Fund thanking them in advance for their assistance and instructions on how to complete the survey.

The survey was individually addressed with pre-printed labels with a self-addressed return envelope to Dr. Martin R. Cantor, CPA. The letter of invitation to participate in the study explained the guarantee of confidentiality; that participation was voluntary; and that all respondents and their responses would be anonymous (See Appendix A).

A financial practices survey (see Appendix A) was designed to gather data from the 76 agency chief executive officers concerning their views of the Long Island economy, their industry sector, and their financial practices. A six point Likert Scale was used by respondents to report the degree they viewed the economy, their industry sector, and to what extent they practiced financial planning strategies. The Likert Scale for all items was 1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Somewhat Agree, 5=Agree, and 6=Strongly Agree.

The survey was comprised of two parts. Part 1 consisted of 14 questions designed to obtain the views of the agency chief executive officers of the Long Island economy, their industry sector and what financial management practices they were following.

Part 2 consisted of seven questions. They were how many years the agency has operated on Long Island; the 2014 gross revenue and whether the gross revenue had increased or decreased from 2013; the amount of 2014 employees and whether the employees had increased or decreased from 2013; the business strategies used or being contemplated for use during the next 12 months; and the resources identified to improve the agency's working capital.

The Following Research Questions Guided This Study

Research Question One

For the Long Island agencies providing services to persons with disabilities how did they view the current and future Long Island economy; the future of their agency; whether their industry sector will expand or contract; the importance of a qualified workforce, technology, and workforce development to their agency; the importance of private and public capital, bank lending, and the success in getting that financing; the years' operating on Long Island, and whether their gross revenues and employees had increased or decreased from the prior year.

Research Question Two

For the Long Island agencies that provide services to persons with disabilities what was the importance of outside capital, expanding their services, expanding their market area, capital infusion, banks, crowdsourcing, and cash management?

Research Question Three

What were the relationships of the Long Island agencies that provide services to persons with disabilities with improvement of the local economy, the closing of their agencies, whether their agencies would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, increases in gross revenues, years in operation, employees, and employee increases.

Research Question Four

How did improvement of the local economy, the possibility of the closing of their agencies, whether their industry sector would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, and years in operation, would predict the increase or decrease in agency employees and the increase or decrease in gross revenues.

DATA ANALYSIS AND FINDINGS

Description of Respondents

Of the 76 surveys mailed to chief executive officers of a purposely selected sample of agencies providing services to individuals with disabilities and their families, 25 (33 percent) survey responses were received.

Research Question One

For the Long Island agencies providing services to persons with disabilities how did they view, the current and future Long Island economy; the future of their agency; whether their industry sector will expand or contract; the importance of a qualified workforce, technology, and workforce development to their agency; the importance of private and public capital and bank lending, and the success in getting that financing; the years' operating on Long Island; and whether their revenues and employees increased or decreased from prior years.

Guarded Optimism for Improvement of the Long Island Economy

Tables 1 and 2 illustrate that there were no respondents who strongly agree as to whether the Long Island economy had improved during the past year and that the economy will improve over the next five years.

Of the respondents in Table 1, 41.7 percent strongly disagree to somewhat disagree that the economy had improved during the past year and a third of respondents in Table 2 strongly disagree to somewhat disagree that the economy will improve during the next five years.

However when the 37.5 percent in Table 1 who somewhat agree that the economy had improved during the past year are included with those who disagree that the economy had improved, the result is that nearly 80 percent don't feel excited about the improvement of the Long Island economy during the past year.

Table 1: Long Island Economy Improved During Past Year

	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	7.7	8.3	8.3
2	2	7.7	8.3	16.7
3	6	23.1	25.0	41.7
4	9	34.6	37.5	79.2
5	5	19.2	20.8	100.0
Total	24	92.3	100.0	
No Reply	1	7.7		
Total	25	100.0		

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Similarly in Table 2, when the 40 percent of respondents who somewhat agree that the Long Island economy will improve during the next five years are included with the 32 percent who strongly disagree to somewhat disagree that the economy will improve during the next five years, 72 percent of respondents are not too optimistic that the Long Island economy will improve during the next five years.

