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VOL. 2 NO. 9, 1979

# DISABLEDUSA

Independent Living: The Growth of a Garden





# DISABLEDUSA

Independent living concepts can be seen as the garden of living for disabled people. In this issue, we focus on stories that outline some of the structures so necessary to make the garden a fertile place for people with disabilities.

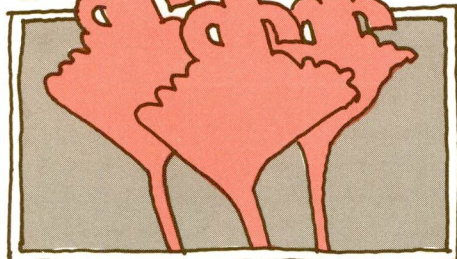
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DISABLED USA reports progress in opportunities for all handicapped workers, keeps Governors' and Community Committees informed of new ideas and activities, and provides all readers with general information concerning developments in rehabilitation and placement of people with disabilities. In a phrase, Disabled USA presents the case for disabled adults.

DISABLED USA encourages the submission of articles for publication by all readers, especially disabled people. Articles should be eight to ten, typewritten, doubled-spaced pages, written in an informal style. We also welcome letters from readers for the RSVP column. (All articles appearing in DISABLED USA may be reprinted with or without credit.)

The Chairman of the President's Committee on Employment of the Handicapped has determined that the publication of this periodical is necessary in the transaction of the public business required by law of this Agency. Use of funds for printing this periodical has been approved by the Director of the Office of Management and Budget through April 30, 1979.





# Independent Living: The Growth of a Garden

VOL. 1, NO. 2 of "Disabled USA" included a short overview of the activities of disabled people. Entitled "How Does Your Garden Grow," the story compared the work done by disabled people in the community to that of a gardener who strives to help things grow and bloom.

In discussing the concept of independent living, we are again reminded of our symbolic garden, and the work of those who tend the flowers. The seeds have been planted, but the garden is threatened by weeds, and only the strongly-rooted plants can survive.

The garden of independent living contains a variety of flowers. But there are weeds too. In particular, many of our delicate flowers are threatened by Proposition 13, a weed that, if allowed to entangle the roots too deeply, will choke all growth. Thus, the valiant gardeners, ever striving to tend the flowers, must continuously seek different and effective methods to protect the fragile seedlings.

Some gardens will not survive because the gardeners have not had sufficient training and experience. Some will fail because the root systems are much too weak.

Some will flourish, because from the beginning, the soil used was fertile, and the flower bed well tended. Some will continue to survive because the gardeners detected early weaknesses, and provided necessary support systems.

In this issue, we take a look at the variety of flowers growing in the garden of independent living. We discuss the support systems available, and how use of these support systems sometimes limits the freedom of the gardeners who use them. And we offer a test for those who feel they may have the strengths and qualities needed to start a brand new garden.

Once again, we suggest that the harvest could be bountiful, and that flowers grown both with and without supports can be pleasing. But, more than ever before, the garden is threatened. And the work for the gardeners almost overwhelming.

But we have hope for the flowers!

—Diane Lattin



# Proposition 13: A Threat to the Growth of Independent Living

PROPOSITION 13 IS CREATING new challenges for centers for independent living across the United States. What began as a California phenomenon has swept across the country, imperiling government funds which have helped to keep these centers in business. Two centers, one in Berkeley, California, and the other in Boston, Massachusetts, are actively exploring prospects for survival.

Berkeley, the oldest and most firmly established independent living center, faces an imminent cut off of local government funds. This would effectively wipe out most of the direct services which the Berkeley center now offers to about 5,000 disabled people each year.

Boston, a much smaller operation, is heavily dependent on sole-source funding from a Massachusetts government agency. Boston finds that its funding, too, is on the line. Fund cuts everywhere are the order of the day, and the centers are reassessing their sources of money, and looking for new ways to continue their existence.

"We simply cannot continue to rely on government grants, local, State, or federal," says a senior staff member at the Berkeley center. "It's a new situation, and one which we are evaluating. Here at Berkeley, we're seriously considering setting ourselves up as a private enterprise. We're going to learn how to be entrepreneurs!"

Move over, General Motors?! Well, with Berkeley's success in attracting grants and launching new programs and services, becoming a moneymaking proposition may be well within its scope.

Already, it has a successful computer training program with a 98 percent job

placement rate at the completion of each nine-month training course. This computer training program has 90 San Francisco Bay area firms on its advisory committee, and the committee firms serve as sources of placement for persons in the training program. The center believes that subcontracts, using these firms as a nucleus, are a distinct possibility.

It has not escaped the attention of the Berkeley center staff that businesses involved with the advisory committee are very interested in meeting affirmative action requirements as they apply to disabled people. There are many other such firms in the Bay area which would be equally interested in meeting their affirmative action requirements. The Berkeley center could utilize this interest, helping these firms meet their needs, and, at the same time, help itself obtain some hard money for providing these services.

