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EHR SOLUTIONS

# From Strategy to Action: Executing New I/DD Revenue Opportunities

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PRESENTED BY:



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Core Solutions, Inc.

# Today's Presenters



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# Agenda

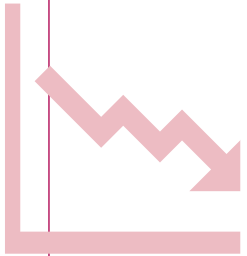
- 01 Current Trends & Challenges in I/DD Funding
- 02 Five Revenue Streams Beyond Medicaid
- 03 Essential Groundwork for Success
- 04 Real-World Examples
- 05 Q&A and Next Steps



# What Will You Hear Today?

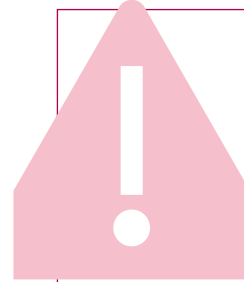
- How to launch a new line of business
- How can you leverage existing services to support alternative revenue
- Why data and documentation matter — understanding your ability to track performance (EHR/ER systems)
- Where expansion opportunities exist — and taking the first steps. (*With contacts for support*)

# Current Trends: I/DD and ASD Services



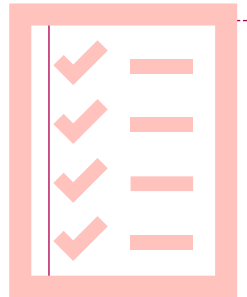
## Declining Funding Reality

Traditional I/DD funding streams face sustained downward pressure. Reimbursement rates struggle to keep pace with operating costs, creating an urgent need for revenue diversification.



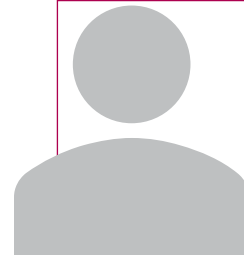
## Shifting Regulatory Landscape

Federal CMS enforcement on part-time clinic requirements intensifying. State agencies implementing stricter compliance standards. The rules of the game are changing.



## Heightened Accountability Standards

Documentation and audit requirements reaching unprecedented levels. Extrapolation methods mean small errors can result in massive clawbacks. Quality data systems are no longer optional.

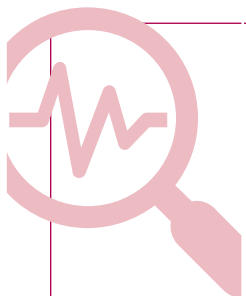


## A Personal Pivot

As a healthcare consultant working with NY State DoH, I witnessed these changes firsthand. When faced with the end of traditional pathways, I chose adaptation—pursuing BCBA certification and exploring new service models.

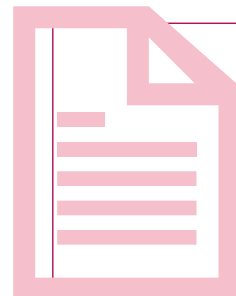
# Theme of the Past 10 Years and Next 10...

Do more, with less. The constant pressure on I/DD providers



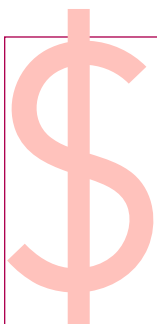
## **Already Cut to the Bone**

The field has been operating lean for years—there's no fat left to trim. Every reduction now directly impacts service quality and capacity.



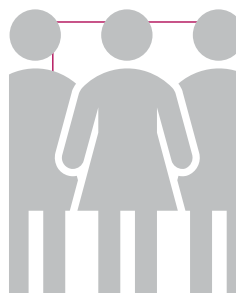
## **Soaring Accountability Demands**

Documentation and compliance requirements continue to escalate. Extrapolation methods mean minor errors can trigger massive financial penalties.



## **"Bend the Cost Curve"**

Government agencies expect providers to deliver more efficient care with fewer resources—a challenging mandate that requires innovation and new approaches



## **Care Coordination Expectations**

Integrated care coordination is becoming standard—a positive development for individuals served, but one that adds complexity and cost to operations.