Table 2: LI Economy Will Improve During Next Five Years

	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	4.0	4.0	4.0
2	1	4.0	4.0	8.0
3	6	24.0	24.0	32.0
4	10	40.0	40.0	72.0
5	7	28.0	28.0	100.0
Total	25	100.00	100.0	

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Affirming the Strength of the Industry Sector that Serves Persons with Disabilities

Tables 3, 4, and 5 illustrate how respondents feel about the future of their agency and the industry sector that helps persons with disabilities.

Table 3 illustrates that only four percent somewhat agree that their agency will close during the next five years, while an overwhelming 96 percent strongly disagree to somewhat disagree that their agency will close. Significant is that 76 percent of respondents strongly disagree that their agency will close during the next five years.

Table 3: Agency Will Close During Next Five Years

	Frequency	Percent	Valid Percent	Cumulative Percent
1	19	76.0	76.0	76.0
2	3	12.0	12.0	88.0
3	2	8.0	8.0	96.0
4	1	4.0	4.0	100.0
Total	25	100.00	100.00	

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Respondents in Table 4 were also very optimistic about the future growth of their industry, with 64 percent who somewhat agree to strongly agree that their industry sector will expand during the next five years as compared to 36 percent who strongly disagree to disagree.

Affirming the respondents in Table 4, 68 percent of respondents in Table 5 strongly disagree to somewhat disagree that their industry sector will contract during the next five years contrasted by 32 percent who somewhat agree to strongly agree that it would contract.

Table 4: Sector That Helps Persons With Disabilities Will Expand During Next Five Years

	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	8.0	8.0	8.0
2	3	12.0	12.0	20.0
3	4	16.0	16.0	36.0
4	7	28.0	28.0	64.0
5	8	32.0	32.0	96.0
6	1	4.0	4.0	100.0
Total	25	100.00	100.0	

Note: (1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree (5) Agree; (6) Strongly Agree

Table 5: Sector The Helps Persons With Disabilities Will Contract During Next Five Years

	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	16.0	16.0	16.0
2	7	28.0	28.0	44.0
3	6	24.0	24.0	68.0
4	2	8.0	8.0	76.0
5	3	12.0	12.0	88.0
6	3	12.0	12.0	100.0
Total	25	100.00	100.0	

Note: (1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree (5) Agree; (6) Strongly Agree

Importance of Qualified Employees, Technology and Workforce Development to Growth

Tables 6, 7, 8 clearly illustrate that respondents highly regard for the growth of their agency qualified employees, technology and workforce development.

Of the respondents in Table 6, 100 percent agree and strongly agree that finding qualified employees are important to the growth of their agency.

Table 6: Qualified Employees Important To Agency Growth

	Frequency	Percent	Valid Percent	Cumulative Percent
5	5	20.0	20.0	20.0
6	20	80.0	80.0	100.0
Total	25	100.00	100.0	

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Respondents in Table 7 illustrate their understanding of how technology can impact the productivity of their employees and their agency. Nine-two percent of respondents somewhat agree to strongly agree that growth of their agency depends on technology.

Table 7: Growth of Agency Depends On Technology

	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	4.0	4.0	4.0
3	1	4.0	4.0	8.0
4	10	40.0	40.0	48.0
5	9	36.0	36.0	84.0
6	4	16.0	16.0	100.0
Total	25	100.00	100.0	

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Respondents in Tables 6 and 7 have noticeably shown they understand the importance of constantly improving their agency operations. The responses in Table 8 continues that trend with 100 percent of respondents who somewhat agree to strongly agree that workforce development was integral to the growth of their agency.

Table 8: Workforce Development Integral to Agency Growth

	Frequency	Percent	Valid Percent	Cumulative Percent
4	6	24.0	25.0	25.0
5	6	24.0	25.0	50.0
6	12	48.0	50.0	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Capital and Bank Lending Important to Agency Growth

Tables 9 to 14 illustrate the importance that agencies place on having available to them financial resources including banks and public and private capital.

All of the respondents in Table 9 somewhat agree to strongly agree, with over half who strongly agree, that capital was important to the growth of their agency, with nearly 92 percent of respondents in Table 10 who said that they had tried to raise capital in the past year.