The Small Business Administration, with its low-cost loans to minority businesses, including those owned and operated by disabled people, is another potential source of money. The Boston center is preparing an application for these funds, and the Berkeley center is considering the same approach.

Berkeley is far ahead of Boston in the wide range of services and activities it offers, as well as the fact that recently the Berkeley center purchased its own building. Located four curb-cut blocks from the University of California's famed Sproul Hall (remember, that's where the 60's student revolution began,) the Berkeley center building is spacious and well-sited for any number of business ventures.



Berkeley is already in the business of training people who go on to open and staff other independent living centers. Berkeley "graduates" are now involved in centers in San Diego, Santa Rosa and other locations.

Would a new for-profit business stance damage the centers' vital "missing link" role? It seems unlikely, as the goal of both the Boston and the Berkeley centers is to integrate disabled people into society and help maintain this integrated independence.

It would seem likely that future profits of an independent living center's entrepreneurial effort would be ploughed back into the center's activities. This in turn would generate more disabled people into jobs—either within the centers or on the outside. As a result, the profit-making angle has strong appeal.

The "missing link" aspect of the independent living centers also needs more reliable funding. The "missing link" refers to the centers' roles in bridging the gap between rehabilitation and independence. Too often, the federal-State rehabilitation program will assist a disabled person with adaptive devices, occupational and physical therapy, an education, and then, "graduate" the disabled person from its rolls.

It is at this point that the centers step in and help the newly rehabilitated person locate housing, find a job, or prepare realistic job skills. They also provide needed peer counseling (your problems are not unique), repair wheelchairs, and outfit vans. They advise people about government benefits which may have been denied, and they provide counseling on drug and alcohol problems. The centers are also invaluable sources of social contacts and activities, all designed to help foster independence in society.

The Berkeley center is already filling these "missing links" between rehabilitation agencies and independence for the disabled person. If the Berkeley center can do this with federal-State rehabilitation agencies, why shouldn't it play the same role with private industry, which needs to meet affirmative action requirements, by locating, training, and placing disabled people at industry expense?

Additional funds for the "missing link" may also be available through public school systems, universities, and other

private and public groups which are now under the gun to meet varied affirmative action requirements. The "missing link" concept can move in many ways to help many people.

The Boston center is applying for status as a member agency of United Way, a major fund raising source for private, nonprofit, helping agencies. This is another potential alternative source of funding.

At the present time, independent living centers are still operating independently and relying upon the wits of their staffs and advisors to raise monies, provide services, etc. As the movement grows, and more independent living centers are founded, perhaps the time is not far off when the centers will pool resources and form an "association" which could play a vital lobbying and fund raising role for all centers. Although each center has its own constituency and its own particular problems, a sharing of common goals (such as the need for money) may be another answer.

Is the day far off when an association of these dynamic and creative independent living centers will be sponsoring a

money-raising telethon? If the centers do opt for this route, hopefully, we'll be witnessing a telethon that bears no resemblance to those underway at the present time. Telethons may be an effective way of raising needed money, and centers for independent living need money. No potential source of funds is going to be overlooked.

But before the centers get to that point, there are the ever present sticky issues: The Social Security Disability Insurance (SSDI) cut offs which prohibit disabled people from earning more than a certain small amount before they lose their SSDI payments and their Medicaid benefits, the still elusive national health insurance, and need for income tax deductions for unusual expenses associated with severe disability.

The creativity of independent living centers has already been demonstrated. The challenge of Proposition 13 is serving to spur new directions, new sources of funding, new dynamics for all centers.

