EDUCATION AND TRAINING OF THE BLIND
FOR SELECTED ENTERPRISES

by
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A THESIS
submitted to
OREGON STATE COLLEGE

in partial fulfillment of
the requirements for the
degree of

MASTER OF EDUCATION

June 1951
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Date thesis is presented: May 3, 1951
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ACKNOWLEDGMENT

An expression of gratitude is extended to Dr. J. W. Sherburne of Oregon State College for his constructive criticism, guidance and most helpful suggestions in the preparation of this thesis;

To Clifford Stocker, Director of the Division of Vocational Rehabilitation Service for the Blind, for his assistance in making agency facilities available for the thesis study;

To my wife, Elaine, for her encouragement and unselfish giving of her time to check details in the construction of the thesis.
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PROBLEM. With increasing emphasis being made on the assimilation of the blind into the activity of the sighted world, it is important that the blind become self-sustaining for their own enhancement and for the contribution they can make to society.

In the past, when a great number of the blind were institutionalized, the blind made use of their time in such work as weaving, chair caning, and broom making in sheltered workshops usually located at an institution. In this setting the blind felt that they were not given the opportunities offered in the sighted world. Gradually the blind began to enter other occupations. Due to the general concept that blindness imposes serious limitations, the sighted world has been reluctant to accept the blind in remunerative employment. As more and more of the blind entered the enlarged activities outside of institutions, where competition is keenly felt, it became necessary to better educate and train them to meet this competition.

The blind began to search for business activities which they could enter with a minimum financial outlay and which they could manage even though they were blind. Vending stands proved to be a type of business that a blind person could enter and manage satisfactorily. Other types of business enterprise were also tried. Often-times the blind person failed in his attempts due to ignorance.
regarding the business and lack of understanding assistance.

To achieve success in an enterprise of his own, the blind must be carefully educated and trained for his particular field. His most pressing problem is that of being adequately prepared, not only to meet the management problems of the particular enterprise, but also to make the necessary orientation to the physical environment of the enterprise. He must learn to use special techniques and adapt these to his small business.

The problem of preparing for employment where the blind person will manage an enterprise presents a challenge that is considerably different from that of a job placement in business or industry. There is a need of some definite education and training to better prepare the blind in selected enterprises in which he can become self-supporting.

PURPOSE. It is proposed in this study to select the most practical enterprises for the blind and determine the areas of education and training that will assure the success of the blind in these enterprises. The guiding principles included are only suggestive and are not to be construed as entirely original nor as a limitation of what might be undertaken.

VALUE. This study was initiated for specific use by the Vocational Rehabilitation Service for the Blind in Oregon to improve the Business Enterprise Program. It is hoped that this study will serve as a useful guide in more effectively establishing enterprises for the blind on a sound basis which will more certainly guarantee the
success of each venture. Heretofore, no specified guiding principles have been formulated for the education and training of the blind in these selected enterprises.

METHOD. The selection of the enterprises for this study was made from those which have been successfully engaged in nationwide and have been found feasible for the blind. These were chosen after a thorough study of literature on enterprises for the blind, experience of the writer in the promotion and establishment of enterprises for the blind in Oregon, and a questionnaire study from all agencies serving the blind in the United States and its possessions.

Information regarding the development of education and training of blind enterprisers has been obtained through correspondence with other state vocational rehabilitation agencies, the Federal Office of Vocational Rehabilitation, and the Canadian National Institute for the Blind. The questionnaire sent to the various agencies in the United States and its possessions gave additional datum. Personal interviews of professional personnel in the field of Vocational Rehabilitation and interviews of blind people engaged in various enterprises has provided one of the best sources of practical information. These personal contacts served to point out the basic problems of the blind and to bring out specific challenges which this thesis will attempt to meet.

LIMITATIONS. This study has by no means attempted to prescribe education and training for all enterprises that may be entered by the blind, but serves as a basis from which expansion can be made into
other fields on a more carefully planned agency program.

Most of the datum has been obtained through agencies serving the blind. It is acknowledged that many blind have successfully entered business on their own and have succeeded. The impossibility of gaining a sufficiently large sampling of this group has limited its usefulness as a valid basis for conclusions. Some personal interviews were made with individual blind people who have gone into business on their own to gain some indication of the opinions from this group.
CHAPTER II

HISTORICAL BACKGROUND OF ENTERPRISES FOR THE BLIND
AS PROMOTED BY VOCATIONAL REHABILITATION AGENCIES

DEVELOPMENT OF VOCATIONAL REHABILITATION SERVICES IN THE UNITED STATES. Modern governments have recognized the need of providing planned vocational rehabilitation assistance for the physically disabled. As early as 1911 action was being taken in parts of the United States to establish vocational rehabilitation programs. (3, p. 3)

Following World War I, considerable interest developed toward assisting the war disabled through vocational rehabilitation services. There was also an increased feeling of responsibility by the government to provide vocational rehabilitation services for those injured in industry or otherwise. The Smith-Fess Bill which made provision for civilian vocational rehabilitation was inaugurated June 2, 1920. Six states had established rehabilitation programs prior to the passage of this Act, and after its enactment, others made similar provisions. (16, p. 16)

The Smith-Fess Bill was improved and amended in 1924, 1930 and 1932. It provided for Federal grants to the states through June 30, 1936. The plan, as originally set up, was to provide vocational rehabilitation services mainly to those industrially incapacitated. Usually the initial financial assistance in each state was received from the Industrial Accident Commission and as such, provided assistance only to those disabled by industrial accidents. The principle
of Federal aid to the states was followed in this Act. Funds and services were made available to the states by the Federal government without interference with the states' autonomy. The passage of the Smith-Fess Bill made it possible for the physically disabled to be established not only in trades and industry, but also in enterprises for themselves through government assistance. On August 14, 1935 the Social Security Act became effective, providing for Federal participation in the rehabilitation program, permanently. (16, p. 18)

An early report (February, 1922) of a vocational rehabilitation project planned for a blind person under government assistance recounts the development of a farming enterprise for a blind man and his wife. The blind man was given preliminary training in dairy and poultry management at the state college before being established on a farm. Maintenance during the training period was provided by the Red Cross. (50, p. 7) Through the government planned assistance, vocational rehabilitation was accomplished.

There was an ever-expanding need for small enterprises which the blind could operate for themselves. Canada faced the same problem and met it by developing such enterprises on a country-wide basis through the Canadian National Institute for the Blind. As early as 1928 industrial lunch and refreshment stands operated by the blind were promoted in Canada. This refreshment stand program did much to influence the United States in the development of a program for the blind. (60, pp. 16, 17, 20, 26, 27)

In the year 1929 a bill was placed before Congress to provide
for the licensing of the blind to operate vending stands in Federal buildings. No action was taken on this, but, as originally promoted, the plan would have provided for the training, placement, and supervision of such vending stands by the Division of Vocational Rehabilitation. (3, p. 67) In 1936 the Randolph-Sheppard Act was passed permitting blind persons to operate vending stands in Federal buildings. These stands would be licensed by the state agency serving the blind. The Act specified that Federal buildings might be surveyed for the possibility of establishing vending stands for the blind. If it was determined that the location was suitable for a stand, the building manager's approval for the establishment of the stand would be obtained. If approved by the manager, a written application would be forwarded to the Federal Office at Washington, D.C. Under this law, articles to be vended in post offices would be limited to such items as confections, tobaccos, periodicals, and sundries. (Note Appendix A) The passage of the Randolph-Sheppard Act provided greatly increased opportunities for the blind.

World War II with the speed up in industrial activity brought about an increase in industrial accidents. Services such as had been previously provided for the disabled were found inadequate. The state and Federal governments were failing to meet the demands of the disabled. Congressmen became aware of the situation and took action to remedy this condition. More complete and adequate services were provided through passage of the Barden-LaFollette Act, passed by Congress in 1943. This Law (Note Appendix B) provided for complete
rehabilitation services for the disabled. Dabelstein, along with many others, refers to this Act as the beginning of free opportunity for the blind. (46, p. 286)

DEVELOPMENT OF VOCATIONAL REHABILITATION SERVICES FOR THE BLIND IN OREGON. The earliest reported efforts to provide rehabilitation services for the blind in Oregon began in 1913. An attempt was made to provide trade training for the blind. Public subscription made possible a course in broom making. In 1914 the Portland School Board took over the responsibility of this training. In 1920 a bill was passed to provide for blind trades training under the Oregon Employment Institution for the Blind as a sheltered workshop.

By 1923 permanent quarters were constructed for the Institution at N. E. 84th and Glisan in Portland, Oregon. Essentially these early attempts at trade training made provision for institutional sheltered workshops.

On February 20, 1923, the State of Oregon accepted the provisions of the Industrial Rehabilitation Act passed by Congress in 1920. (47, p. 11) These early rehabilitation provisions were mainly for those disabled by industrial accidents. The Industrial Accident Commission gave medical care and provided rehabilitation training for those who were industrially disabled. (51, p. 35) Many of the blind were disabled from causes other than industrial accidents. For these there was little provision for vocational rehabilitation. By 1933 assistance was made available through the Reader's Fund for the blind who planned to benefit through higher education. Also, in 1933 the
Employment Institution for the Blind was re-named the Oregon Blind Trades School. Emphasis was placed on training to qualify the blind for employment outside the Institution, either in their own enterprise or in industry. Some of the blind who were interested in occupational training attended the Blind Trades School at Portland, Oregon, where they learned broom making, brush making, mop making, chair caning and the usual blind institutional jobs. A few remained at the Institution--others returned to their home communities to attempt to make a living from what they had learned. (25, pp 2, 3) Assistance was also given in establishing some of the blind in cigar and news stands. Very little financial or planned assistance was given, however, and the success or failure of the enterprise depended upon the ingenuity and "sticktuitiveness" or just plain luck of the enterprisor.

EXPANSION OF VOCATIONAL REHABILITATION SERVICES FOR THE BLIND THROUGH THE OREGON COMMISSION FOR THE BLIND AND PREVENTION OF BLINDNESS. Continual difficulties in the administrative policies of the Blind Trades School due to "politics" brought about a need for re-evaluation of the administrative policies and the philosophy of services to be provided. The Commission for the Blind and Prevention of Blindness was established by state law on March 6, 1937 to reorganize the administrative policies of the services for the blind. This law made provision for rehabilitation services such as medical treatment and surgery, vocational training and placement, purchase of tools or machinery, and assistance in the marketing of items produced by the blind. (Note Appendix C)
Previous to the passage of this law, the state had made provision for extended rehabilitation services for the disabled. The Oregon Vocational Rehabilitation Division under the Department of Education had increased the services to all disabled through field specialists trained in vocational rehabilitation service. This Rehabilitation Division provided some assistance to the blind and visually handicapped in addition to the other disabled groups.

With the passage of the Randolph-Sheppard Act in 1936, which permitted the operation of vending stands in Federal buildings by the blind, the Rehabilitation Division, under the State Department of Education, in cooperation with the Commission for the Blind took action to establish vending stands for the blind in Federal buildings. The first applications for stands were made in 1937. The applications were processed to the Federal Office through the Superintendent of the Blind Trades School under the Commission for the Blind.

Upon approval of an application, the Vocational Rehabilitation Division of the State Department of Vocational Education took over the responsibility for establishing the vending stand. Needed fixtures were "fennagled" by various means. There was no pre-arranged plan for financing the capital outlay for the purchase of fixtures. Likewise, there was no planned provision for financing the initial stock for the stands. In some cases the blind operator received help from some friend or organization. The Rehabilitation Division of the Department of Education handled the details of setting up the stand and training the operator. The blind operator was given supervisory
stand training over a period of from seven to twelve days. No provisions were made for management services once the stand was in operation. (29, pp. 10-13)

Ten stands were set up between 1937 and 1940. Seven of these stands are in operation yet. Three are located in Portland; one, in Astoria; one, in The Dalles; one, in Salem; and one, in Klamath Falls. Stands located in the Coos Bay Post Office and the Pioneer Post Office in Portland were closed due to the small financial returns.

The 1939-1940 Biennial Report of the Oregon Commission for the Blind stated that additional stand locations in Federal buildings were limited. Surveys had been made of possible locations. This practice of making a survey was for the purpose of checking traffic at any prospective Federal building for a six day period. If the survey indicated assurance of sufficient foot traffic for a satisfactory business venture, steps were taken to establish a vending stand. There was a growing awareness of the need for more self-employment opportunities because of the lack of additional locations.

The Blind Trades School during the biennium period 1939-1940 promoted vocational training in tire mat manufacturing, rug weaving, piano tuning, basket making and broom making. Some of the blind who were trained in these fields were aided in setting up businesses in their home communities. Many remained at the Blind Trades School and worked as regular employees in the sheltered workshops. Training had been given in these and similar fields for a number of years at the Blind Trades School, but there were very few who were successful in
establishing themselves in competitive business enterprises. Insufficient follow-up and supervisory assistance was blamed for many of the failures.