Table 9: Capital Important to Agency Growth

	Frequency	Percent	Valid Percent	Cumulative Percent
4	1	4.0	4.2	4.2
5	10	40.0	41.7	45.8
6	13	52.0	54.2	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Table 10: Tried To Raise Capital In The Past Year

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	22	88.0	91.7	91.7
No	2	8.0	8.3	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

Table 11: Agency Successful In Raising Capital

	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	8.0	9.1	9.1
4	11	44.0	50.0	59.1
5	7	28.0	31.8	90.9
6	2	8.0	9.1	100.0
Total	22	88.0	100.0	
No Reply	3	12.0		
Total	25	100.0		

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Table 11 illustrates the importance that success in raising capital has on maintaining the strength of this sector of Long Island’s economy. Nearly 91 percent of respondents somewhat agree to strongly agree that their agency was successful in raising capital.

The importance to their agency on raising capital and the success respondents have had in raising capital correlates to the results in Table 5 where 68 percent of respondents strongly disagree to somewhat disagree that their industry sector will contract during the next five years contrasted by 32 percent who somewhat agree to strongly agree that it would contract.

Similar to the importance placed by respondents on raising capital are the results reflected in Table 12 where 84 percent of respondents somewhat agree to strongly agree that bank lending was important to the growth of their agency.

However despite the importance that bank lending is to the respondent’s agencies, only 58 percent of respondents in Table 13 said that they had tried to obtain bank lending in the past year while 42 percent indicated that they did not. It would appear that raising lower cost capital was preferential to bank lending.

Table 12: Bank Lending Important to Agency Growth

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	4.0	4.0	4.0
2	1	4.0	4.0	8.0
3	2	8.0	8.0	16.0
4	4	16.0	16.0	32.0
5	9	36.0	36.0	68.0
6	8	32.0	32.0	100.0
Total	25	100.00	100.0	

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Table 13: Agency Tried To Obtain Bank Lending In Past Year

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	14	56.0	58.3	58.3
No	10	40.0	41.7	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

While 58 percent of respondents in Table 13 had tried to obtain bank lending during the past year, Table 14 illustrates that 88.2 percent somewhat agree to strongly agree that they had success in seeking bank financing.

Table 14: Agency Had Success In Seeking Bank Financing

	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	4.0	5.9	5.9
3	1	4.0	5.9	11.8
4	5	20.0	29.4	41.2
5	7	28.0	41.2	82.4
6	3	12.0	17.6	100.0
Total	17	68.0	100.0	
No Reply	8	32.0		
Total	25	100.0		

Note:(1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree
(5) Agree; (6) Strongly Agree

Respondent Agencies Have Long History Serving Long Islanders with Disabilities

Table 15: Years Agency Has Operated on Long Island

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	1	4.0	4.0	4.0
7	1	4.0	4.0	8.0
14	1	4.0	4.0	12.0
15	3	12.0	12.0	24.0
20	3	12.0	12.0	36.0
23	2	8.0	8.0	44.0
30	2	8.0	8.0	52.0
32	1	4.0	4.0	56.0
35	2	8.0	8.0	64.0
38	1	4.0	4.0	68.0
40	2	8.0	8.0	76.0
44	1	4.0	4.0	80.0
49	1	4.0	4.0	84.0
50	1	4.0	4.0	88.0
51	1	4.0	4.0	92.0
54	1	4.0	4.0	96.0
100	1	4.0	4.0	100.0
Total	25	100.00	100.0	

The respondents to this survey represented agencies that have had a long history of serving Long Islanders with disabilities. Table 15 illustrates that they have operated on Long Island from between five and 100 years with the median of 30 years. Their longevity of serving Long Island reflects on their effectiveness and competency in service delivery.

2014 Gross Revenues and Revenue Growth from 2013

Tables 16 and 17 illustrate the revenue and revenue growth of responding agencies. Nearly 71 percent of respondents in Table 16 represented agencies with 2014 gross revenues greater than \$5 million. Table 17 indicates that nearly 82 percent of respondents reported that their 2014 gross revenues improved over 2013.

Table 16: Annual Gross Revenues for 2014

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than \$5 Million	7	28.0	29.2	29.2
More than \$5 Million	17	68.0	70.8	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

Table 17: 2014 Revenues Increase/Decrease from 2013

	Frequency	Percent	Valid Percent	Cumulative Percent
Increase	18	72.0	81.8	81.8
Decrease	3	12.0	13.6	95.5
No Change	1	4.0	4.5	100.0
Total	22	88.0	100.0	
No Reply	3	12.0		
Total	25	100.0		

2014 Employees and Employee Growth from 2013

Tables 18 and 19 illustrate the 2014 employee levels and whether those levels increased from 2013. In Table 18 responding agencies reported 2014 employees between 5 and 2,700 with the median employee level of 130.