# So, What Can 501c3 Organizations Do?

- Recognize that tax-exempt status doesn't equal business acumen
- Accept that easy money is gone
- Commit to evidence-based practices
  - The Supreme Court's Endrew F. decision established that students with disabilities are entitled to programs designed to make meaningful progress.
- Think beyond traditional models
- Understand different funding mechanisms
  - Attendance-based funding versus fee-for-service models require fundamentally different operational approaches. Know which model you're working within and optimize accordingly.



# Streams “Outside” the Medicaid Box

- For 45+ years, providers could launch new programs without questioning funding availability—growth was almost automatic
  - Those days ended, and many organizations haven't adjusted their mindset
- The Medicaid expansion question has changed
- This requires a fundamental strategic shift

## The Path Forward

Today's presentation focuses on five specific revenue streams beyond Medicaid—and the practical steps to pursue them. This isn't theory. It's execution.



# Five Revenue Streams To Consider

We'll explore the foundational considerations for each revenue stream. But before diving into specific opportunities, three critical success factors apply across all of them:



## 1. Governance & Board Culture

Your Board's risk tolerance and history with innovation will make or break new initiatives. Risk-averse boards anchored in "how we've always done it" will struggle. Success requires boards willing to support strategic pivots and calculated business risks.



## 2. Legal & Compliance Foundation

The "boring but essential" groundwork—reviewing Articles of Incorporation, bylaws, charitable registrations, and regulatory requirements. Skipping these steps creates costly problems later. Get the legal infrastructure right from the start.



## 3. Technology for Accountability

Robust data systems aren't optional—they're survival tools. Electronic records must support billing accuracy, audit compliance, and outcome tracking. Without solid tech infrastructure, you can't scale or defend your revenue.

# Five Revenue Streams To Consider

1



## Federal and State Set-Aside Procurement Programs

AbilityOne, SourceAmerica, and state SUPRA programs

2



## Commercial Insurance Programs

Fee-for-service and managed care contracts (especially ABA services)

3



## Education and Related Services

Special education, therapeutic services, transportation, and charter schools

4



## Veterans Affairs Contracts

VA services, TRICARE, Federal Supply Schedule (FSS), and related opportunities

5



## Proprietary Social Enterprise Models

Mission-driven businesses like Popcorn for the People and specialized services

# To Begin: Record-Keeping Is Essential

- For simplicity, we'll refer to EHRs as just “electronic records” ERs throughout this presentation
- **Core** supports a range of **vocational, educational, and health-related services**
- Accurate and reliable **documentation is critical** — It must be audit-ready to **avoid claw backs** from government agencies or other funding sources