During the biennial period of 1942-1944, the Blind Trades School was forced to close the tire mat, basket making and piano departments due to the war shortages. Plastic training was added during this period, but with little success. Broom making and chair caning were continued as sheltered workshops at the school. Rivet sorting was brought into the school to make available employment for some of the blind. (31, p. 10)

DEVELOPMENT OF A PLANNED PROGRAM OF REHABILITATION SERVICES FOR THE BLIND. The enactment of a state law to provide for a Commission for the Blind had specified that provision was to be made for vocational rehabilitation services. It was planned to consider this as part of the process of training given at the Blind Trades School. As an institution it did not carry the rehabilitation program into the community to the point of successfully placing the blind in a job or an enterprise of his own. The school had become in reality a sheltered workshop.

The Attorney-General of Oregon was asked for an opinion regarding the vocational rehabilitation responsibility of the Commission for the Blind. This opinion stated that the Commission for the Blind was responsible for vocational rehabilitation. Realizing the shortcomings of its previous attempts in vocational rehabilitation through the Blind Trades School, the Commission in January, 1942, established
a program of vocational guidance, training and placement.

In its beginning the Vocational Rehabilitation Division provided only education, training and placement services. There were no special plans for the promotion of enterprises for the blind.

In January, 1944, Federal matching funds were made available through Public Law 113, which had recently been passed, making it possible to plan a comprehensive program of Vocational Rehabilitation Service for the blind with Federal assistance. (31, pp. 11-27)

A home teaching program was begun in October, 1945, to provide added services for the blind in their own homes. Teaching services were provided to help the blind adjust to the world about them. Home teaching provided for instruction in courses such as Braille, travel, home making, crafts, and adjustment services.

During this period, pre-employment training in the handling of tools and equipment was tried. The training was exploratory in nature so as to provide a basis for the determination of a vocational objective before setting up a plan of vocational rehabilitation.

On December 4, 1946, the first unit of the home industry program was started. This program provided for the training of those who were interested in rug weaving. After being trained at the Blind Trades School, the blind trainee returned to his home to carry on the production of rugs. Materials were sent to the home worker who, in turn, would send the completed product to the Blind Trades School to be marketed.
THE PLANNED BUSINESS ENTERPRISE PROGRAM FOR THE BLIND. With the establishment of a planned program of rehabilitation services for the blind there was a gradual increase in the placement of the blind in civilian activity, but there were limited opportunities for placement of those desirous of self-employment. To provide further outlets it was obvious that the Division of Vocational Rehabilitation would have to do further planning. Promotion of business enterprises for the blind was considered one of the better means to this end. The Randolph-Sheppard Act had made provision for establishment of vending stands in Federal buildings. Public Law 113 and the rules and regulations of the Law regarding administration made possible added financial assistance from the Federal government in the establishment of vending stands. In order to take full advantage of Federal financial assistance it was necessary for the state to prepare a carefully written plan for the promotion and supervision of business enterprises. Such a plan was organized and approved.

During the last quarter of the 1946-48 biennium, the business enterprise plan was placed in operation. This plan provided for a more completely organized procedure of promotion, installation and supervision of business enterprises. The program was originally planned to provide for the establishment of vending stands, but in its final plans there were no limitations as to the types of enterprises that might be promoted.

Shortly after the acceptance of this plan, three carefully planned vending stand enterprises were set up. Two of these stands
were the "wet" type (dispensing bottled beverages) vending refreshment stands and one was a coffee bar. The plan made provision for the purchase of the necessary fixtures, equipment, and supplies to begin operations. Training and follow-up supervision were provided to guarantee the success of the venture. The stand operators were required to prepare weekly reports of their business activity. Management services were provided by the rehabilitation services as specified in the Business Enterprise Plan. The financial returns were much greater than on the original seven stands established in 1937-1939.

Continuous surveys for further locations were made by the Agency. By the summer of 1950 four more enterprises had been added under the Business Enterprise Plan. Two of these were "dry" stands in Federal Post Offices. One snack bar was set up in a private office building and two snack bars were established in Federal buildings.

The success of the snack bar type of stand, which provides for the sale of coffee and lunch snacks, developed new possibilities in other than the traditional type vending stands, and encouraged the Vocational Rehabilitation Division in its efforts to find new and different enterprises. New projects were gradually built from the limited regularly budgeted funds for vocational rehabilitation services. Each project was carefully planned to assure the permanency of the project. The ultimate objective of the program was to establish a wide variety of enterprises which could be offered as self-employment opportunities for the blind. This would increasingly provide placement for the blind in more secure, self-supporting work.
CHAPTER III

BASIC PRINCIPLES OF THE BUSINESS ENTERPRISE PROGRAM
FOR THE BLIND UNDER GOVERNMENTAL AGENCY PLAN

The development of business enterprises for the blind has been rather difficult in cases where the blind person must depend upon his own financial resources. In most instances a blind person wishing to enter a business field does not have the necessary financial resources to establish a business. The sighted businessman can depend upon lending agencies for the necessary capital if he does not have sufficient finances, but the blind person finds this source usually closed to him. Very few lending institutions will make a loan to a blind person. The reasons are self-evident.

The other alternatives for financing such enterprises are dependence upon some friend, charitable group, or government funds. Assistance through charitable organizations has been very limited due to the reluctance of the blind person to ask such a group for assistance. In the instances where organizations have sponsored such enterprises, it has been difficult for the group to give sufficient assistance, advice and supervisory service usually necessary to guarantee the success of the ventures. The numerous details connected with the promotion of an enterprise for the blind makes it difficult to provide very many opportunities in instances where it is left to the chance development of a charitable group.

Consequently, when the government assumed the responsibility for vocational rehabilitation of the disabled, it also acknowledged
the fact that the government should assume responsibility for the promotion of business ventures for the blind as a part of rehabilitation. The fact that vending stands have proven to be a most feasible type of business enterprise for the blind brought into focus the large number of possible locations for such enterprises in government buildings.

The Randolph-Sheppard Act was passed in 1936 to make possible promotion and development of business enterprises for the blind, mainly vending stands, in Federal buildings. (Note Appendix A) Some states have provided legislation similar to the Randolph-Sheppard Act to make space available in state, county and municipal buildings for vending stands.

In 1943 with the passage of the Barden-LaFollette Act, which expanded vocational rehabilitation services for the civilian disabled, provision was made for expanded assistance in promoting business enterprises for the blind. (Note Appendix B) More liberal Federal financial assistance was provided for the establishment of business enterprises for the blind. To receive Federal financial assistance the agency must have an approved organized State Business Enterprise Program Plan for the blind along certain defined limits. Oregon met the Federal requirements by providing such a plan.

DESCRIPTION OF THE BUSINESS ENTERPRISE PROGRAM FOR THE BLIND IN OREGON. Legal Basis. The Oregon Commission for the Blind and Prevention of Blindness, which was established by act of the Oregon Legislature in 1937, was empowered to provide for vocational
rehabilitation for the blind. An opinion handed down by the Attorney General on November 10, 1943, designated the Commission as the responsible agency for vocational rehabilitation of the blind. The Commission can provide for the necessary personnel to organize and establish such services that are necessary to accomplish state-wide vocational rehabilitation services for the blind. The 1949 legislature amended the 1947 act to specifically designate the Commission for the Blind in cooperation with the Federal agencies to provide vocational rehabilitation as part of the over-all plan of vocational rehabilitation. The Business Enterprise Program for the Blind was included as an approved plan that has been accepted by the Federal Office of Vocational Rehabilitation. Necessary funds to purchase needed equipment to establish small business enterprises for the blind are appropriated by the state and additional matching funds are provided by the Federal government within certain limits.

Organization. The Division of Vocational Rehabilitation services for the Blind has been designated by the Commission as the responsible agency to organize business enterprises for the blind.

A business advisory committee made up of leaders in the legal profession, merchandising, labor, building management, wholesaling, business management, agriculture, and vending stands comprises the business advisory committee. This group will hear reports of the progress of the program and advise the Division of Vocational Rehabilitation concerning administration and development of the business enterprise program. The Director of the Division of
Vocational Rehabilitation Services for the Blind serves as an ex-officio member of this advisory committee.

One of the rehabilitation counselors of the Division of Vocational Rehabilitation functions part time as the Organizer of Business Enterprises. The organizer is responsible for the investigation of business opportunities and evaluates the possibilities for success of a venture under consideration. Members of the advisory committee are consulted for advice whenever deemed necessary, either individually or in a group meeting.

The Business Enterprise Organizer obtains information and keeps currently informed on business enterprises for the blind. He surveys possible locations for vending stands and other businesses. Arrangement for leases from owners of locations and the licensing of the business enterprise is handled by the organizer. He also takes care of the necessary details in setting up a new business enterprise. The organizer works with the rehabilitation agent in selecting a business enterprise operator and also cooperatively plans the training and induction of the new operator into the business enterprise.

Funds are provided jointly by Federal-State participation for the purchase of fixed property within certain defined limits depending upon the type of business. This equipment remains the property of the Division of Vocational Rehabilitation to be used by successive blind persons during their satisfactory performance as operators. Consequently, profiteering by sale of the investment is impossible and assured employment opportunity is always available for deserving
blind residents of the state.

Stock and expendable supplies must be provided by other than Federal-State funds. Usually some service club or the administrative fee fund is the source of assistance for financing outlay for stock or supplies.

Management. Business enterprise activities that may be established include those types of activities best adapted to the blind. Vending stands, snack bars, or small cafeterias are the only businesses now included under the business enterprise plan. Various manufacturing fields, agricultural activities, service shops, and personal services are feasible under the program.

Previous arrangement is made by the agency for the purchase of merchandise, supplies, or services to be sold.

The design and layout of any business activity is planned by the agency.

Each business enterprise unit has the assistance of the fiscal clerk or bookkeeper assigned by the Division of Vocational Rehabilitation to keep business records for the operators. The individual business operators provide the fiscal worker with weekly reports of receipts and expenditures. Every four weeks the fiscal worker calculates the net profit on each business unit. Each operator is then paid the balance due him from his net profit after deducting withdrawals made by the operator during the four week period. Each operator does his own banking to the central business enterprise program account. Each operator is provided with a quarterly report.
of his business operation.

All operations in Federal buildings must be carefully supervised by the agency to fulfill the requirements of the Federal law and the business enterprise plan.

**Business Enterprise Operators.** Business operators are selected on the basis of:

1. Blindness.
2. Education.
3. Past experience.
4. Personality.
5. Resident of the state at least one year.
6. Demonstration of his ability to function as an operator during the training period.

Operators in Federal buildings must meet the requirements of the Randolph-Sheppard Act. Operators are selected in conference between the Director of Vocational Rehabilitation for the Blind, the Business Enterprise Organizer, and the Rehabilitation Agent. Reasonable assurance must be gained from the operator of his willingness to give his full cooperation.

Some special benefits provided operators besides the supervision of their enterprises and the keeping of accounting records are:

1. Promotion to better locations as openings occur.
2. Two weeks vacation with pay each year.
3. One day cumulative sick leave per month.
4. Group purchasing coordination.
5. Blue Cross coverage for health and accident.
6. Liability coverage for the business and blind operator.
7. Fire insurance and theft insurance.
8. Minimum weekly guaranteed earnings.

**Fiscal Provisions.** Complete inventories are maintained for
each business by the agency. Inventories are taken at least semi-
annually or any time that operators are changed at any location. If
an operator leaves a stand, the basic inventory set up at the par-
ticular location when it was started, or value thereof, must be left
with the business.

Maintenance of fixtures and equipment and replacement of worn
out fixtures or equipment must come from the operational profits.
Original fixtures and equipment placed in the business remain the
property of the Division of Vocational Rehabilitation.

Money received from the operations of the business are
deposited to a central account for the Business Enterprise Program.
Each operator may draw for his own use from his gross profit after
paying bills. The balance of net profit remaining after deducting
drawing and administrative fee is paid to the operator at the end of
each four week period.