Table 19 illustrates that nearly 73 percent of respondents reported that their 2014 employee totals increased from 2013.

Table 18: Employees at Agency in 2014

	Frequency	Percent	Valid Percent	Cumulative Percent
5	1	4.0	4.2	4.2
14	1	4.0	4.2	8.3
16	1	4.0	4.2	12.5
48	2	8.0	8.3	20.8
60	2	8.0	8.3	29.2
80	1	4.0	4.2	33.3
89	1	4.0	4.2	37.5
100	1	4.0	4.2	41.7
119	1	4.0	4.2	45.8
130	1	4.0	4.2	50.0
140	1	4.0	4.2	54.2
150	1	4.0	4.2	58.3
252	1	4.0	4.2	62.5
270	1	4.0	4.2	66.7
313	1	4.0	4.2	70.8
350	1	4.0	4.2	75.0
700	1	4.0	4.2	79.2
875	1	4.0	4.2	83.3
1200	1	4.0	4.2	87.5
1650	1	4.0	4.2	91.7
1900	1	4.0	4.2	95.8
2700	1	4.0	4.2	100.0
Total	24	96.0	100.0	
No Reply	1	4.0		
Total	25	100.0		

Table 19: 2014 Employees Increase/Decrease from 2013

	Frequency	Percent	Valid Percent	Cumulative Percent
Increase	16	64.0	72.7	72.7
Decrease	3	12.0	13.6	86.4
No Change	3	12.0	13.6	100.0
Total	22	88.0	100.0	
No Reply	3	12.0		
Total	25	100.0		

Research Question Two

For the Long Island agencies that provide services to persons with disabilities what was the importance of outside capital, expanding their services, expanding their market area, capital infusion, banks, crowdsourcing, and cash management?

Business Strategies and Improving Working Capital

Tables 20 and 21 illustrate both the business and financial strategies respondents used during 2014 and whether those strategies are being contemplated for their agencies during the next 12 months. Reflecting the importance placed on capital and bank lending reported by respondents in Tables 9 and 12 and the success in raising capital and in seeking bank lending, nearly 23 percent of respondents in Table 20 indicate that outside capital infusion is a strategy that they are focusing on. From prior responses, agency chief operating officers understand the relationship between raising capital, bank assistance with revenue and employee growth. Those relationships are illustrated in Tables 22, 23, and 24.

Helping to explain the increase in revenues from 2013 to 2014 as indicated in Table 17 are the 72.7 percent of respondents in Table 20 who report that the strategies they have used in 2014 or will use over the next 12 months are to expand the market area of their agency and to expand their agency's business offerings.

These responses illustrate that the agencies are focused on strategies that will increase their revenues and financing resources to grow their programs and markets.

Affirming this are the respondents in Table 21 who illustrate what resources they need to improve their agency's working capital.

Table 20: Business Strategies Used/Contemplated For Next 12 Months

Category	Frequency	Percent	Cumulative Pct
Outside Capital Infusion	10	22.7	22.7
Expand Business Offerings	17	38.6	61.3
Expand Market Area	15	34.1	95.4
No New Strategies Planned	2	4.6	100.00
Total	44	100.00	

The availability of financial resources and finding new markets are important to any agency or business wanting to expand. Table 20 illustrated the importance of both. Table 21 further details the preferred financial resources.

Private capital is the most preferable financial resource as selected by 32.7 percent of the respondents. One reason could be because it frequently does not require repayment nor does it carry interest costs. Cash management was identified by nearly 29 percent of respondents. Better cash management often reduces the need for higher interest cost working capital often provided by banks. The higher interest costs could be one reason why only nine percent of respondents cited banks as a financial resource and ten percent would look to crowd sourcing and fundraising for financial resources.

Crowd sourcing uses the internet to raise working capital. It is a cost efficient method of raising funds for their agencies by getting support from a broader audience their missions, and for the individuals and families they serve.

Table 21: Resources Needed To Improve Organizations Working Capital

Category	Frequency	Percent	Cumulative Pct
Public/Private Capital	17	32.7	32.7
Banks	9	17.3	50.0
Crowd Sourcing	5	9.6	59.6
Cash Management	15	28.8	88.4
Fundraising	5	9.6	98.0
New Innovative Programs	1	2.0	100.00
Total	52	100.00	

Research Question Three

What were the relationships of the Long Island agencies that provide services to persons with disabilities with improvement of the local economy, the closing of their agencies, whether their agencies would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, increases in gross revenues, years in operation, employees, and increases in employees. A Pearson Product Moment Correlation analysis was used to examine these relationships and appears in Table 22.