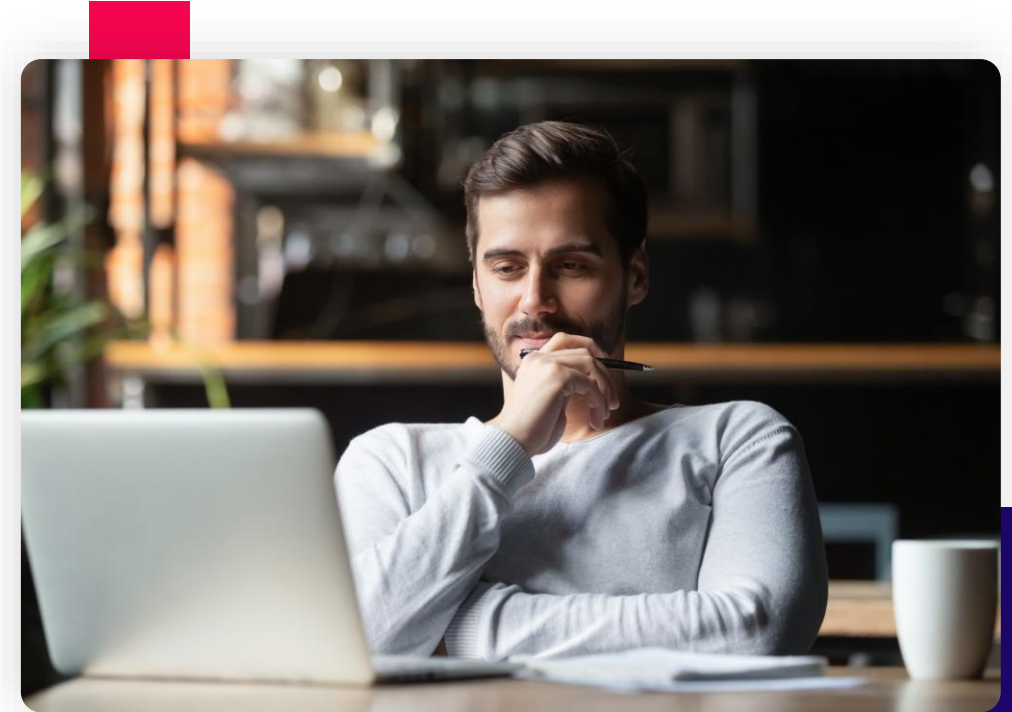
# Boards of Nonprofits Prior History

- **Warning sign: Long-tenured board members with no personal stake.** If you have board members serving 20+ years who aren't parents or siblings of individuals with disabilities, ask yourself—what's really motivating them?
- **Most nonprofit boards are risk-averse by nature.** Board members often believe they're experts in your business operations—but they're typically not.
- **The Steve Jobs lesson.** Apple's board fired Jobs, the company's visionary founder. Years later, facing collapse, they begged him to return—and he saved the company.

**The bottom line: Board composition determines your strategic ceiling.** If your board isn't willing to embrace calculated risk and strategic pivots, your ability to pursue alternative revenue streams will be severely limited—no matter how compelling the opportunity.

# You Don't Have to Do Anything Here....

- Learn from my experience or repeat my mistakes
- **First**, Bring in external expertise to evaluate your portfolio
- **Second**, Partner with external strategists to build a new plan
- Real-world example: Autism Speaks housing initiative (2012)
  - I participated in a national strategy session at Autism Speaks' Princeton headquarters focused on housing solutions bringing together expertise from multiple organizations to tackle complex challenges collaboratively



# Groundwork – Essential

- Engage legal counsel early before you commit to a direction
  - Review your Articles of Incorporation and Bylaws before committing to a new direction. Confirm you're legally authorized to proceed
- Verify stated purposes and charitable registrations by jurisdiction
  - Frequently overlooked, extremely costly to fix later
- Research all regulatory requirements for your chosen work
  - Know the barriers before you pursue the opportunity



# Top Opportunity: The AbilityOne Program

## ○ What is AbilityOne?

- A **federal set-aside employment program** supporting individuals with significant disabilities.
- Currently valued at **\$4.5 billion**, with **anticipated growth to nearly double**.

## ○ Key Requirements:

- Must be a **501(c)(3)** nonprofit organization
- Must employ individuals with significant disabilities in contract fulfillment

## ○ Contract Access is Managed by Two Agencies:

- **NIB** – National Industries for the Blind
- **SourceAmerica** – Focuses on organizations serving people with various disabilities

## ○ Governance:

- Overseen by a **Presidentially appointed Commission**
- Learn more at **AbilityOne.gov**





# The Ability One Law and Source America

- **Real-world impact:** Chimes earned \$15+ million in unrestricted surplus in 2021 through **AbilityOne contracts**—even during the pandemic, and after covering operating losses in other states.
- **Start with SourceAmerica—the central broker for AbilityOne contracts.** Once you've completed your legal and operational groundwork, reach out to SourceAmerica to begin exploring available contract opportunities.
- **Key requirement: "Disabled for the work."** These are employment contracts set aside from competitive bidding once awarded. A specified percentage of your workforce must meet disability criteria for the specific contract work.