An administrative fee is charged each business to pay the cost
of management services which include accounting, minimum earning
guarantee, vacation pay, sick leave, accident and hospital coverage,
and the purchase of additional equipment and stock. Special account-
ing records that indicate current status of each business enterprise
are maintained by the fiscal clerk. Reserves are held in the account
of each enterprise to provide for unpaid bills. Personnel who handle
funds of the program are bonded. All enterprises are marked by
special signs indicating that the business is an agency licensed
enterprise.
Regular bi-monthly meetings between the personnel of the Business Enterprise Program and the operators are held to discuss freely problems connected with the business operations. These operators elect their own representative to the advisory committee. There is a continuous striving to encourage the operators to look upon this program as their own in which they have a full part in planning the administration and operation.
CHAPTER IV

STATUS OF SELECTED BUSINESS ENTERPRISES FOR THE BLIND
IN THE UNITED STATES UNDER GOVERNMENTAL PROMOTION AND PLANNING

The purpose of this study, as stated in the first chapter, is
to select the most practical enterprises for the blind and determine
the areas of education and training. To find the most generally
accepted principles now in practice, a study was made of the present
status of education and training of the blind in selected business
terprises.

To gather this datum, a questionnaire was prepared to obtain
the following general information: (1) business enterprises being
promoted for the blind; (2) criteria for selection of business enter-
prise operators; (3) education and training of business enterprise
operators; (4) agency supervision and assistance for business enter-
prise operators. Questions other than those applying specifically
to these phases were included to gather further comparative data
regarding earnings, financial assistance and special provisions of
organized vending stand programs to evaluate Oregon's plan in com-
parison with other state plans.

Questionnaires were mailed in October 1950 to agencies in
the forty-eight states and the District of Columbia and Hawaii.
Thirty-six reports were received by December 31, 1950. Of the
thirty-six agencies reporting two did not complete the question-
aire as they do not have an approved Business Enterprise Program
Plan. One of the thirty-four agencies completing the questionnaire
does not have an approved business enterprise program plan, but reported on the promotion of individual businesses by the rehabilitation department.

The information accumulated from the questionnaires will be presented in the following categories for purpose of classification and development:

Business enterprises being promoted for the blind.

(1) Types of enterprises.
(2) Comparison of earnings.
(3) Financial assistance provided for the establishment of vending stands.

Criteria for the selection of vending stand operators.

Education and training of vending stand operators.

(1) Pre-vocational.
(2) Special study courses and instruction.
(3) On-the-job training.

Supervisory assistance (follow-up).

(1) Purchasing.
(2) Sales promotion.
(3) Accounting and record keeping.
(4) Special services for the operator.

Provision was made in the questionnaire for qualification of answers wherever the agency might find it difficult to check a specific answer. Few returns gave any qualifying statements. Often there were omissions in answering questions. This is understandable due to the fact that the agencies are asked for so many reports by Federal and state governments. Anyone requesting datum for studies such as this often find that the request for additional datum invokes a demand upon the time of agencies which cannot be given. In the
presentation breakdown of the completed datum no attempt will be made to give the qualifying statements in their entirety. Some pertinent comments were arrived at through study of the qualifying statements and these will be added in the chapter covering recommendations and suggestions.

BUSINESS ENTERPRISES BEING PROMOTED BY AGENCIES FOR THE BLIND.

Types of enterprises. Table I, page 27, lists the various types of enterprises being promoted by the reporting agencies.

It is quite apparent that vending stands are the most frequently promoted business enterprise for the blind and have been considered for many years a most suitable enterprise for the blind. Of the thirty-four agencies returning completed questionnaires, all reported that they promote vending stands as business enterprises. Snack bars, second in importance, are promoted by twenty of the thirty-four agencies. Small stores are next in frequency with twelve of the thirty-four reporting their promotion.

Other enterprises are promoted, but only by a few agencies in each case. It can be assumed that these enterprises are less suitable for the blind, although poultry and rabbit farms, and fixit, gift and leather shops, popcorn stands, shoe shops, weaving, home laundry and broom making shops are of sufficient consequence for worthwhile consideration for agency promotion. These enterprises are more often set up as individual projects under other than a controlled plan.

COMPARISON OF EARNINGS. Comparison of earnings, as reported by the thirty-four agencies shows that a total of twenty-six agencies
# TABLE I

**BUSINESS ENTERPRISES BEING PROMOTED BY GOVERNMENTAL AGENCIES**

<table>
<thead>
<tr>
<th>Enterprise</th>
<th>No. of agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vending stands</td>
<td>34</td>
</tr>
<tr>
<td>Snack bars</td>
<td>21</td>
</tr>
<tr>
<td>Small stores</td>
<td>12</td>
</tr>
<tr>
<td>Poultry farms</td>
<td>8</td>
</tr>
<tr>
<td>Fixit shops</td>
<td>5</td>
</tr>
<tr>
<td>Gift shops</td>
<td>4</td>
</tr>
<tr>
<td>Rabbitries</td>
<td>3</td>
</tr>
<tr>
<td>Leather shops</td>
<td>3</td>
</tr>
<tr>
<td>Popcorn stands</td>
<td>2</td>
</tr>
<tr>
<td>Shoe shops</td>
<td>2</td>
</tr>
<tr>
<td>Weaving</td>
<td>2</td>
</tr>
<tr>
<td>Home laundries</td>
<td>2</td>
</tr>
<tr>
<td>Broom making</td>
<td>2</td>
</tr>
<tr>
<td>Cement blocks</td>
<td>1</td>
</tr>
<tr>
<td>Metal specialty shops</td>
<td>1</td>
</tr>
<tr>
<td>Farming</td>
<td>1</td>
</tr>
<tr>
<td>Woodworking shops</td>
<td>1</td>
</tr>
<tr>
<td>Piano tuning</td>
<td>1</td>
</tr>
<tr>
<td>Variety stores</td>
<td>1</td>
</tr>
<tr>
<td>Mattress factory</td>
<td>1</td>
</tr>
<tr>
<td>Chemical plant</td>
<td>1</td>
</tr>
<tr>
<td>Exterminator products</td>
<td>1</td>
</tr>
<tr>
<td>Mfg. toys, etc.</td>
<td>1</td>
</tr>
<tr>
<td>Raising laboratory animals</td>
<td>1</td>
</tr>
<tr>
<td>Shoe shine shop</td>
<td>1</td>
</tr>
<tr>
<td>Chair caning</td>
<td>1</td>
</tr>
</tbody>
</table>
reported vending stands as most profitable during the fiscal year 1949-1950. Six agencies reported snack bars as the most profitable. One agency reported cement block manufacturing as the most profitable; one agency, metal specialty manufacturing; and one agency, a law business.

To further evaluate these results it must be kept in mind that thirty-three agencies promoted control plan vending stand programs and only twenty-one promoted snack bars, while only one each reported other businesses as leaders. In percentages 36.5% of the agencies promoting stand programs reported vending stands as the most profitable. 35% of those promoting snack bars reported these enterprises most profitable. The cement block manufacturing, metal specialties manufacturing and law business are limited to single agencies and consequently, little comparative inference can be made.

From these reports it appears that most agencies consider vending stands most suitable as a business enterprise for the blind and compared with other widely accepted businesses for the blind, they proved more profitable.

The questionnaire was directed toward gaining more specific information on vending stands, snack bars and small stores since these have been developed more generally nationwide and are more suited for development by agency business enterprise plan. Also, past experience by other countries, particularly Canada, has proven vending stands and snack bars or cafeterias to be most suitable as business enterprises for the blind. (41, p. 199)
FINANCIAL ASSISTANCE PROVIDED FOR THE ESTABLISHMENT OF STANDS.

Table II, page 30, reveals the average costs of equipping and stocking stands in the various agencies. Table III, page 31, gives a report of the gross sales and net profit to the operator of the most profitable stand of each agency. Table IV, page 32, indicates the gross sales and net profit to the operator of the least profitable stand of each agency.

Study of Table II gives a clue to the reason for the selection of stands as business enterprises for the blind. The initial cost of establishing such enterprises is comparatively low on the average. Add to this low initial cost the fact, as shown in Table III, that the investment may bring back profit in one year equivalent to the investment or, in some cases, the return may amount to approximately ten times the investment. It readily becomes evident why this type of business venture is so generally promoted for the blind. Even comparison of net earnings of the least profitable stands as shown in Table IV proves that a substantial return is received considering the low investment cost.

Even though some of the less profitable enterprises fail to provide sufficient income for a livelihood, it must be remembered that the blind receiving the lower returns would in many instances be entirely dependent upon public welfare. What income they receive reduces the burden on taxpayers and not only gives the blind person a feeling of independence because he is making his own way, but raises his self-esteem.
### Table II

**Cost of Investment in Stands**  
*(1949-1950 Fiscal Year)*  
*(Figures to the nearest dollar)*

<table>
<thead>
<tr>
<th>States &amp; Territories</th>
<th>Equipment</th>
<th>Stock</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$650.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>Arizona</td>
<td>$500.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Connecticut</td>
<td>$4000.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Delaware</td>
<td>$3970.00</td>
<td>475.00</td>
</tr>
<tr>
<td>Florida</td>
<td>$1200.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Georgia</td>
<td>$1100.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Illinois</td>
<td>$900.00</td>
<td></td>
</tr>
<tr>
<td>Iowa</td>
<td>$1050.00</td>
<td>200.00</td>
</tr>
<tr>
<td>Kansas</td>
<td>$1000.00</td>
<td>350.00</td>
</tr>
<tr>
<td>Maine</td>
<td></td>
<td>400.00</td>
</tr>
<tr>
<td>Maryland</td>
<td>$3000.00</td>
<td>220.00</td>
</tr>
<tr>
<td>Michigan</td>
<td>$1100.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$1100.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Mississippi</td>
<td>$1500.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Nebraska</td>
<td>$1800.00</td>
<td>400.00</td>
</tr>
<tr>
<td>Nevada</td>
<td>$900.00</td>
<td>200.00</td>
</tr>
<tr>
<td>New Mexico</td>
<td>$700.00</td>
<td>200.00</td>
</tr>
<tr>
<td>North Carolina</td>
<td>$1050.00</td>
<td>350.00</td>
</tr>
<tr>
<td>North Dakota</td>
<td>$400.00</td>
<td>200.00</td>
</tr>
<tr>
<td>Ohio</td>
<td>$1500.00</td>
<td>700.00</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>$1400.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Oregon</td>
<td>$872.00</td>
<td>135.00</td>
</tr>
<tr>
<td>South Carolina</td>
<td>$720.00</td>
<td>190.00</td>
</tr>
<tr>
<td>South Dakota</td>
<td>$450.00</td>
<td>150.00</td>
</tr>
<tr>
<td>Tennessee</td>
<td>$1200.00</td>
<td>250.00</td>
</tr>
<tr>
<td>Texas</td>
<td></td>
<td>200.00</td>
</tr>
<tr>
<td>Utah</td>
<td></td>
<td>200.00</td>
</tr>
<tr>
<td>Washington</td>
<td>$600.00</td>
<td>150.00</td>
</tr>
<tr>
<td>West Virginia</td>
<td>$1000.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Wyoming</td>
<td>$1100.00</td>
<td>300.00</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>$3500.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Hawaii</td>
<td>$800.00</td>
<td>250.00</td>
</tr>
</tbody>
</table>

**Totals**           | **$39962.00**       | **$8420.00**       |

**Average cost**     | **$1347.00**        | **$272.00**        |
TABLE III
RETURNS FROM MOST PROFITABLE STANDS
(1949-1950 Fiscal Year. Figures to the nearest dollar.)

