

1. As a business proposition was Henry's Turkey Service a profitable enterprise? (Briefly explain.)

Group: Ashley Dorney, Joel Trembulak, Manuel Lugo: Yes – because they were able to pay the mentally disabled workers less than they would have other workers. The turkey service made about 500k per year, but the employees, in total, made \$1M over 40 years.

Group: Samantha, Tim, Andrew: Yes. They profited \$340k annually, compared to making \$175k using 32 trained workers. In they received .5m in 2007 for services rendered.

Group: Maeve Beer, Lauren Moorhead, Christian Sirney: Yes. The business model permitted the company to obtain cheap labor.

Group: Arslan, Nithin: As a business the Henry's Turkey Service was extremely profitable. Just as an estimate, the company payed employees with disabilities \$65/month while the stipulated pay for regular employees is at \$1700/month. Everything inclusive the rough estimate of the savings was \$600,000/year

Group: Alex, Greg: Yes, we believe the service was profitable. Based on the data in the article @ \$750 per person versus other options, they seemed to avoid significant costs.

Group: Stephen, Naveen: Yes. Henry's turkey service received 500k revenue for services, and paid $\$65 \times 32 \times 12 = \$25k$

Group: Theo Gordon, Thaddeus Thaler, Maxim Vanhencxthoven: Yes, the business was making 250k in 2007 already for the Iowa location alone.

Group: Katherine: From a business standpoint, excluding ethical standards, it was very profitable to operate in the short-term. By taking advantage of the law that allowed them to underpay disabled workers, the company was able to recoup any wage costs by charging monthly expenses.

Group: Keith Chen: Yes, because if not, it wouldn't have operate for such a long time, also considering the low salary it is paying to the mentally challenged workers, which significantly lower its cost, it must be profitable.

2. Did Texas and other taxpayers pay more or less compared to the alternative of institutionalizing the men of Atalissa over this period?

Group: Ashley Dorney, Joel Trembulak, Manuel Lugo: They probably paid less due to the reduced number of mentally handicapped students at the state school. Henry's Turkey probably received a subsidy from the government, however it is likely less than the taxes paid by taxpayers.

Group: Samantha, Tim, Andrew: The Texans paid less because institutional care is deducted is from the tax base. The amenities provided by Henry's would have to be paid by tax payers if these men were institutionalized.

Group: Maeve Beer, Lauren Moorhead, Christian Sirney: Without seeing the cost structure of the institutions and knowing the contributions of the Texan taxpayers, this is difficult to determine. We can assume most likely that Atilissa is the less expensive option.

Group: Arslan, Nithin: They are paying less as the disabled people are now not a liability at the institution in Texas, but a revenue source in another state. Given that they were moved to a different state, means that Texas taxpayers don't gain any benefits, but they also don't have to bear any costs.

Group: Alex, Greg: Texas taxpayers would have paid more had the boys stayed institutionalized in Texas versus working in Atlissa.

Group: Stephen, Naveen: Less, there is no way the taxpayers paid more. Henry's turkey service eliminated 30 or so people from being institutionalized.

Group: Theo Gordon, Thaddeus Thaler, Maxim Vanhencxthoven: Less, if institutionalization was the only other option because in this case.

This is impossible to say. There is no way of knowing that the men would have to be institutionalized. They are currently able to work private jobs and live in private homes supported by their wages and social security benefits.

Group: Katherine: There was likely no change in the amount paid by the taxpayers in Texas. This is due to the fact that taxes are not based on the number of institutionalized persons.

Group: Keith Chen: Texas would pay more if these men was not sent out to the field and work, because the state will be responsible for the food and board for these men for as long as 30, 40, even 50 yrs.

3. Did the men who signed on with Henry's Turkey service have a better or worse life compared to what Texas had offered them? (Give an informed guess by comparing with comparable state run institutions like Veterans' hospitals or prisons for example, or the street/relatives.)