# SUPRA and SDVOSB Firms

- **27 State Use (SUPRA) set-aside programs exist nationwide**
  - These allow 501(c)(3) organizations to compete for service contracts at government facilities like courthouses and state capitol centers
- **Documentation requirements are rigorous—impeccable records required**
  - You must maintain disability attestation from independent physicians or psychologists, plus detailed records of support and progress
- **WIOA (Workforce Innovation and Opportunity Act) is widely adopted**
  - Based on educational rehabilitation law. This is not an evidence-based practice, but it's currently popular in funding circles



# Why Pursue SourceAmerica and SUPRA Programs?

- **Generates unrestricted profit to support your charitable mission.** With proper administration, these contracts produce surplus revenue you can deploy wherever needed—no strings attached.
- **Creates meaningful employment and community engagement.** These programs provide real jobs in your community while advancing your mission.
- **The financial upside is significant.** Review Form 990s for the top 5 SourceAmerica participating nonprofits. Several CEOs earn over \$1 million annually. Why? Because they're running highly successful businesses that happen to be tax-exempt. This model works at scale when executed well.



# How Do I Start?

- **Start local—identify community needs first**
  - Example: In Baltimore, The Arc provides home and community services like snow removal, landscaping, and painting. The market for these services is substantial—estimated at \$14.5 billion nationally.
- **Take advantage of the AbilityOne Mentor-Protégé program**
  - This is an outstanding opportunity to break into federal contracting with guidance from established providers
- **Connect with an expert consultant: Harrison Miscewicz at 612-704-7437**
  - Harrison is an excellent independent resource who can guide you through the SourceAmerica and AbilityOne process



# ABA – Applied Behavior Analysis

- For years, the **U.S. Surgeon General** recognized ABA as the **only proven effective treatment for autism**, supported by **50+ years of research**.
- **Autism prevalence has surged:**
  - **1980:** 1 in 10,000 children (Rutter)
  - **Today (USA):** 1 in **32** children
  - **New Jersey:** 1 in **29** — highest rate in the country
  - More than **11 million children** currently affected nationwide
- **Why This Matters:**

The demand for services is **growing rapidly** — and ABA is now a **mainstream part of healthcare**, reimbursed by Medicaid and insurance in most states.
- **The Opportunity:**

A **mission-aligned, billable service** that addresses a national crisis and offers sustainable revenue potential.



# Contracted Services for ABA Treatment

- **All 50 states** now require **commercial insurance** to cover ABA services for children **ages 0–21**.
  - This creates a consistent, national funding stream.
- **Quality remains scarce:**
  - While demand is high, **effective, focused ABA treatment** is still in short supply —  
Just like any medical service, people seek out “**the best.**”
- **Is Your Organization Ready?**
  - Can you establish an **ABA services unit** within your agency?
- **What You’ll Need:**
  - A **concrete business analysis**
  - A **tactical implementation plan**
  - Commitment to **clinical quality** and **regulatory compliance**