<table>
<thead>
<tr>
<th>States &amp; Territories</th>
<th>Gross sales of operation</th>
<th>Net annual to operators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$25,468.00</td>
<td>$6,112.00</td>
</tr>
<tr>
<td>Arizona</td>
<td>12,000.00</td>
<td>2,500.00</td>
</tr>
<tr>
<td>Connecticut</td>
<td>14,777.00</td>
<td>1,600.00</td>
</tr>
<tr>
<td>Delaware</td>
<td>48,333.00</td>
<td>5,574.00</td>
</tr>
<tr>
<td>Florida</td>
<td>24,000.00</td>
<td>3,600.00</td>
</tr>
<tr>
<td>Georgia</td>
<td>34,587.00</td>
<td>3,819.00</td>
</tr>
<tr>
<td>Indiana</td>
<td>20,000.00</td>
<td>2,200.00</td>
</tr>
<tr>
<td>Illinois</td>
<td>40,102.00</td>
<td>6,201.00</td>
</tr>
<tr>
<td>Kansas</td>
<td>25,000.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>Maine</td>
<td>11,039.00</td>
<td>1,501.00</td>
</tr>
<tr>
<td>Maryland</td>
<td>24,421.00</td>
<td>3,770.00</td>
</tr>
<tr>
<td>Michigan</td>
<td>35,000.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>Minnesota</td>
<td>26,400.00</td>
<td>5,400.00</td>
</tr>
<tr>
<td>Mississippi</td>
<td>18,725.00</td>
<td>3,430.00</td>
</tr>
<tr>
<td>Nebraska</td>
<td>15,000.00</td>
<td>2,450.00</td>
</tr>
<tr>
<td>Nevada</td>
<td>20,408.00</td>
<td>3,952.00</td>
</tr>
<tr>
<td>New Jersey</td>
<td>22,885.00</td>
<td>4,669.00</td>
</tr>
<tr>
<td>North Carolina</td>
<td>51,249.00</td>
<td>3,380.00 (1)</td>
</tr>
<tr>
<td>North Dakota</td>
<td>13,665.00</td>
<td>3,037.00</td>
</tr>
<tr>
<td>Ohio</td>
<td>45,438.00</td>
<td>10,044.00 (2)</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>38,281.00</td>
<td>6,279.00</td>
</tr>
<tr>
<td>Oregon</td>
<td>17,319.00</td>
<td>5,153.00</td>
</tr>
<tr>
<td>South Carolina</td>
<td>16,394.00</td>
<td>3,728.00</td>
</tr>
<tr>
<td>South Dakota</td>
<td>15,000.00</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Tennessee</td>
<td>26,176.00</td>
<td>4,519.00</td>
</tr>
<tr>
<td>Texas</td>
<td>53,188.00</td>
<td>9,855.00</td>
</tr>
<tr>
<td>Utah</td>
<td>17,627.00</td>
<td>1,311.00</td>
</tr>
<tr>
<td>Washington</td>
<td>12,851.00</td>
<td>2,483.00</td>
</tr>
<tr>
<td>West Virginia</td>
<td>16,020.00</td>
<td>2,560.00</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>17,500.00</td>
<td>2,400.00 (3)</td>
</tr>
<tr>
<td>Hawaii</td>
<td>37,764.00</td>
<td>1,870.00</td>
</tr>
</tbody>
</table>

Totals: $95,411,700.00 $30,999,970.00
Average: $30,778.00 $8,857.00

(1) Return to first operator. Paid assistants.
(2) Total return divided between manager and assistant.
(3) Four operators. Each received $6,000.00.
<table>
<thead>
<tr>
<th>States &amp; Territories</th>
<th>Gross sales of operation</th>
<th>Net annual to operators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama.</td>
<td>$1,274.00</td>
<td>$242.00</td>
</tr>
<tr>
<td>Arizona.</td>
<td>4,200.00</td>
<td>840.00</td>
</tr>
<tr>
<td>Connecticut.</td>
<td>1,307.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Delaware.</td>
<td>5,392.00</td>
<td>1,335.00</td>
</tr>
<tr>
<td>Florida.</td>
<td>3,400.00</td>
<td>700.00</td>
</tr>
<tr>
<td>Georgia.</td>
<td>2,826.00</td>
<td>920.00</td>
</tr>
<tr>
<td>Indiana.</td>
<td>600.00</td>
<td>180.00</td>
</tr>
<tr>
<td>Illinois.</td>
<td>7,000.00</td>
<td>1,382.00</td>
</tr>
<tr>
<td>Kansas.</td>
<td>3,500.00</td>
<td>650.00</td>
</tr>
<tr>
<td>Maine.</td>
<td>5,731.00</td>
<td>864.00</td>
</tr>
<tr>
<td>Maryland.</td>
<td>2,284.00</td>
<td>390.00</td>
</tr>
<tr>
<td>Minnesota.</td>
<td>6,000.00</td>
<td>960.00</td>
</tr>
<tr>
<td>Mississippi.</td>
<td>2,129.00</td>
<td>408.00</td>
</tr>
<tr>
<td>Nebraska.</td>
<td>8,000.00</td>
<td>1,100.00</td>
</tr>
<tr>
<td>New Jersey.</td>
<td>3,860.00</td>
<td>716.00</td>
</tr>
<tr>
<td>North Carolina.</td>
<td>737.00</td>
<td>397.00</td>
</tr>
<tr>
<td>North Dakota.</td>
<td>1,600.00</td>
<td>400.00</td>
</tr>
<tr>
<td>Ohio.</td>
<td>1,757.00</td>
<td>332.00</td>
</tr>
<tr>
<td>Oklahoma.</td>
<td>1,894.00</td>
<td>265.00</td>
</tr>
<tr>
<td>Oregon.</td>
<td>6,569.00</td>
<td>1,528.00</td>
</tr>
<tr>
<td>South Carolina.</td>
<td>2,356.00</td>
<td>517.00</td>
</tr>
<tr>
<td>South Dakota.</td>
<td>3,000.00</td>
<td>750.00</td>
</tr>
<tr>
<td>Tennessee.</td>
<td>3,218.00</td>
<td>592.00</td>
</tr>
<tr>
<td>Texas.</td>
<td>2,678.00</td>
<td>441.00</td>
</tr>
<tr>
<td>Utah.</td>
<td>4,376.00</td>
<td>1,040.00</td>
</tr>
<tr>
<td>Washington.</td>
<td>3,260.00</td>
<td>433.00</td>
</tr>
<tr>
<td>West Virginia.</td>
<td>2,549.00</td>
<td>800.00</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>6,000.00</td>
<td>1,860.00</td>
</tr>
<tr>
<td>Hawaii.</td>
<td>3,488.00</td>
<td>349.00</td>
</tr>
</tbody>
</table>

Totals. $109,985.00 $20,891.00

Average $3,482.00 $720.00
In a great many instances it becomes necessary for the agency to provide the necessary funds to establish a business enterprise in the rehabilitation of a blind individual. Consequently, it also becomes imperative for the agency to promote the type of business that can be set up with a minimum of financial outlay and a maximum return on the investment. The vending stand meets this requirement. It is obvious, therefore, why vending stands have been selected as a major field of endeavor for the blind. Snack bars or small cafeterias and small stores also have been promoted quite extensively due to the relatively low initial cost and the adaptability of the blind to each enterprise.

Vending stands and snack bars or cafeterias have been selected most often as feasible business enterprises for the blind. Small stores, which come next in frequency, are not as easily established because of the greater initial cost of stock and the higher overhead. Under the Randolph-Sheppard Act, it is possible to establish such enterprises as vending stands and snack bars in Federal buildings, rent free. Small stores do not have this advantage and, in fact, require more space than vending stands making the large overhead a drawback when setting up such enterprises. Free rent is a big factor in the selection of a business enterprise for the blind for it raises the earning capacity of the enterpriser.

Vending stands and snack bars have been selected as the most suitable business enterprises for the blind by the majority of agencies serving the blind. For the purposes of this study, questions
regarding the selection, education and training of operators were limited to vending stands since vending stands have been promoted by almost every agency for the blind over a period of many years and comparative objective data can be obtained from many sources. From information gathered regarding practices in use in vending stands, it is possible to determine the generally accepted principles of the selection, education and training of blind enterprise operators. These principles can be applied also to snack bars, cafeterias and small stores when set up as a vending stand or concession.

**CRITERIA FOR THE SELECTION OF VENDING STAND OPERATORS.** Results from the questionnaires indicated a variety of responses in answer to questions regarding the basis for selection of business operators.

Twenty-one agencies of the thirty-four returning questionnaires for the development of business enterprises for the blind reported that the education of the applicant is one of the basic considerations. Of the twenty-one agencies specifying a basic education as a requisite for selection, eleven agencies reported a minimum of eighth grade completion.

It is evident that most of the agencies considered the education of the applicant in the selection of operators, but that few stipulate any particular level of achievement. It can be assumed that most agencies would take into consideration the education that a person might have gained through experience.

Previous business experience was always considered a necessary qualification by ten agencies while twelve others sometimes consider it.
Fourteen agencies gave consideration to the personality of the applicant. Other considerations were need of the individual, appearance, ability to meet the public, adjustment, health, and natural ability. These could be summed up under the heading of personality.

It would appear, from studying the answers to the questionnaire, that there is a variance of criteria in the selection of operators, but that all agencies have established a common basis for selection. In general this involves: (1) education, (2) previous business experience, and (3) personality of the individual.

Some agencies made selection of the operator through observation while in pre-vocational training. Six agencies always make their selection as a result of observation during pre-vocational training. Twenty-one agencies sometimes select operators during such training.

It should be added that many operators are selected on trial with retention depending on the ability of the operator to perform on the job. Eighteen of the thirty-four agencies reporting stated that the operator must serve a probation period to become a stand operator.

The general practice in the selection of vending stand operators, even though a definite criteria may have been established, is to delay the selection until the prospective applicant has been observed in pre-vocational training. This, of course, is in keeping with good counseling procedures for the blind, as the final selection of a vocational objective in the vocational rehabilitation process is usually decided upon during or after pre-vocational
training. Furthermore, it would be a matter of wisdom to make final determination of the fitness of the person as a vending stand operator only after he has demonstrated his ability during a trial or probation period.

EDUCATION AND TRAINING FOR VENDING STAND OPERATORS. Pre-vocational. Certain pre-vocational courses have been required by some agencies before the selection of a stand operator. Thirteen agencies required Braille study before selection. Eleven agencies specified business mathematics. Two agencies required typing. From these reports it is evident that a relatively small percent of the agencies consider typing as a prerequisite, while a fairly representative group considers Braille and business mathematics of some consequence. Only one agency stipulated no specific prerequisite.

It is also obvious that all agencies consider some type of preliminary study essential. The value of such procedure is self-evident when we recognize the fact that basically most of the agencies consider education, business experience and personality the basic criteria for the selection of an operator. Only through prevocational study and observation can verification be made of such criteria.

Special study courses and instruction in preparation for vending stand operation. Besides providing pre-vocational courses, some agencies provided special courses of study preliminary to the operation of a vending stand.

Two agencies specified special study in a business college before the blind person enters his own enterprise. Twenty-seven of
the agencies indicated no special study in business college.

Further inquiry was made regarding special courses for stand operators. Eight agencies required courses in elementary bookkeeping. Ten agencies required courses in salesmanship. Six agencies required courses in marketing. Three agencies required courses in advertising. Two agencies required business law. One agency required a course in personality development and one agency required consumer economics.

The thirty-four agencies required a variety of courses. They do not agree on very many courses, but point out bookkeeping, salesmanship and marketing as the more important areas for preliminary study.

From reports of the agencies operating a planned program, fifteen stated that they have a prepared course of study in stand operation for prospective operators. Seventeen agencies made no provision for such a course. Specific instruction in techniques of buying, selling, and display was provided by fifteen agencies. Seventeen agencies gave no specific preparatory instruction. It appears that the agencies are divided regarding the importance of preliminary study and instruction in vending stand operation. This can be partly explained by the fact that many agencies give all or most of the instruction on the job during the break-in period.

On the other hand, a majority of the agencies reporting gave instruction in report forms previous to placement in a vending stand. Twenty-two agencies provided such instruction. Eleven agencies provided none.
Six agencies reported that they provided a course of study in food handling and twenty-six made no such provision. The small number requiring such instruction can be accounted for due to the fact that this course is usually taken only when required by city or state law and then only if unpackaged food is sold.

From reports received it appears that the agencies are divided in their practices relative to the specific study needed for prospective stand operators. A variety of study and preliminary courses have been indicated as necessary. It seems obvious that some plan of preliminary courses is provided by most agencies. Instruction in report forms seems to be the one specified field of preliminary instruction provided by most agencies.

On-the-job training. Answers to questions pertaining to the on-the-job training phase of preparation for the actual operation of a vending stand indicate that this phase is most important.

Practice training instruction was given by a blind stand operator in twenty-two agencies. Fifteen agencies provided instruction by a sighted trainer. Two agencies reported that a partially sighted trainer directs the practice training. One agency reported that the supervisor provided the instruction. The worker and training center were responsible for practice training in two instances. One stated that the Vocational Rehabilitation Agency gave the instruction. It appears that a majority of the agencies have found the blind stand operator the most suitable person to give practice training to a new operator.
Twenty-eight agencies reported that training was given in a regular vending stand. Seven agencies reported that provision was made for training the operator in a training stand. It would seem obvious that the most feasible means of providing training would be through regular stands, as is evidenced by the report of the majority. This does not necessarily mean that the agencies questioned would be against setting up a special stand for training purposes if this was financially feasible. Also some agencies set up uniform stands which are more suitable for a specialized type of training in a training stand.

Nineteen of the agencies reported a specified period of training time. Thirteen agencies made no provision for a specified period of training. Training periods varied from two weeks to six months with no weight of evidence in favor of any specific period of training. Three agencies specified two weeks training; two agencies, four weeks; one agency, four to six weeks; two agencies, six weeks; one agency, one week; one agency, one to three months; two agencies, three months; two agencies, three to six months; five agencies, according to aptitude.