Group: Ashley Dorney, Joel Trembulak, Manuel Lugo: We would argue that they had a worse life because of the lack of choices and abuse (both physical and verbal) received. They did have the perks of social interaction while the they were in Atalissa (church, parades, etc)

Group: Samantha, Tim, Andrew: No. Even though there was the benefit of pride in work and chance to escape assisted living institutions, they were abused both mentally and

physically. The aggrieved workers could have enjoyed a good life, instead they loss decades of health life experiences.

Group: Maeve Beer, Lauren Moorhead, Christian Sirney: Worse. Since the government more closely regulates institutions, the boys could avoid the abuse and neglect.

Group: Arslan, Nithin: They had a worse life. No care in Henry's Turkey's service. They were not treated well and were in a way bound to servitude. Working in the service for thirty years deprived them of healthy life-experiences.

Group: Alex, Greg: It depends on how you define quality of life. If they valued pride and job satisfaction over potential cleaner/safer housing, than Atalissa was the better choice.

Group: Stephen, Naveen: Significantly worse life. institutions provide more humane living conditions than Henry's turkey service did. Prisons provide the capability for visiting and external contact with friends/relatives.

Group: Theo Gordon, Thaddeus Thaler, Maxim Vanhencxthoven: Worse life: they wouldn't run the risks they were now and their care takers would be better qualified. The legal protections and social advancement would have benefited them over time while now their situation deteriorated over time.

Group: Katherine: The men had a worse life working for Henry's Turkey service compared to what Texas offered them. The men experienced mental and physical abuse in Atalissa that they would not have been subjected to in Texas. The reforms that came into place would have allowed them to learn life skills and gain independence in a safe and healthy environment.

Group: Keith Chen: They would get a worse life - because the length of time they suffered was really long. They have been suffered as lately as 2009, but at the same time the awareness of disability equality has increase in the general public.

4. Are personnel managers paid more for working in businesses like this one than:

(i) in institutions for people with mental disabilities?

(ii) managing employees on turkey farms where none of the workers have mental disabilities?

Group: Ashley Dorney, Joel Trembulak, Manuel Lugo: We think they are paid less because it's considered social work. Managing employees with normal capabilities would be considered more traditional and would likely get better compensation.

Group: Samantha, Tim, Andrew: (i) They are paid less managing the Boys because there are no skills required. They have no extra qualifications.

(ii) The people managing non-disabled workers would be paid more. Managing these low wage workers would require skill.

Group: Maeve Beer, Lauren Moorhead, Christian Sirney: i. Yes. Business managers are paid more.

ii. This would depend on the structure of their contract. But most managers would not have contracts.

Group: Arslan, Nithin: Managers in institutions get paid more since it requires more extensive care of the people there. In business like the Turkey service the prime focus is cost-reduction and that is why people with disabilities are hired in the first place

· In this case, managing employees would be paid the regular wages as the responsibilities are no different than any other company

Group: Alex, Greg: We assume that plant personnel managers would be paid the same regardless of having mentally disabled employees or not. Caretakers at institutions would generally be paid less.

Group: Stephen, Naveen: (i) Yes because in the Henry's turkey service case, they were doing illegal/unethical things. In an established institution regulations would be in place to prevent these activities.

(ii) Yes, because the job would be more difficult for them and the workers likely wouldn't allow the employer to take advantage of them.

Group: Theo Gordon, Thaddeus Thaler, Maxim Vanhencxthoven:

A) more: they are being paid because of the private character and because of the risks

B) more, because who wants to work in these conditions?

Group: Katherine: Maybe. Regulations would require a minimum wage, but certain benefits might be available at established institutions vs. an unregulated business like Henry's Turkey Service.

Group: Keith Chen: I think the personnel managers will get more paid for working in this business because it can be more challenging to manage this mentally challenged workers. And also because the salary paid to the mentally challenged workers was so low so the company may have more budget to pay the managers.