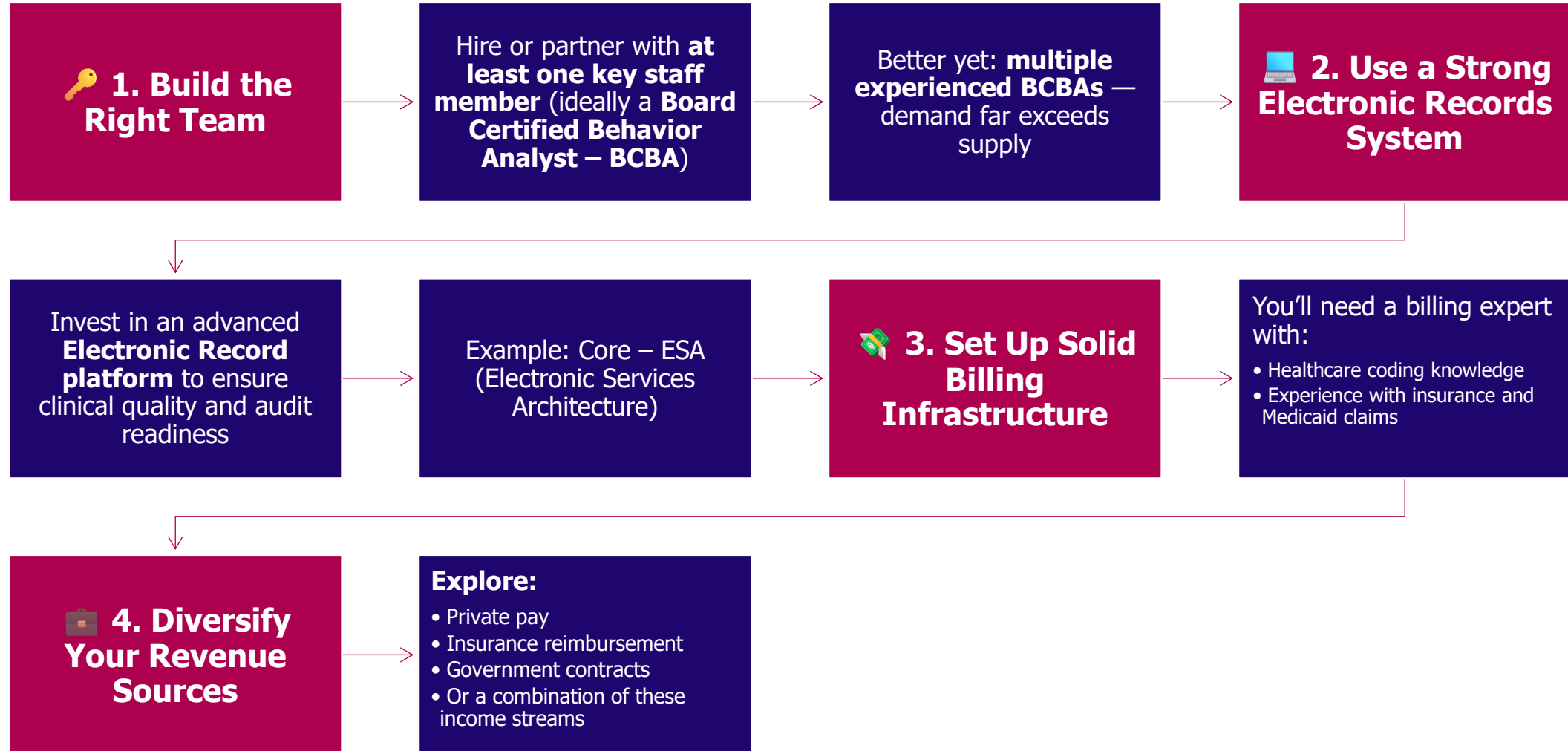
# ⚠️ ABA Caution Flag: Proceed with Real Commitment

- Don't just "add it on."
  - Trying to build an ABA service line by **tacking it onto existing staff workloads** is **almost guaranteed to fail**. This is a **specialized, high-stakes field** that requires dedicated expertise.
- Find a Star — Cultivate a Champion
  - Successful programs are often driven by a passionate, well-qualified leader.
  - Examples of industry pioneers: Dr. Brian Iwata, Dr. Saul Axelrod, Dr. Vince Carbone
- Explore key resources:
  - JABA (Journal of Applied Behavior Analysis)
  - ABA International
  - The New England Center for Children (NECC)
- Closing Thought:
  - A colleague who built a highly profitable ABA agency recently shared that he's considering **buying a small airline in Delaware**—just to manage his significant cash flow.