Specially planned on-the-job training programs covering phases such as customer approach, change making, and detailed instruction on operational techniques is provided by twenty-two agencies. Eleven agencies make no provision for such a planned program. The above figures include one agency which uses both training stands and regular stands for training. It is obvious that all agencies promoting business enterprises for the blind must provide some training. The type
of training suitable in one state might not be acceptable in another because of the difference in business enterprise plans. The fact that business enterprises for the blind are regimented under strict controls of varying degrees in some agencies and are organized under loosely drawn controls in others, necessitates varying plans of training.

Twenty-five agencies report that the vending stand trainee actually operates the stands and assumes responsibility during training. Seven agencies do not make this provision.

Orientation to the stand and surrounding area is provided by the supervisor in twenty-nine agencies; by the blind trainer in one agency; by an orientation officer in one agency; by the vocational rehabilitation agent in one agency. It is obvious that the supervisor of stands would necessarily be the responsible person in most cases to orient the new operator to the vending stand and surrounding area.

Thirty-two agencies provide a specified list of duties, responsibilities, and regulations for new vending stand operators. One agency made no provision for this.

It is evident that all agencies provide some means of on-the-job training, although the methods used and the period of training time vary. In brief the following general policies are in use in the majority of agencies: (1) Practice training instruction is given by a blind vending stand operator. (2) Training is given in a regular operating stand. (3) A specified period of training time is set up,
varying from two weeks to six months. (4) Provision is made for a specially planned on-the-job training program covering areas such as customer approach, change making, salesmanship and processes involved in the management of a stand. (5) The trainee assumes the responsibility of an operator during the training period. (6) The trainee is oriented to the area of a new stand by the vending stand supervisor. (7) A specified list of duties, responsibilities and regulations for stand operators is provided the new trainee.

SUPERVISORIAL ASSISTANCE (FOLLOW-UP). To assure the success of each business venture most agencies provide for follow-up after the completion of training and the installation of the blind operator in his own stand. This supervision insures additional education and training and some special services of needed assistance for a blind operator.

The areas involved in this follow-up are: (1) purchasing, (2) sales promotion, (3) accounting and record keeping, (4) special services for the operator.

Supervision or follow-up was given varied consideration as is indicated in the questionnaires returned.

**Purchasing.** Thirty-three of the thirty-four agencies answering the questionnaire stated that the operator did his own purchasing. One agency purchased for the operators. It is obvious that those doing their own purchasing need considerable instruction and help in getting organized on procedures to follow in dealing with salesmen or wholesalers. The trial and error method can be costly.
Seventeen agencies reported that the operator took inventory of the stock. In sixteen instances the agency took the inventory. The intervals for taking inventory varied from ten weeks to three months, to six months, to annually and to other times when it is found necessary. All agencies felt that it was essential to take inventory in these business projects. The questionnaires indicate a wide divergence in the frequency of checking inventory.

Answers to the inquiry as to whether or not the agency distributed stock indicated that two agencies provided this service. Seventeen agencies sometimes provided it and thirteen agencies never distributed stock.

Even though the majority of the agencies reported that the operator did his own purchasing, a large number assist in taking inventory and in distributing supplies. This presents a problem of coordination and continual planning in the operation of the business.

Sales promotion. Sales promotion is one phase of follow-up which involves continual in-service education in an agency supervised program. Eleven agencies reported that circulars of instruction and information were sent to the operators. Twenty-two agencies made no provision for this. Five of the agencies did so at regular intervals while the other six agencies sent the circulars as needed. From practices being followed it appears that a majority of the agencies do not consider the practice of providing circulars of any importance nor do they have the time, money or personnel to provide the service. One must consider the fact also that the operators are blind. Written
matter sent to them must be read by someone else unless it is prepared in Braille. If there is anything of importance to be presented to the operator, it would in most instances be presented verbally by the business enterprise supervisor.

Some agencies make provision for in-service training through meetings of the stand operators or their representatives. The question as to how many agencies provided for such meetings was asked. Ten agencies reported that they held regular meetings. One agency held meetings at irregular intervals. Twenty-three agencies made no provision for such meetings.

Again, it seems that a minority of agencies hold stand operator's meetings. It can be assumed that in some states these meetings are not feasible because of the distances to be travelled and in such cases there would be some difficulty in providing for the travel cost.

Representatives to such meetings were elected by the operators in ten agencies. Two agencies appointed the representatives. In the majority of cases the representatives were elected by the operators. Meetings such as these provide for an expression of ideas for the improvement and development of the stands by those directly confronted with problems in the operation of their business. Group decisions of ways and means of improving the program would make more effective improvement of the business enterprise program.

Supervisory visits are made to the stands by an agency representative in each agency having a planned program to insure good stand operation and to suggest improvements in stand operating
procedures. These visits vary in frequency. One agency reported daily visits; two agencies, twice a week; five agencies, once a week; one agency, every one to two weeks; one agency, every three to four weeks; nine agencies, once a month; six agencies, bi-monthly; two agencies, quarterly; one agency, three times a year; and five agencies, as needed.

The frequency of supervision is as irregular as the inventory periods. It is possible that the frequency is limited in some instances by lack of funds and personnel for such supervision. Also the distances travelled may restrict the frequency of visitation.

It seems obvious that all agencies consider it necessary to make supervisory visits to the vending stands, although they vary in their frequency of visits. These visits make possible further education and advancement of the operators in sales promotion. Although a minority, there are some agencies that feel that supervisory visits are insufficient for development and improvement of the business enterprise program. To better their programs they have provided for meetings of the stand operators.

The conclusion could be drawn that most agencies consider the regular supervisory visit sufficient to give what information is needed. A few plan special meetings of operators or their representatives and a few send out circulars of instruction and information.

Accounting and record keeping. To carry on an efficient business operation, most agencies maintain accounting records for the
business enterprises. The stand operators usually provide reports of their receipts and expenditures to the central office serving the vending stands. Through the information received from these reports, a cumulative report can be made to the operators which will assist them in analyzing their businesses and making subsequent improvements in their operations.

Six agencies reported that regular financial reports were sent to the operators informing them of the over-all program returns. It is assumed that all agencies provide individual reports of each individual operation to each operator. The over-all report gives each operator a chance to see a comparative report of his business with that of other operators and sometimes encourages improvement. These reports were provided monthly by one agency, bi-monthly by one agency, quarterly by one agency, and annually by three agencies. Twenty-six agencies made no provision for an over-all financial report.

Conclusion. It is noteworthy that the questionnaire returns indicate a variety of business opportunities for the blind persons who are interested in a business. The vending stand, traditionally the business for the blind, is listed as the most feasible business for the blind and is being promoted as a venture in a business career involving some careful planning and development of progressive principles of good business under agency planned program.

The basis of selection of operators by most agencies gives careful consideration to the blind person's background and personality, both from recorded informational background and observation by the
agency of the prospective operator in pre-vocational and vocational training. Agencies emphasize the quality and aptitude of the particular blind person for the particular business venture rather than the blind person's need for public support.

The pre-vocational and special study courses as provided by many agencies gives further emphasis to the necessity for preparing the most qualified blind in a complete training program that will make it possible for the operator to realize a more certain success as an enterpriser. Such training promotes business because of the service rendered to the customers instead of getting "sympathy silver" because the operator is blind. Business forms and the recording of business activity as reported by most agencies gives further business soundness to the plan.

The thorough on-the-job training plan as reported by most agencies and the regular attention given to the follow-up and supervision of the operators, guarantees the success of each operator once he has met the requirements for selection and has been educated and trained in the best business methods of stand operation.
CHAPTER V

IMPRESSIONS GAINED FROM PERSONAL INTERVIEWS, CORRESPONDENCE AND SPECIAL STUDY

ATTITUDES AND OPINIONS OF VENDING STAND OPERATORS. In the previous chapter the cumulative results gathered from the questionnaires received from the various agencies gave an over-all picture of the education and training for certain business enterprises in various governmental agencies. To arrive at the most acceptable guiding principles for the education and training of stand operators, it seemed advisable to determine the attitudes of a representative group of blind stand operators. Getting a completely representative sampling of blind operators would necessitate questioning operators functioning under various agencies. Such a survey would be a costly and an almost impossible project for a thesis student to undertake as it would be necessary to personally contact the blind operator and read the questions to him and then tally the responses as they are given. Such a person to person contact would be necessary to explain and clarify each question.

The personal attitudes and opinions of blind operators regarding education and training for stand operation was considered essential to gain a true perspective. The most practical method, under existing limitations, was random sampling of operators in Oregon. In general the same questions that were sent to the various agencies were used as a basis for interviewing these blind business enterprise operators. Operators who had established their own business enterprises were
questioned as well as operators who had been established by the Rehabilitation Service for the Blind under the Business Enterprise Program Plan.

Three operators who had established their own ventures and three operators included under the Business Enterprise Program were questioned. The three independent operators are managing vending stands. The three operators selected from the group under the planned program included one vending stand operator and two vending snack bar operators.

The interviews covered the following areas:

- Qualifications for business enterprise operators.
- Education and training for blind business enterprise operators.
- Follow-up: Supervisorial and management services essential for blind business enterprise operators.

To limit the questioning to these particular phases, objective attitudes were asked in answer to questions 16, 18, 19, 23, 24, 25, 26, 27, 28, 30, 31, 32, 34, 35, 37, 38, 39, 40, 41, 42, 43, 44, and 45 of the questionnaire. (Note Appendix D) The wording of the questions was changed to point the query directly to the operator to gain his personal attitude. An example of the wording can be illustrated by question 26. It reads, "Is a planned course covering stand operation procedures given?" The personal question would be stated, "Should a planned course covering stand operation procedures be given?" The other questions were similarly directed to the individual operators.
Independent blind operators were reticent to answer some questions and were evasive on others, while the operators under the planned program were quite frank and willing to answer all questions. This might be due to the fact that the operators under the planned program were aware that the study was being made to find ways of improving the program. On the other hand, the independent operators were suspicious of the purpose of the questioning and may have felt that if their answers were used for comparison purposes with the planned program, they might be placed at a disadvantage because they did not have the assistance such as is given to those under the planned program. In questioning the independent operators, an attempt was made to place the operator at ease and to give him the feeling that he was giving valuable advice as an experienced business enterprise operator.

Qualifications for business enterprise operators. The operators questioned were in general agreement that an operator should have a minimum of an eighth grade education. One operator suggested a minimum of sixth grade which happened to be his level of schooling. This particular operator often encounters difficulties in making his business calculations, which would lend emphasis to the opinions of the other operators that an eighth grade education is essential.

Two of the operators felt that past business experience was necessary and two considered past business experience of some help but not essential. One operator considered past experience of no consequence.
All of the operators under the planned program were of the opinion that an operator should be promoted to a better enterprise as a reward for merit. The independent operators were not queried on this point as they could not advance to other stands except by outright purchase.

Two of the operators under the planned program felt that a rating system for stand operators would be of some advantage. The other operator expressed no opinion. The two operators expressing the affirmative answer were of the opinion that such a system could help each operator improve his business. The question could not be applied to independent operators as they are not supervised.

In general, the operators were in agreement that a stand operator should have at least an eighth grade education and that past business experience would be helpful, but not an essential qualification. The operators under the planned program were of the opinion that operators should be promoted for merit and should be rated regularly as an incentive to improve their business.

**Education and training for blind business enterprise operators.** The operators were divided in their opinions regarding the necessity of learning Braille before taking over a business enterprise. One of the independent operators felt that knowledge of Braille was necessary to keep records. The other two did not. All of the operators under the planned program felt that Braille was of value. One operator qualified his answer by stating that it would be needed only if the operator worked alone. Another qualified his answer by stating that
it would be of use only if Braille instruction had been thoroughly given. It is understandable that two of the independents would see no use for Braille as they do little record keeping.

The responses were the same regarding the need for knowledge of typing. Again, it is obvious that the operators under the planned program would need typing to correspond with the central office, whereas this would not be necessary for an independent operator.

Business mathematics was considered unnecessary by one independent operator. The other two gave no opinion. The three operators under the plan felt that business mathematics should be given. One operator qualified his statement with the comment that it would not be necessary if the operator had some past business experience.

The independent operators and the operators under the plan were of the opinion that business college courses, night school courses or college courses were unnecessary, although they might be of some value depending upon the individual.

Special courses of study in elementary bookkeeping, salesmanship, marketing, business law and advertising were considered non-essential by the independent operators and also the operators under the plan. Some of the operators commented that these topics should be included with the preliminary instructions and the on-the-job training in the business enterprise.

All of the operators under the planned program were of the opinion that a planned course of instruction in stand operation should be given to a new operator. The independent operators gave no opinion regarding such a course. No doubt this was due to the fact that the
independent operators established their own operations on a trial and error basis. They learned as they met the problem.

The operators under the plan stated that instruction in the techniques of change making, selling, display and such detail should be provided. The independent operators were noncommittal.