The results of the Pearson product moment correlation matrix appear in Table 22. The correlation table indicates that how respondents view whether Long Island's economy will improve in the next five years very strongly correlates with how well the current economy improved over the past year (54 percent of the variance).

Other strong correlations existed between whether agencies would close and whether their industry sector would contract (26 percent of the variance), whether their industry sector would expand (22 percent of the variance), and the agencies success in raising capital (21 percent of the variance). A weaker correlation existed between whether the economy had improved over the past year and whether agency growth depended on technology innovation (17 percent of the variance).

Another very strong correlation existed between whether the service sector would expand and whether the service sector would contract (67 percent of the variance) and a strong correlation existed with how successful their agency was in raising capital (35 percent of the variance).

Strong correlations existed between the importance of workforce development to growth and gross revenues (26 percent of the variance), and the importance that capital has in agency growth with the agency years in operation (20 percent of the variance).

A somewhat weaker correlation was found between bank lending important to growth and tried to obtain bank lending (17 percent of the variance), and stronger correlations with the increase and decrease in gross revenues (40 percent of the variance) and the increase and decrease in employees (28 percent of the variance). Further, trying to get bank lending in the past year correlated with the years in operation (39 percent of the variance).

Gross revenues correlated with amount of employees (18 percent of the variance) while years in operation correlated to increase or decrease in gross revenues (18 percent of the variance).

Table 22: Pearson Product Correlation Matrix
(N=25)

	LI Econon Improv Over Past Year	Agency To Close	Disabil Service Sector To Expand	Work force Dvpmt Important to Growth	Disability Svce Sector to Contract	Agency Growth Depends on Technology	Capital Important to Agency Growth	Bank Lending Important to Growth	Tried to Get Bank Lending Past Year	Agency Success in Raising Capital	Gross Revenue	Gross Rev. Inc/Dec	Years In Operation	Empl oyes	Inc/dec o empl yees
LI Economy Will Improve Next 5 Yrs	.735**														
Agency to Close	-.084	1													
Disability Svce Sector to Expand	-.011	-.472*	1												
Workforce Development Important for Growth	.016	.267	-.092	1											
Disability Svce Sector to Contract	.180	.507*	-.816**	.208	1										
Agency Growth Depends on Technology Innovation	.418*	.226	-.222	.093	.352	1									
Capital Important To Agency Growth	-.246	-.089	.212	.306	-.089	-.033	1								
Bank Lending Important for Agency Growth	-.321	-.122	-.038	.000	.049	-.010	.297	1							
Tried to Obtain Bank Lending	-.016	-.038	.031	-.018	-.147	-.129	-.270	-.413*	1						
Agency Successful in Raising Capital	.291	-.463*	.593**	-.269	-.397	-.158	-.044	-.107	.145	1					
Gross Revenues	.112	.103	-.252	.514*	.370	.067	-.238	.063	.321	-.033	1				
Gross Revenues Increase-Decrease	.266	.206	-.038	.005	.056	.337	-.226	-.629**	.209	-.091	-.126	1			
Years in Operation	.137	-.123	.022	-.110	-.217	-.138	-.447*	-.395	.626**	.036	.041	.430*	1		
Employees Total	.208	-.277	-.149	.387	.054	-.023	.12	-.191	-.049	.068	.425*	-.076	.084	1	
Employees Increase-Decrease	-.060	.024	.011	-.362	.081	-.052	-.070	-.525*	.343	.054	-.078	.430	.149	-.238	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Research Question Four

How did improvement of the local economy, the possibility of the closing of their agencies, whether their industry sector would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, and years in operation, would predict the increase or decrease in agency employees and the increase or decrease in gross revenues.

Tables 23 and 24 present a stepwise multiple regression model that was used to calculate the extent that improvement of the local economy, the possibility of the closing of their agencies, whether their industry sector would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, and years in operation, would predict the increase or decrease in agency employees and the increase or decrease in gross revenues.

Indicated in Table 23 was that the importance of bank lending predicted 29 percent of the variance in the increase and decrease of agency employees and Table 24 predicted that the importance of bank lending predicted 35 percent of the increase and decrease of gross revenues.