# How to Start an ABA Business Line

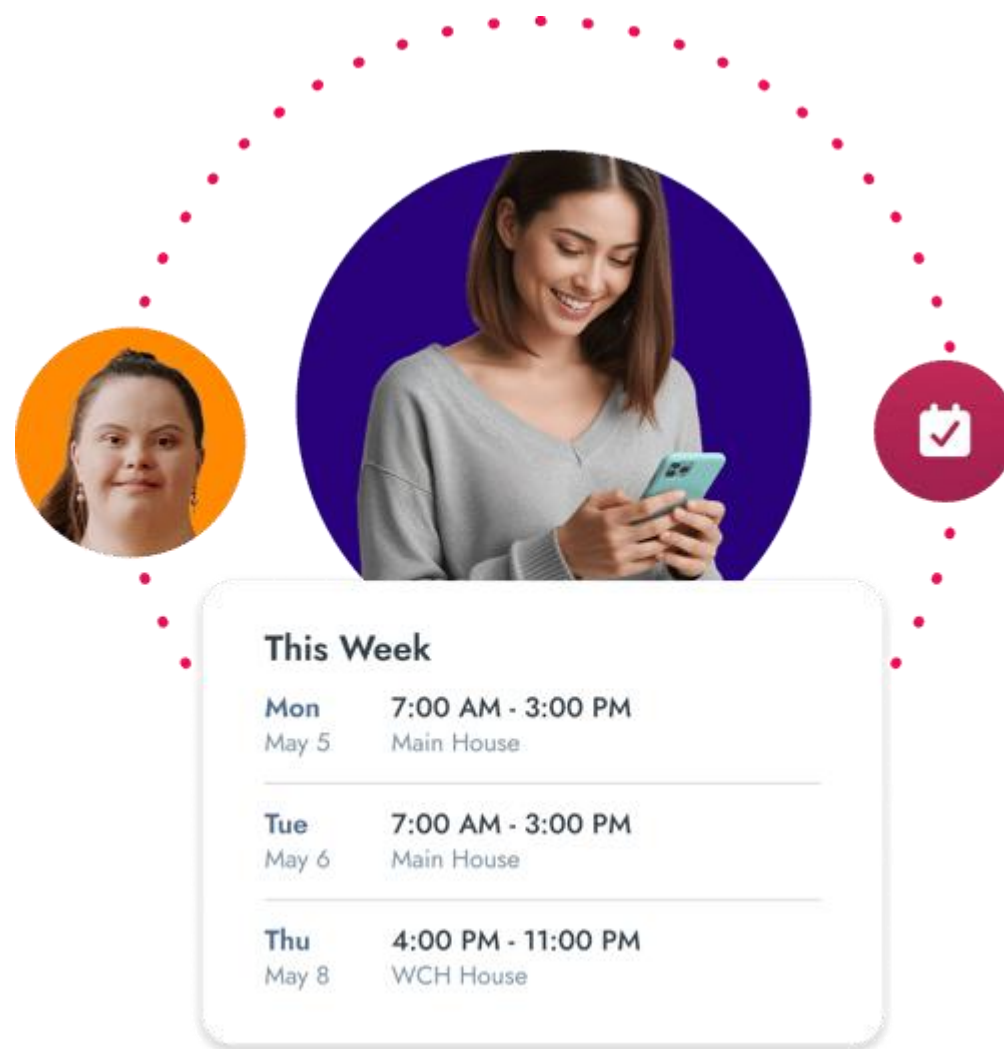


# Real-World Examples Tracking Billable Actions





## Mobile Support for Confident, Compliant IDD Care



**Learn more:** [coresolutionsinc.com/dsp-assist](https://coresolutionsinc.com/dsp-assist)

# Education Services: A Trillion-Dollar Opportunity

## ○ \$1.6 Trillion Spent Annually

- Total annual spending on **K–12 and public post-secondary education** in the U.S.
- A massive funding stream — **typically overlooked** by Human Services organizations

## ○ Why Pay Attention?

- Despite **decades of increased investment**, outcomes remain **inconsistent or declining**
- Creates opportunities for **innovation, support services**, and **alternative models**

## ○ Charter Schools: A Strategic Entry Point

- Charter schools allow for alternative education models
- Understand your state's charter laws and approval process



# How Education Dollars Flow

- **In-State Placement:** Funding comes from a mix of state, municipal, and federal dollars (with minor variance).
- **Public School / Home District:** Considered **Least Restrictive Environment (LRE)** — important for compliance and outcomes.
- **Out-of-State Placement:** Federal match **ends** once a child leaves the state.
- 💡 **Key Insight:**
  - Bringing a child back in-state can cost the *same as out-of-state*, but districts pay **half as much** thanks to the federal match.
  - Proprietary providers are already targeting this opportunity.