All operators under the plan expected instruction on report forms. This did not apply to independent operators.

**On-the-job training.** Two of the independent operators were of the opinion that a blind stand operator should give the training in the stand. One operator thought that a sighted person should give the training. One of the operators under the plan felt that a blind operator should give the on-the-job training. The other two operators thought that training should be given by a blind operator and a sighted trainer.

One of the independent operators was of the opinion that training should be given in a regular stand. The other two independents stated that they learned on their own and they didn't see why a blind operator couldn't learn by himself. Two of the operators under the plan thought that a blind person should be trained by a successful blind operator in a regular stand. One operator felt that a specially set up training stand could provide better all-around training.

The independent operators gave no opinion regarding the required length of training time. The operators under the plan suggested that the length of training time should be varied according
to the length of time required to meet the needs of each individual
trainee.

The individual operators expressed no opinion regarding an
organized on-the-job training program covering the special phases
involved in the operation of a stand. The operators under the plan
approved of a special organized plan of on-the-job training which
would cover certain phases of the operation of a stand.

The operators under the plan were of the opinion that the
training operator should be given full responsibility for the stand
operation during the last few days of training. The independent
operators gave no opinion.

Two of the operators under the plan felt that the operator
in a new stand should be oriented to the stand area by a sighted
trainer. One of these operators felt that the new operator should
set up the stock in the new stand and learn the arrangement of the
stand from practical experience in stocking the shelves. The inde-
pendent operators were of the opinion that the new operator should
orient himself to his stand and area by himself.

The responses from the independent operators indicated a
belittling of the need for education and training in stand operation.

This was no doubt due to the fact that each of these operators has
made his own way without assistance from an agency. There is no
way of gauging how much more successful these operators might have
been if they had had education and training assistance.

In general there was agreement regarding the following
principles:
1. Braille instruction should be given.
2. Typing instruction should be given.
3. Business mathematics would be useful, but not absolutely necessary.
4. Business school or night school courses are not necessary.
5. Special courses in bookkeeping, salesmanship, marketing, business law and advertising are not essential, but these topics should be covered in the on-the-job training.
6. A planned course of instruction in stand operation should be given.
7. Instruction in techniques of change making, selling, display and similar detail should be given.
8. Instruction should be given covering report forms.
9. On-the-job training should be given by a successful blind stand operator.
10. Training should be given in a regular stand.
11. Training should be given for a sufficient period of time to make it possible for the trainee to manage a stand alone.
12. An organized plan of on-the-job training should be given covering all phases of stand operation.
13. The trainee should be given opportunity to assume full responsibility for the stand operation, under supervision, during the last few days of his training.
14. The trainee should be oriented to his stand area before he is left on his own.

Follow-up: Supervisory and management services essential for blind business enterprise operators. Two of the three individual operators stated that the blind operator should do his own purchasing.
Two of the three operators under the plan were of the same opinion. Two of the three individual operators felt that the operator should do his own banking. Two of the three operators under the planned program stated that the agency should do the banking.

Two of the three operators under the plan were against distribution of supplies by the agency. The independent operators are not involved in this problem as they must individually take care of this.

All of the operators under the planned program favored circularization of the operators by means of a regular informational or news sheet which would give suggestions and helpful hints on stand operation. The independent operators were not interested.

The operators under the planned program favored regular meetings of the stand operators to discuss problems of stand operation and to plan improvement in the stand program. The independent operators were not interested. The three operators under the planned program favored representation on the business enterprise advisory committee of the agency. The independent operators were not involved in this planning.

The three operators under the planned program favored regular supervisorial visits to the stands. The independent operators indicated that they depend upon their friends for any need assistance or suggestions and criticisms. By this response the independent operators acknowledged a need for assistance such as might be given through supervision.
The operators under the stand plan favored quarterly financial reports to each individual operator to inform him regarding the financial status of his business. The independent operators were not concerned. One of the operators under the plan asked for quarterly financial reports on all enterprises under the plan to compare operations. Two of the operators under the plan were against such comparative reports, because it would lead to difficulties. The independent operators did not wish to publicize their financial status.

In summation, the following generalizations have been arrived at through interpretation of majority opinion regarding the follow-up and supervisory assistance:

1. The operator should do his own purchasing.

2. Opinion was divided regarding whether the operator or the agency or an assistant should do the banking.

3. Operators should provide for their own distribution of supplies.

4. Operators should be circularized by a regular distribution of an information or news sheet.

5. Regular meetings of stand operators should be held to discuss stand operation problems and plan improvement in operations.

6. A representative of the stand operators should be elected to the Business Enterprise Advisory Committee of the agency.

7. Regular supervisory visits should be made to the stands to assist in improved functioning of each business.

8. Quarterly financial reports should be provided each operator covering his own operation only.
SUGGESTIVE IDEAS GATHERED FROM OTHER SOURCES. Personal letters were written to certain state agencies, the Federal Office of Vocational Rehabilitation and the Canadian National Institute for the Blind to gather more detailed information and ideas on the education and training of blind business enterprise operators. Various governmental circulars were also studied to learn about the procedures being used in establishing business enterprises for the blind. Special emphasis was given to the study of (1) criteria for the selection of vending stand or snack bar operators; (2) education and training of operators; and (3) follow-up and supervision of operators.

The Washington Society for the Blind, District of Columbia. This organization represents a noteworthy example of an agency which has a carefully laid plan of selection, training, and supervision of stand operators. The Society carefully selects the operators, as it is a recognized fact that one poorly chosen operator can discredit the entire program. The operator "must have a well-adjusted personality and be physically fit to perform his duties and be capable of benefiting by the training program." (22, p. 7)

Under the Washington Society's program, each new operator is given three months of training in a special training stand before assignment to operate his own stand. During this training, the trainee is under the management of a fully sighted person who has complete responsibility for training operators. The complete course of training is given in the training stand.

The initial step in the training is the adjustment of the
operator to his environment. The instructor orients the trainee to the stand area and shows him the general arrangement of stand equipment and stock.

After the trainee has been oriented to the stand and surrounding area, intensive training is given in merchandising and maintenance of the stand. The trainee is instructed regarding the expected sales volume from various brands of merchandise. Instruction is also given pertaining to the determination of mark up possible on items and to the figuring of the profit. The trainee is told how to make out the report forms covering the daily transactions. Instruction is given on procedures to follow in buying and maintaining stocks. The best display methods are demonstrated.

To guarantee the success of each operator, close supervision is maintained after he is operating his own stand. The supervisors check each stand—usually twice a week. The stand operator is rated once a month. The supervisors check the following items when rating an operator: merchandise displayed according to selling merit; clean and attractive displays; coffee made by formula; sugar dispensers clean; sales floor clean and dry; storage space clean; cooling equipment clean; stocks properly balanced; no overstocking; daily reports made promptly; no smoking in stand; public relations, friendly and cooperative; proper approach to customer; conscious of responsibility to program; friendly and businesslike personality. Rating on these items serves as a continual check on the efficiency of the operator and also encourages continual improvement of each operator.
The Maryland Workshop for the Blind. Maryland typifies another example of a carefully planned program of selection, education, training, and follow-up supervision. Under Maryland's plan, operators are selected according to the following qualifications: (1) twenty-one years of age, (2) resident of the state, (3) legally blind, (4) qualified physically by temperament, skill, personality and acceptable social and moral standards, (5) need of employment. (20, pp. 1-3)

Maryland provides training including personal and social adjustment, development of basic skills, instruction in Braille, salesmanship and public relations. Continuous on-the-job training is provided by the agency.

Maryland provides all operators with a regular printed news letter, "Dollars and Sense", which gives up-to-the-minute information on new activities and new products and a personal section giving newsy bits about operators. The news letter provides the latest developments and information to the most distant operators.

The Federal Office of Vocational Rehabilitation. The Federal Office suggests that preliminary training shall be provided by the agency before an operator is placed on his own. This training should be planned so as to qualify the operator to carry out all the responsibilities concerned with the management of the business enterprise. (53, p. 6) It is suggested that the training shall include personal and social adjustment, development of basic skills, instruction in Braille, typing or the use of recording equipment, basic instruction in the principles of bookkeeping, business english, salesmanship and
public relations." (53, p. 6) Planning should be made to follow this preliminary training with continuous on-the-job training.

Circulars and instructions from the Federal Office of Vocational Rehabilitation point out the need for continuous careful supervision for steady improvement of business enterprise operators. It is pointed out that "adequate merchandise display, housekeeping and personal supervision comparable to that of successful commercial organizations should be provided. The purpose of such supervision shall be that of insuring maximum services and continuous operation of the enterprise as an employment facility for successive blind persons." (53, p. 3)

Further emphasis of the importance of continuous supervision for improvement and in-service training of the operator is given in a letter received from the Federal Office of Vocational Rehabilitation. It stated: "Supervision is the key to the success of the vending stand program......True supervision means the checking of the business from every angle--purchases, sales, merchandising, expenses, housekeeping, and the personal appearances of the operator and his assistants. Thus, supervision supplements management; equalizes opportunity. Properly conceived, supervision constitutes continuous training for the manager as well as a business-management device for the agency."

Canadian National Institute for the Blind. Correspondence received from Canada and study of reports regarding the Canadian program (41, pp. 71-74, 91-92) brought out some additional
significant points to consider in the selection, education and training of stand managers.

Under the Canadian program, a stand manager is selected on the basis of "good appearance, pleasant personality, previous business experience or adaptability to business, sense of responsibility and order, and above all, an ability to learn." (60, p. 26)

Basic training in stand management covers buying and selling and developing of judgment and understanding of human nature. In-service training for improvement is maintained "particularly from the standpoint of supervision essential to its success." (41, p. 91)

The layouts of the concession stands have been planned to make each one especially suited for a blind person to manage most efficiently. The financial system is simplified to make it possible for a blind person to operate without complications. The Canadian program has provided many ideas that have been adopted in the United States.

Ideas gathered from literature and correspondence from the Washington Society for the Blind, District of Columbia, Maryland Workshop for the Blind, the United States Office of Vocational Rehabilitation and the Canadian National Institute for the Blind have brought out some fundamental principles in the selection, education, training and supervision of blind business enterprise operators.

The following statements sum up the basic considerations for the selection of business enterprise operators:

1. Appearance.

2. Twenty-one years of age.
3. Legally blind.

4. Previous business experience or specially adapted to business.

5. Capable of performing physical functions required in business operation.

6. Personality pleasant and possessing the temperament to deal with people.

Certain pre-vocational planning was suggested as follows:

1. Instruction in Braille and typing.

2. Personal and social adjustment preliminary to job training.

3. Preliminary training in basic skills.

Basic education and training suggestions given were:

1. Preliminary instruction in salesmanship, public relations, bookkeeping and business English.

2. Orientation to the business area.

3. Instruction in simplified accounting and reporting.

4. Training in the stand covering buying, displaying, maintenance of facilities and selling.

5. Instruction in public relations.

It was generally concluded that supervision was the key to the success of each business. In all instances it was emphasized that the maximum service should be given here. News letters to managers served to add to this service.
This study has attempted to select some practical enterprises for the blind and determine the essential basic areas of education and training for these selected business enterprises. The need for such a study was evidenced as a result of observation and analysis of the Oregon Business Enterprise program for the blind. The findings of this study have justified the contention of the writer that certain definite principles of education and training for business operation and management are necessary to prepare a blind person to operate a business.

The gathering of evidence to substantiate the thesis has provided generalizations that form the basic principles and recommendations for the education and training of the blind for selected business enterprise operations.

SELECTED BUSINESS ENTERPRISES FOR THE BLIND. Historically, vending stands have been the traditional business enterprise for the blind. The survey questionnaire results substantiated the popularity of this activity. All of the agencies functioning under a business enterprise plan, according to the questionnaire returns, promote vending stands. Snack bars and small stores come next in importance.

Earnings of business enterprises for the blind as reported by the various agencies places vending stands and snack bars as the leading money makers. The small cost of establishing these businesses and the high rate of return on the investment can easily explain
their popularity.

Information received from Canada provides further proof of the popularity and suitability of concession stands and snack bars or industrial cafeterias as business enterprises for the blind. The Canadian National Institute for the Blind has selectively promoted concession stands, snack bars and industrial cafeterias for the blind.

Small stores of a variety have been promoted for the blind with varying success. Few of these are suitable for large scale promotion by agencies for the blind. In most cases the initial cost of establishing these businesses makes such projects less suitable for agency promotion.

Vending stands, snack bars and industrial cafeterias should be given major emphasis in promotion of selected enterprises for the blind. Justification is made on the basis of (1) low initial cost to establish; (2) rent free space in governmental buildings and in many instances in private buildings and industrial plants; (3) more certain financial returns to the operator; (4) more suitable business operations for a blind person.