Table 23: Stepwise Multiple Regression: Increase/Decrease of Agency Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.540 (a)	.291	.252	.652.	.291

Note: (a) Predictors: (Constant) Bank Lending Important

Table 24: Stepwise Multiple Regression: Increase/Decrease in Gross Revenues

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.587 (a)	.345	.306	.446	.345

Note: (a) Predictors: (Constant) Bank Lending Important

SUMMARY AND CONCLUSIONS

Summary

The purpose of this study was to examine the needs of the agencies serving Long Islanders with disabilities, the resources required to maintain their strength and effectiveness, how they view the current and future Long Island economy, the challenges that they currently face, and the challenges that they believe they will have to confront in the future. This includes financing, the contraction and expansion of their industry sector, finding qualified employees and workforce development, and adapting to changing technology.

The benefit of this study is that it will identify the needs of the agencies serving people with disabilities and their families and provide an opportunity for Long Island, the providers, and the private sector to develop economic development and financing options to serve those business, agencies, individual and families.

Conclusions

Regarding whether the Long Island economy had improved during the past year, or that it would improve over the next five years, 41.7 percent strongly disagree to somewhat disagree that the economy had improved during the past year and nearly a third strongly disagree to somewhat disagree that the economy will improve during the next five years. However when the 37.5 percent who somewhat agree that the economy had improved during the past year are included with those who disagree, the result is that nearly 80 percent are not terribly excited about the improvement of the Long Island economy during the past year.

An indication of the longevity and maturity of the agencies providing services to Long Islanders with disabilities, an overwhelming 96 percent strongly disagree to somewhat disagree that their agencies will close during the next five years.

There was optimism about the future growth of their industry with 64 percent somewhat agree to strongly agree that their industry sector will expand during the next five years, supported by 68 percent who strongly disagree to somewhat disagree that their industry sector will contract during the next five years.

The importance of qualified employees, technology and workforce development to growth of their agency were highly regarded. One-hundred percent agree to strongly agree that finding qualified employees are important to the growth of their agency, 92 percent somewhat agree to strongly agree that their agency growth depends on technology, and 100 percent somewhat agree to strongly agree that workforce development was integral to the growth of their agency.

Agencies also cited as important having available financial resources including banks and public and private capital. All somewhat agree to strongly agree, with over half who strongly agree that capital was important to the growth of their agency. Nearly 92 percent said that they had tried to raise capital in the past year while nearly 91 percent somewhat agree to strongly agree that their agency was successful in raising capital.

Similar to the importance of raising capital was the 84 percent who somewhat agree to strongly agree that bank lending is important to the growth of their agency. However despite the importance of bank lending, only 58 percent said that they had tried to obtain bank lending in the past year while 88 percent somewhat agree to strongly agree that they had success.

As for revenues and employees, nearly 71 percent reported 2014 gross revenues greater than \$5 million and nearly 82 percent reported 2014 gross revenues increases from 2013, with nearly 73 percent reporting employee increases since 2013.

Confirming the importance of financial resources to their agencies, nearly 23 percent reported that they focus on outside capital infusions for the next 12 months and nearly 73 percent are seeking to expand the market area of their agency as well as expand their agency's business offerings.

Of the resources necessary to improve their agencies working capital, private capital was most preferable for 33 percent, nearly 29 percent wanted better cash management, 17 percent would seek banks, and ten percent each for crowd sourcing and traditional fundraising.

A Pearson Product Moment Correlation analysis was used to examine what relationships existed between the responding agencies and improvement of the local economy, the closing of their agencies, whether their agencies would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, increases in gross revenues, years in operation, employees, and employee increases.

The results of the Pearson Product Moment Correlation indicated how respondents viewed whether Long Island's economy will improve in the next five years very strongly correlates with how well the current economy improved over the past year (54 percent of the variance).

Other strong correlations existed between whether agencies would close and whether their industry sector would contract (26 percent of the variance), whether their industry sector would expand (22 percent of the variance), and the agencies success in raising capital (21 percent of the variance). A weaker correlation existed between whether the economy had improved over the past year and whether agency growth depended on technology innovation (17 percent of the variance).

Another very strong correlation existed between whether the service sector would expand and whether the service sector would contract (67 percent of the variance) and a strong correlation existed with how successful their agency was in raising capital (35 percent of the variance).