**Question:** Have you evaluated your capacity to serve this need?



# Education Services – Continued

## “Push-In” Special Services

- Supporting students placed out-of-state by helping with repatriation back to their home districts
- Understanding how the funding flows with these placements is critical for service planning

## Special Education Supports

- Services for students with special needs
  - Home schooling support for students with behavioral or disciplinary challenges

## Related Services

- Therapy and health-related supports within schools:
  - Occupational Therapy (OT), Physical Therapy (PT), Speech Therapy, Psychological services, Nursing and health monitoring

## Transportation Services

- Student transport as a specialized contracted service — often overlooked but essential

## Integrated Health Supports

- Examples: School-based health clinics, mental health counseling, nursing

# Unexpected Service Sources

VA contracts offer mission-aligned opportunities many I/DD providers overlook:

1

## **VA – Traumatic Brain Injury (TBI) Services**

Example: Woods Services provides specialized TBI programs for veterans

2

## **VA – HUD-VASH (Supportive Housing)**

Example: S:US in NYC provides housing + case management for homeless veterans

3

## **VA – Therapeutic Community Supports (ACT Teams)**

Assertive Community Treatment for veterans with complex behavioral health needs

4

## **VA – VISN Psychiatric Support and Counseling**

Various mental health and counseling services through Veterans Integrated Service Networks

# U.S. Dept of Veterans Affairs (VA) Contracts

- **Massive & Growing Budget**
  - **\$370 billion** VA budget for FY2025 — a **10% increase** from FY2024
  - Significant resources being directed toward **community-based service delivery**
- **Example: HUD-VASH Contract (NYC)**
  - Supportive housing + case management for homeless veterans
  - Highly lucrative and mission-aligned with many Human Services organizations
- **Trend: Decentralization & Outsourcing**
  - VA is increasingly outsourcing services to local and regional providers
- **Key Question:**
  - Who in your organization is monitoring Federal procurement opportunities?





# Federal Supply Schedule (FSS)

A powerful—but often overlooked—federal revenue stream

- **Trailblazer Example**

- Chimes International Ltd. was the first nonprofit listed on the Federal Supply Schedule (FSS)

- **Thousands of Opportunities Weekly**

- New solicitations for services and products are posted every week
- From facilities management to healthcare services to logistics

- **Yes, It's Complex — But Worth It**

- The application process is detailed and can be time-consuming
- Requires strong compliance systems and back-end capacity

- **Real-World Example**

- During COVID, one FSS contract for laundry services generated:  
→ **\$600,000/year in unrestricted surplus**



# Proprietary Models: Doing Good, Well

## ○ Example: Popcorn for the People

- A for-profit social enterprise employing individuals with autism
- Sells gourmet popcorn through retail, wholesale, and fundraising channels

## ○ Impressive Impact

- \$2+ million/year in sales
- Partnered with: 7 Broadway theatres, Wall Street investment firms, NFL & NHL teams — including the Eagles and Devils

## ○ Why It Works

- Combines **mission-driven employment** with a **high-demand consumer product**
- Delivers real jobs **without relying on government funding**

## ○ Key Takeaway

- What unique product, service, or experience could your organization offer?



<https://www.philadelphiaeagles.com/photos/popcorn-for-the-people-production-facility-grand-opening>



# Final Thoughts

- Never before have 501c3 organizations needed to develop marketing plans
- What is a USP?
- What is YOUR USP – and can you deliver?

# Thank you!



## Questions?



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