Small stores offer good possibilities for blind business men in instances where a satisfactory location can be obtained at a low cost. The larger area needed for such a business in comparison to stands or snack bars increases the overhead and makes it difficult to locate free space in governmental or private building for such operations.

Poultry farms and rabbitries are recommended for agency
promotion for the blind where there is interest in agricultural enterprises. The comparative low cost of establishing such enterprises and the feasibility of management by a blind person places them among the more practicable projects.

In a small agency where the demands on the rehabilitation worker are many, it is expedient to limit the promotion of enterprises under program plan to a few tried and proven enterprises which can be more easily established and will be more certain of success. For these reasons, the vending stand, snack bar and industrial cafeteria are selected as the most suitable business enterprises for the blind. Furthermore, a blind man trained in vending stand operation can be transferred or promoted to one of the other types of small business with very little, if any, additional training.

SELECTING THE BUSINESS OPERATOR. The questionnaire results brought out some basic criteria for the selection of concession operators or managers that were generally agreed upon by a majority of agencies reporting. It was considered essential that an applicant should have completed the eighth grade and that he should possess a personality to meet the public and promote business. The applicant must have made adjustment to his disability and present an acceptable appearance to the public. The applicant must also be healthy. Some agencies make selection on the basis of observation of the blind person during pre-vocational training. Most agencies were in agreement that an operator should be placed on probation during training.
or trial period. Past business experience was considered helpful but not essential.

The operators who were interviewed regarding qualifications for stand operators were in general agreement that the blind person should have completed the eighth grade. Some of the operators felt that past business experience would be helpful but not essential. The operators under the agency plan were of the opinion that operators should be promoted for merit.

The emphasis which the Washington Society for the Blind gives to the careful selection of the operator because of the damage that can be inflicted upon the whole program by one poorly selected operator deserves important consideration.

The Maryland Workshop for the Blind emphasizes the physical fitness and personality of the applicant.

The Canadian program considers selection on the basis of appearance, pleasant personality, previous business experience, or adaptability to business responsibility and the ability to learn.

Study of the generalizations arrived at in the selection of business enterprise operators suggests that the following criteria should be the basis for the selection of business enterprise operators:

1. Applicant must be legally blind.
2. Applicant must have completed the eighth grade.
3. Previous business experience should be considered. If the blind applicant has had no previous business experience, counseling interview and psychometrics should be given to determine real interest and aptitudes.
4. Personality, appearance, adjustment to blindness, health and ability to meet the public should be considered.

5. Observations should be made of the blind applicant during pre-vocational training to better evaluate personal characteristics.

6. Trial period should be given in stand operation before approving final selection of the operator.

7. Promotion to better location by merit rating should be encouraged.

EDUCATION AND TRAINING. Pre-vocational. Personal and vocational adjustment to blindness has been considered of prime importance before planning any specific vocational training. Study of the questionnaire returns, Federal circulars, the Canadian program, personal interviews of blind stand operators and investigation of some typical plans verified the general acceptance of such planning.

Braille instruction is provided by most agencies along with the adjustment training. Business mathematics is often given as a preparatory course, and in some cases as a means of determining the client's general aptitude for business activity.

From careful study of the pre-vocational instruction and training it is recommended that:

1. Adjustment training should be given a prospective operator.

2. Instruction in Braille and business mathematics should be provided before placing a blind person in a business.

3. Careful observation should be made of the blind person during pre-vocational training and before final determination
is made regarding the selection of an applicant for business training.

**Special preparatory study for stand operation.** The results of this study support planning for preliminary study and instruction in stand operational procedures before placing the blind person in on-the-job training. The interviews of stand operators and the study of Federal circulars verifies the general acceptance of such procedure.

Very few agencies or individual operators would consider special business courses in night school or business college as a necessary preparation, although the study indicates that certain phases of business should be studied by the blind man before on-the-job training is given. The questionnaire returns report bookkeeping, salesmanship and marketing as the more important phases of specialized course instruction. The interviews of stand operators also suggested special instruction in bookkeeping, salesmanship and marketing. The Federal office suggests preliminary planned training covering bookkeeping, salesmanship, business English and public relations.

The questionnaire survey and interviews of stand operators generally favor a planned course of study in stand operation before training in a stand. The stand operators favor inclusion of instruction in techniques of change making, merchandise display and selling.

The questionnaire results and interviews suggest that instruction should be given in the principles of the stand accounting system and report forms before placing the trainee in a stand.

Recommended special study and instruction preliminary to on-the-job training should include:
1. Preliminary study and instruction in a planned organized course of study in stand operation. This course should cover the special phases of purchasing, stock control, inventory procedures, display and arrangement of equipment and stock, selling and public relations.

2. Instruction in basic principles of the accounting system for the business enterprise program and special detailed directions on preparing report forms.

On-the-job training. The on-the-job training phase was considered the most important part of the training in preparing the blind person for successful business operation. The consensus of opinion gathered from the questionnaire favored training in the stand by a blind operator. The stand operators who were interviewed were of the same opinion. The Washington Society for the Blind places the management of the on-the-job training under a fully sighted person.

Questionnaire results favored the practice of giving on-the-job training in a regular stand. Blind operators who were interviewed were also in general agreement that training should be given in a regular stand. The Washington Society for the Blind gives training in a special training stand.

The period of training time is varied with no one particular period of time considered generally more acceptable. The needs of the one being trained were usually the determining factor.

Orientation to the stand area was usually given by the supervisor of stands, according to the answers received on the questionnaire. The blind operators who were interviewed were of the opinion
that the blind trainer should orient the trainee to the area. The sighted trainer provides the orientation under the Washington Society for the Blind program.

A planned course of on-the-job training was favored by the various groups studied. The phases that were involved in this planned training were customer approach, change making, techniques of operation, maintenance, arrangement of equipment and stock, and information on pricing.

The various groups studied placed the responsibility of the stand operation upon the trainee during the last stages of the training or as the trainee developed a capacity to assume the responsibility.

From the information received on the training phase it is recommended that the following plan of on-the-job training should be considered:

1. Training should be given in a regular stand unless sufficient funds are available to set up a special training unit.

2. Orientation to the stand area should be given by a sighted person, preferably the business enterprise supervisor.

3. Training in the stand should be given by a blind operator under supervision of a sighted business enterprise supervisor.

4. The period of training should be determined by the aptitude of the trainee and the extent of previous study and instruction before entering on-the-job training.
5. The planned course should cover: appearance of stand and operator, customer approach, change making, purchasing and stocking, displaying merchandise, pricing, maintenance, pest control, food handling, reports and inventory.

6. The trainee should be given responsibility for the complete operational procedure during the last period of training and while he is under the supervision of the blind trainer.

7. The newly trained operator should be orientated to his stand by the business enterprise supervisor. The new operator shall assist in placing the stock on the shelves and in the arrangement of the displays.

SUPERVISION (FOLLOW-UP). Supervision of blind business enterprises is considered the key to continued success and improvement and expansion of each business. The United States Federal Office of Vocational Rehabilitation and the Canadian National Institute for the Blind give utmost consideration to this phase of the business enterprise program for the blind. Preliminary study and instruction and on-the-job training are only the beginning of a continuous in-service training that can be accomplished through careful supervision.

The questionnaire results and the interview of the blind operators confirmed the desire on the part of the operators to do their own purchasing. Supervisorial assistance is provided in many instances to facilitate better purchasing arrangements. The questionnaire results report that most agencies take inventories and do the banking for blind stand operators. The interviewed operators were of the opinion that someone else should take the inventory.
Circulars of instructions and information are provided by many agencies. The blind operators who were questioned were in favor of information circulars for the improvement of their stand operations.

Few agencies provide for in-service training meetings of stand operators. Stand operators who were questioned favored such meetings.

In general regular supervisory visits are made by most agencies. Some agencies prepare rating reports on the operators after the supervisory visit. The Canadian Institute for the Blind and the United States Office of Vocational Rehabilitation places regular supervision as of utmost importance for the improvement and maintenance of successful business enterprises.

Financial reports of each business enterprise are considered essential. All agencies require such reports. Most agencies provide recapitulation and analysis of the business operation for each operator at regular intervals.

The importance of supervision cannot be over-emphasized. It is recommended that the following points be considered for the success of continual in-service training of business enterprise managers:

1. Operators should do their own purchasing to be fully aware of costs and should take the responsibility for checking stock received. The supervisor should coordinate purchasing to make certain that the operator is using sources of supply that will guarantee satisfactory products for the customer and assure fair profit.
2. The agency should take inventory at regular intervals to ascertain the condition of stock and guarantee the most profitable display of merchandise.

3. Circulars should be provided all operators to give in-service training information for the improvement of operators.

4. Regular in-service training meetings of operators, where distance is not a limiting feature, should be held to discuss problems common to all operators.

5. Supervisorial visits should be made to each business once a week or no less than once every two weeks. Rating reports on stand operators should be provided each operator when regular financial recapitulations are furnished the operator. Stand operators should report their business operations once a week.

6. Supervision should be provided as a management service to the operator and not as a dictated super-imposed governmental function. The operator should in turn be made aware of his responsibility to the customer in that he is providing a service and is not acting as a "tin cup agent".

CONCLUSION. Attention is drawn to the need for expansion of business enterprises for the blind. Special legislation should be enacted in Oregon to provide for opportunity to establish stands and snack bars in state, county and municipal buildings on a priority basis for the blind. Also, a loan fund should be made available for the blind who desire to go into business for themselves. Loans from such a fund could be administered by a board of representatives from banking, small business, specialty farming, and the Office of Vocational Rehabilitation Service for the Blind.
In addition to the two aforementioned suggestions, a special department of research should be established by the Commission for the Blind. This department should give full time to the investigation of small business opportunities, agricultural opportunities and industries which could be promoted and successfully managed by the blind. Freedom should be given to experiment in those activities which offer a good chance for success, as evidenced by analytical research.

This thesis study has brought to the attention of the writer the limitation of opportunities for the blind in agency sponsored business enterprises. Significantly, the business enterprises that have been sponsored by the agency plan are prospering and compare favorably with the best business enterprises for the blind in operation in various parts of the United States. Considering the small financial outlay made for these ventures, it can be assumed that if more time and effort were given to research and development of other enterprises, many more blind persons could be made successfully self-sufficient.

The agricultural fields in particular have been neglected and in a state which boasts of considerable small farming activity, it would seem logical to place a larger proportion of the blind in agricultural activities.

Another area of self-employment which would offer many outlets is the varied shop activities of small industries.

The agricultural and industrial areas should be more carefully
studied for further expansion of agency promoted enterprises. Such a study should be made to make available outlets for the talents of the industrially and agriculturally inclined.

This brief study of some selected enterprises for the blind has brought to the attention of the writer the immense field of opportunity for the blind in self-employment. Although the study was designed to analyze the basic principles of education and training of the blind for certain selected enterprises, it has broadened the outlook of the writer regarding the possible ventures that might be organized under agency program plan.
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APPENDIX A

PUBLIC LAW NO. 732, RANDOLPH-SHEPPARD ACT

An act to authorize the operation of stands in Federal buildings by blind persons, to enlarge the economic opportunities of the blind, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That for the purpose of providing blind persons with remunerative employment, enlarging the economic opportunities of the blind, and stimulating the blind to greater efforts in striving to make themselves self-supporting blind persons licensed under the provisions of this Act shall be authorized to operate vending stands in any Federal building where, in the discretion of the head of the department or agency in charge of the maintenance of the building, such vending stands may be properly and satisfactorily operated by blind persons.

Section 2. (a) The Office of Education in the Department of the Interior, subject to the direction of the Commissioner of Education and such rules and regulations as he may, with the approval of the Secretary of the Interior, prescribe, shall--

(1) Make surveys of concession-stand opportunities for blind persons in Federal and other buildings in the United States;

(2) Make surveys throughout the United States of industries with a view to obtaining information that will assist blind persons to obtain employment;
(3) Make available to the public, and especially to persons and organizations engaged in work for the blind, information obtained as a result of such surveys;

(4) Designate as provided in section 3 of this Act the State commission for the blind in each State, or, in any State in which there is no such commission some other public agency to issue licenses to blind persons who are citizens of the United States and at least twenty-one years of age for the operating of vending stands in Federal and other buildings in such State for the vending of newspapers, periodicals, confections, tobacco products, and such other articles as may be approved for each building by the custodian thereof and the State licensing agency; and

(5) Take such other steps as may be necessary and proper to carry out the provisions of this Act.