Strong correlations existed between the importance of workforce development to growth and gross revenues (26 percent of the variance), and the importance that capital has in agency growth with the agency years in operation (20 percent of the variance).

A somewhat weaker correlation was found between bank lending important to growth and tried to obtain bank lending (17 percent of the variance), and stronger correlations with the increase and decrease in gross revenues (40 percent of the variance) and the increase and decrease in employees (28 percent of the variance). Further, trying to get bank lending in the past year correlated with the years in operation (39 percent of the variance).

Gross revenues correlated with amount of employees (18 percent of the variance) while years in operation correlated to increase or decrease in gross revenues (18 percent of the variance).

A stepwise multiple regression model was used to calculate the extent to which improvement of the local economy, the possibility of the closing of their agencies, whether their industry sector would expand or contract, workforce development, capital, bank lending, success in raising capital, gross revenue, and years in operation, would predict the increase or decrease in agency employees and the increase or decrease in gross revenues. Bank lending predicted 29 percent of the variance in the increase and decrease of agency employees and the importance of bank lending predicted 35 percent of the variance in the increase and decrease of gross revenues.

This study provides insight into how the agencies providing services to Long Islanders with disabilities have survived for so many years. It is that they have continued to provide professional, reliable, and dependable services, often in trying financial times.

To advance their mission and the services they provide they will be seeking new markets, expanding their agency business offerings, and identifying new low cost capital and financial resources. They have indicated that their goal is to not only maintain the services they provide to Long Islanders with disabilities but to expand upon them.

If they succeed, new jobs will be created and more individuals will be served and Long Islanders with disabilities will be better for their efforts.

APPENDIX A

SURVEY SENT TO RESPONDENTS

Charles Hammerman, President
The Disability Opportunity Fund
201 I.U. Willets Road
Albertson, New York 11507
(516) 361-3600

June 1, 2015

Dear Chief Executive Officer:

On this 25th anniversary year of passage of the American Disabilities Act (ADA), your participation is requested with the enclosed survey that is being conducted by The Disability Opportunity Fund (DOF). The purpose of this study is to evaluate the current needs and economic impact of those industry sectors in the Suffolk County economy providing assistance to people with disabilities.

The benefit of this study is that it will identify the needs of the nonprofits and agencies serving people with disabilities and their families and will provide an opportunity for DOF to develop its economic development and financing options to serve those businesses, agencies, individuals and families. Participation in this study involves no risks.

While your participation in this study is voluntary, we ask that you respond. To preserve anonymity and confidentiality, the survey responses will not identify the respondents or the responses, and will only be seen by DOF researcher and economic consultant Dr. Martin R. Cantor, CPA. You will never be referred to by individual company. None of the study participants can be identified. The survey responses are completely confidential and anonymous.

If you decide to participate in this study, and we urge you to do so, your role will involve completing the enclosed study survey. If you chose to complete the survey enclosed in this mailing, please return it using the provided self-addressed stamped envelope to Dr. Cantor. Anonymity of your survey response is assured. Your completed survey will indicate consent to

participate in the study. At the conclusion of this study, the results will be analyzed and evaluated and presented at a DOF symposium in early September 2015.

If you have any questions about this study, you may contact me at DOF or Dr. Martin R. Cantor, CPA at 631-491-1388 or at ecodev1@aol.com. Thank you.

Thank you for your cooperation.

Charles Hammerman, President DOF

The Disability Opportunity Fund
 201 I.U. Willets Road
 Albertson New York

Survey: Needs of Companies/Agencies Providing Services to People with Disabilities

Part 1

Please indicate (by circling the appropriate number based on the scale below) the degree to which you agree or disagree with the needs and strategic plan of your company.

Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Somewhat Agree 4	Agree 5	Strongly Agree 6
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1. Long Island’s economy has improved during the past year. 1 2 3 4 5 6
2. Long Island’s economy will improve over the next five years. 1 2 3 4 5 6
3. My business or agency will close during the next five years. 1 2 3 4 5 6
4. Long Island’s sector to help individuals with disabilities will expand during the next five years. 1 2 3 4 5 6
5. Long Island’s sector that helps individuals with disabilities will become smaller during the next five years. 1 2 3 4 5 6
6. Finding qualified employees is important to the growth of my business or agency. 1 2 3 4 5 6
7. The growth of my agency depends on technology innovation. 1 2 3 4 5 6
8. Workforce development is integral to my company’s growth. 1 2 3 4 5 6

9. Capital is important to my company's growth? 1 2 3 4 5 6
10. Have you attempted to raise capital in the past year? Yes No
11. My company was successful in raising capital. 1 2 3 4 5 6
12. Bank lending is important to my company's growth? 1 2 3 4 5 6
13. Have you tried to obtain bank lending in the past year? Yes No
14. Seeking bank financing was successful. 1 2 3 4 5

Part 2

Please answer the following questions by filling in the blank.