(b) The State licensing agency shall, in issuing each such license for the operation of a vending stand, give preference to blind persons who are in need of employment and have resided for at least one year in the State in which such stand is to be located. Each such license shall be issued for an indefinite period but may be terminated by the State licensing agency if it is satisfied that the stand is not being operated in accordance with the rules and regulations prescribed by such licensing agency. Each such license for the operation of a vending stand in a Federal building shall be subject to the approval of the Federal agency having charge of the building in which the stand is located. Such licenses shall be issued only to applicants
who are blind within the meaning of this Act but are able, in spite of such infirmity, to operate such stands.

(c) The State licensing agency designated by the Office of Education is authorized, with the approval of the custodian having charge of the building in which the vending stand is to be located, to select a location for such stand and the type of stand to be provided.

Section 3. (a) A State commission for the blind or other State agency desiring to be designated as the agency for licensing blind persons for the operation of vending stands as provided in this Act shall, with the approval of the governor of the State, make application to the Commissioner of Education and agree--

(1) To cooperate with the Commissioner of Education and with the division of vocational rehabilitation of such State in training, placing, and supervising blind persons;

(2) To provide through loan, gift, or otherwise, for each blind person licensed to operate a stand, an adequate initial stock of suitable articles to be vended therefrom;

Section 4. The Commissioner is authorized to cooperate with the State boards for rehabilitation of handicapped persons, established by the several States pursuant to the Act entitled "An Act to provide for the promotion of vocational rehabilitation of persons disabled in industry or otherwise and their return to civil employment," approved June 2, 1920, as amended and supplemented, in carrying out the provisions of this Act.
Section 5. (a) The Commissioner is authorized to make such expenditures out of any money appropriated therefor (including expenditures for personal services and rent at the seat of government and elsewhere, books of reference and periodicals, for printing and binding, and for traveling expenses) as he may deem necessary to carry out the provisions of this Act.

(b) The Commissioner shall, in employing such additional personnel as may be necessary, give preference to blind persons who are capable of discharging the required duties, and at least 50 per centum of such additional personnel shall be blind persons.

Section 6. As used in this Act—

(a) The term "United States" includes the several States, Territories, and possessions of the United States, and the District of Columbia.

(b) The term "blind person" means a person having not more than 10 per centum visual acuity in the better eye with correction. Such blindness shall be certified by a duly licensed ophthalmologist.

(c) The term "State" means a State, Territory, possession, or the District of Columbia.

Section 7. There is hereby authorized to be appropriated such sums as may be necessary for carrying out the provisions of this Act.

Approved, June 20, 1936.
APPENDIX B

EXCERPTS OF PUBLIC LAW 113,
BARDEN-LAFOLLETTE ACT,
AFFECTING BUSINESS ENTERPRISE PROGRAM

An Act to amend the Act entitled "An Act to provide for the promotion of vocational rehabilitation of persons disabled in industry or otherwise and their return to civil employment", approved June 2, 1920, as amended, and for other purposes.

STATE PLANS. Section 2. (a) To be approvable under this Act, a State plan for vocational rehabilitation shall—

(1) designate the State board of vocational education (herein referred to as the "State board") as the sole agency for the administration, supervision, and control of the State plan; except that where under the State's law, the State blind commission, or other agency which provides assistance or services to the adult blind is authorized to provide them vocational rehabilitation, the plan shall provide for administration by such State blind commission or other State agency of the part of the plan under which vocational rehabilitation is provided the blind. Provided, That in any State which by law has established a rehabilitation commission prior to the date of enactment of this Act with authority to provide rehabilitation services to disabled individuals, the State board may delegate to such commission all or any part of the operation of the State plan, under a written agreement of cooperation approved by the Administrator;

(3) show the plan, policies, and methods to be followed in carrying out the work under the State plan and in its administration
and supervision;

(10) provide that vocational rehabilitation provided under the State plan shall be available, under such rules and regulations as the Administrator shall prescribe, to any civil employee of the United States disabled while in the performance of his duty and to any war disabled civilian (as defined in section 10).

ADMINISTRATION. Section 7. (a) In carrying out his duties under this Act, the Administrator is authorized—

(1) to make studies, investigations, and reports with respect to abilities, aptitudes, and capacities of handicapped individuals, development of their potentialities, and their utilization in gainful and suitable employment;

DEFINITIONS. Section 10. As used in this Act—

(a) The term "vocational rehabilitation" and the term "rehabilitation services" means any services necessary to render a disabled individual fit to engage in a remunerative occupation; and...............

SHORT TITLE. Section 11. This Act may be cited as the "Vocational Rehabilitation Act".

Approved July 6, 1943.
APPENDIX C
OREGON LAWS AFFECTING
BUSINESS ENTERPRISE PROGRAM
CHAPTER 258 O. L. 1937

Section 126-431. (As amended ch. 494 O. L. 1949) There hereby is created a commission for the blind and the prevention of blindness, which for convenience shall be known as the "Commission for the blind" and hereinafter referred to as "the commission". The commission shall establish and shall be responsible for the administration of a department of services for the blind which shall be charged with the duty of promoting, in the manner hereinafter set forth, the welfare of blind persons, persons with seriously impaired vision, and persons suffering from conditions which might lead to blindness, all of whom hereinafter are referred to as "visually handicapped persons".

Section 126-436. (As amended ch. 494 O. L. 1949) The commission shall maintain a division of vocational rehabilitation services, the object of which shall be to aid visually handicapped persons in finding employment, to provide such physical restoration as will increase their employability, to establish a program of vending stands and small business enterprises in which such persons are able to work, to establish individual programs of college and university instruction, also training in trades and occupations which may be followed in their homes and elsewhere, to cooperate with the United States government in vocational rehabilitation programs for the blind, including establishment of vending stands for them in buildings owned and rented by the
Federal government, and to assist visually handicapped persons, in whatever manner may seem advisable to the commission, in disposing of the products of their industries.

Section 126-437. (As amended ch. 494 O. L. 1949) The commission shall establish and maintain a division of industries for the blind and for that purpose shall equip and operate one or more training centers, one or more workshops and a home industry program for the employment of suitable blind persons, and hereby is authorized and empowered to devise ways and means for the sale and distribution of the products of visually handicapped persons. The commission hereby is authorized to conduct such investigation and research as it may deem advisable in selecting new types of industries suitable for visually handicapped workers. The commission shall pay visually handicapped workers suitable compensation for their work in such training centers, workshops and home industries. All activities herein provided shall be known as the "Oregon industries for the blind". The commission may pay for tuition, lodging, support, and all necessary expenses for visually handicapped persons during their training or instruction in any suitable occupation, whether it be industrial, commercial, professional, or any other, in establishments, schools or institutions, or through private instruction, whenever in the judgment of the commission such training or instruction will contribute to the efficiency of self-support of such visually handicapped persons.

When special educational opportunities cannot be had in this state, they may be arranged for, in the discretion of the commission, outside
the state. The commission also may, whenever it deems proper, aid individual visually handicapped persons or groups of such persons to become self-supporting by supplying materials, equipment or machinery to them and also may assist them in the sale and distribution of their products; but this shall not be deemed to authorize the making of gifts by the commission. Whenever any of the products of visually handicapped persons, produced under the supervision and direction of the commission, meet the requirements of any state department or institution as to quality, quantity and price, such products shall have preference and said state departments and institutions hereby are directed to purchase from the commission such products as may be required.
APPENDIX D

QUESTIONNAIRE ON BUSINESS ENTERPRISES FOR THE BLIND

Agency reporting ___________________________ Date ________________

Name of person reporting __________________ Position __________________

(Please add any qualifying explanations to the following questions on back of sheet.)

1. What types of business enterprises are now being promoted under your business enterprise plan? (Check) Vending stand ___ Snack bar ___ Small stores ___ Gift shop ___ Shoe shop ___ Fixit Shop ___ Leather craft shop ___ Basket shop ___ Poultry farm ___ Rabbitry ___ Feed and seed store ___ Others ___

2. What type of business gave the best profit from July 1949 to July 1950 to a blind person? ____________________________

3. What was the gross sales of your fastest selling vending stand during the period July 1949 to July 1950? ____________________________
   What was the operator's net earning? ____________________________

4. What was the gross sales of the slowest selling stand for the period July 1949 to July 1950? ____________________________
   What was the operator's net earnings? ____________________________

5. Is stand equipment purchased by bid? Always ___ Sometimes ___ Never ___

6. What is your average cost for the purchase of fixtures and equipment for a vending stand? ____________________________

7. What is your average cost of stocking a vending stand? ____________
   Do you set a maximum amount? ______ How much? ____________

8. Does the agency buy the stock? Always ___ Sometimes ___ Never ___
   If not, who does? __________________________________________

9. Is there a license fee for vending stands payable to city or state government? Always ___ Sometimes ___ Never ___
   If so, what is the cost? ____________________________

10. Does the state make provision by law to allow vending stands in state buildings? ____________________________

11. Is any provision made for the purchase of buildings or land for business enterprises under the business enterprise plan? Yes ___ No ___
12. Does the rehabilitation agency draft designs and plans of vending stands? Always ___ Sometimes ___ Never ___


14. Is there a minimum guarantee for a stand operator? Yes ___ No ___
If so, how much? __________

15. Is there an administrative fee charge? Yes ___ No ___
If so, what are the rates? __________________________

16. Which of the following are considered in selection of a stand operator? Education? ___ Grade? ___
Previous business experience? Always ___ Sometimes ___
Other? __________________________

17. May operators transfer to other stand locations? Yes ___ No ___

18. Are the better operators offered promotion to better stands as vacancies occur? Yes ___ No ___

19. Is a rating system maintained on stand operators? Yes ___ No ___
How often is an operator rated? __________

20. Can a stand operator be demoted to an inferior stand? Yes ___ No ___

21. Is there a probation period for determination of permanency of position? Yes ___ No ___
If so, how long? __________

22. Are business enterprise operators selected through observation of the blind in pre-vocational training? Always ___ Sometimes ___
Never ___

23. In which of the following must the blind have completed study before selection as a stand operator? Braille ___ Typing ___
Elementary business mathematics ___ Other ___

24. Are special study courses required for stand operators? Yes ___ No ___
If required, are they given at business school? ___ Night school? ___ College? ___ Other? ___

25. Are any of the following courses given or required to operate a stand? Elementary bookkeeping ___ Salesmanship ___ Marketing ___
Basic business law ___ Advertising ___ Other __________
26. Is a planned study course covering stand operation procedures given? Yes ___ No ___

27. Is instruction in the techniques of selling, buying, displaying, inventory control, selection and wrapping of goods, and change making, given previous to training in a stand? Yes ___ No ___

28. Is instruction given on report forms previous to placement in a stand? Yes ___ No ___

29. Is a food handler's course of study required? Yes ___ No ___

30. Is practice training in a stand given by a blind stand operator? ___ Sighted trainer? ___ Other? ___

31. Is training given in a training stand? ___ Regular stand? ___

32. Is the trainee given a specified period of training time? If so, how much time? ________ Yes ___ No ___

33. Is a special planned training program set up such as customer approach, making change, buying, record keeping for the training stand? Yes ___ No ___

34. Is the trainee given responsibility to perform actual operation in the training stand before being placed in his own stand? Yes ___ No ___

35. Is orientation to the area surrounding the building and inside the building given by the stand supervisor? Yes ___ No ___ If not, who gives this? ____________________________

36. Is a specified list of duties, responsibilities and regulations given to the operators? Yes ___ No ___

37. Does the blind operator do his own purchasing? Yes ___ No ___ If not, who does? ____________________________

38. Are the operators expected to do their own banking? Yes ___ No ___ If not, who does? ____________________________

39. Does the operator take inventory? Yes ___ No ___ If not, who does? ____________________________ How often? ______

40. Does the agency provide for distribution of supplies? Always ___ Sometimes ___ Never ___

41. Are circular letters of instruction and information sent to operators at regular intervals? Yes ___ No ___ How often? ______
42. Are regular meetings of representatives of the stand operators held to discuss and work out improvements of stand program?  
   Yes ___ No ___

43. Are these representatives elected by the operators?  
   Or appointed by the agency?  

44. How often does the stand supervisor visit the stand?  

45. Are financial reports of the over-all stand program sent to the operators?  
   Yes ___ No ___  How often?  

46. Are vending stands insured for fire?  
   Yes ___ No ___  Theft?  
   Yes ___ No ___  Liability?  
   Yes ___ No ___

47. Which of the following benefits are provided stand operators?  
   Retirement ___ Age?  
   Accident benefits ___ Rate?  
   Unemployment compensation ___ Rate?  
   Sick leave ___ Days per year?  

48. Is contractual agreement for the stand operation read to the operator?  
   Yes ___ No ___

49. Is the operator informed in writing or by pamphlet of his civil service benefits?  
   Yes ___ No ___

Signature ______________________