15. How many years has your company operated on Long Island? _____

16. What are the annual gross revenues for 2014?

Less than \$5 million _____ More than \$5 million _____

This is an Increase _____ Decrease _____ from 2013.

17. How many employees did your company employ in 2014?

Employees _____ This is an Increase _____ or Decrease _____ from 2013.

18. Of the following business strategies circle the ones that have been used or are being contemplated for use during the next 12 months

- (1) Outside Capital Infusion
- (2) Expand Business Offerings
- (3) Expansion of Market Area
- (4) Not Implementing Any New Strategies

19. Circle all resources identified to improve your company's working capital.

- (1) Capital Infusion-Public/Private
- (2) Banks
- (3) Crowd Source Funding
- (4) Cash Management
- (5) Other _____

APPENDIX B

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Martin R. Cantor has a Bachelor of Science Degree in Accounting from Brooklyn College of the City University of New York, a Master of Arts Degree in Interdisciplinary Studies from Hofstra University, focusing on the socio-economic relationships between education, household income, community and workforce development for New York City and Long Island, and a Doctor of Education from Dowling College. He has served as Suffolk County Economic Development Commissioner (New York State's largest suburban county), brought Computer Associates to Suffolk County, and created over 23,000 jobs with an estimated \$1.4 billion annual payroll economic impact. He has served as: Chief Economist, New York State Assembly Subcommittee for the Long Island Economy; Senior Fellow at the White Plains, New York based Institute for Socioeconomic Studies - a public policy think tank concentrating on poverty in America and senior citizen quality of life; Chair and Chief Economist of the Long Island Development Corp; a building trades labor/management arbitrator; a consultant to the Nassau Interim Financial Authority; a faculty member in the Brooklyn College Department of Economics; Executive Director of the Patchogue Village Business Improvement District; and Director of Economic Development and Chief Economist for Sustainable Long Island, and the Long Island Fund for Sustainable Development, providing financial, technical assistance to businesses and not-for-profit organizations His work is included in the *National Tax Rebate-A New America With Less Government*, and has prepared downtown revitalization plans for Long Island and New York City neighborhoods featuring arts districts, economic restructuring, waterfront projects and community organizing. He was the architect of the Nassau County Comptroller's debt restructuring plan for resolving Nassau County's fiscal crisis; has been a Long Island Business Journal columnist; and has authored: federal, state and local legislation; economic impact analyses; analysis of Long Island's economic, demographic, employment, tax, and educational bases; the State of the Long Island Economy; a convention center feasibility study; taxpayer cost of acquiring open space; and health care reform.

He is a Certified Public Accountant in private practice; Director of the Long Island Economic and Social Policy Institute at Dowling College; an Adjunct Associate Professor of Economics, an economic development and economic consultant to public officials, counties, towns, villages, Industrial Development Agencies, and communities; and Chairman of the Suffolk County Judicial Facilities Agency which financed the acquisition

of the Cohalan State Court Complex and the construction of the Suffolk County Jail in Yaphank. He provides economic and business commentary on television and radio; is Co-host of Focus 55, a public affairs program on Channel 55, is a columnist for the Long Island Business News, Long Island's largest business weekly, and Networking Newspaper for Women, has appeared in the New York Times, Newsday, and LI Pulse, and has been syndicated nationally by Newsday, Bridge News and Knight-Ridder/Tribune News Service. He is an Honorary Member of Delta Mu Delta - The National Honor Society in Business Administration and has been recognized by the National Association of Counties for innovative uses of Industrial Revenue Bonds, for international trade promotion initiatives, for downtown revitalization policies, and for minority business incubator initiatives. He was invited by Dr. William Julius Wilson of Harvard University's John F. Kennedy School of Government to present his paper entitled *Race Neutral Sustainable Economic Development*. He is the author of the recently published *Long Island, The Global Economy and Race: The Aging of America's First Suburb*.