—Robert H. Ruffner

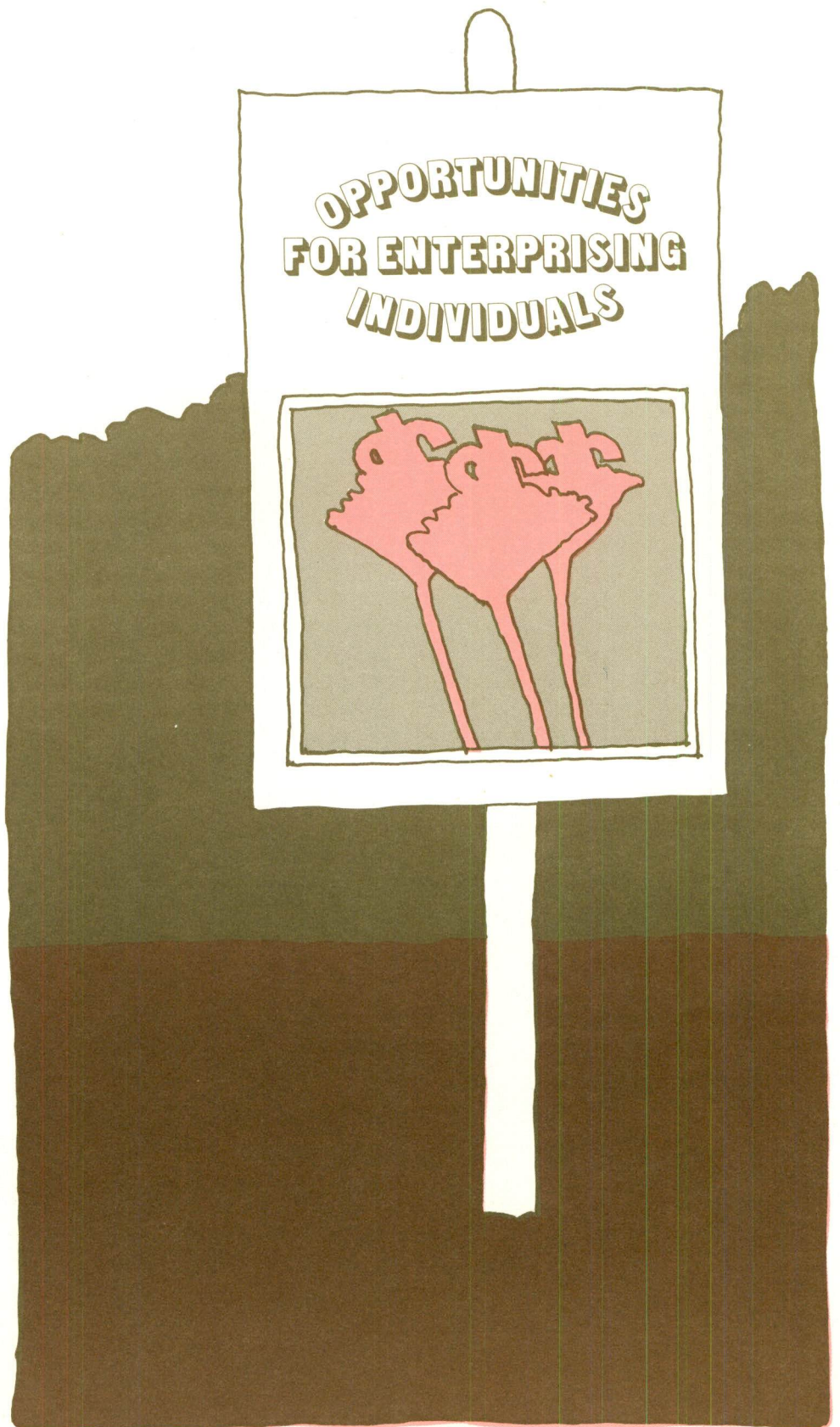
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*Mr. Ruffner is the director of Communications at PCEH.*

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# Entrepreneurism: A Whole New Garden





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*The independent living program was enacted by the 95th Congress as the result of an intensive lobbying effort by disabled individuals from all over the country. The program provides disabled citizens with opportunities for independent community living outside of an institution or nursing home.*

*The newly enacted Title VII of the Rehabilitation Act of 1973 (PL 95-602), authorizes funding for a program of comprehensive services for independent living to be administered through State vocational rehabilitation agencies.*

*In addition, a new grant program was established which provides financial assistance to disabled consumers for the purpose of organizing and operating centers for independent living. However, these grant funds are limited, and even established centers are struggling for their survival with current funding coming to an end.*

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WHILE CONDUCTING A STUDY on existing centers for independent living, we observed that those centers which seemed to cope best were the ones which supplemented grant income with fees for services. Well, then, we conjectured, if someone is willing to pay for independent living services, perhaps there's an untapped market out there—a market which some enterprising individuals might develop.

We asked officials at HEW's Office for Independent Living, which will administer Title VII funds, whether consumers were thinking along the lines of starting independent living centers as business enterprises. They replied that existing centers are coming around to that idea but that, generally, the basic concept is one of self-help rather than entrepreneurship.

Entrepreneurship has always been a somewhat mysterious phenomenon to most of us. We have all heard of successful entrepreneurs, some of whom are disabled. But how did they get there? What makes them different from you and me? What kinds of businesses did they start? Where did the initial capital come from, and why did they choose the entrepreneurial route?

In order to better understand how it happens that people, especially people with significant disabilities, go into business for themselves, we decided to interview a small sampling to find out. We started with some entrepreneurs we knew, and they referred us to others. Here are their stories.

Hank Viscardi was born in New York City in 1912, the son of Italian immigrants. Working his way through Fordham University as a referee in basketball games, he was on his way up the corporate ladder when he founded Abilities, Inc., in a vacant garage in Hempstead, Long Island, with \$8,000 in borrowed funds. Viscardi was born without legs.

Abilities, Inc., was founded in 1952. Within five years, it was grossing over \$1 million and employed more than 300 disabled workers. Unlike other workshops, it is a for-profit company. Viscardi wanted to prove that disabled workers can compete without special privileges. Abilities, Inc., is now part of the Human Resources School and the Research and Program Development Institute.

For Alfred Chichester, the road to entrepreneurship started in a workshop conducted by the Small Business Administration (SBA). With a loan from SBA, he opened Alfred Rents and Sells in 1976 to rent and repair hospital and party equipment. At first, he tried to do everything himself, from sales to book-keeping, and almost went under as a result.

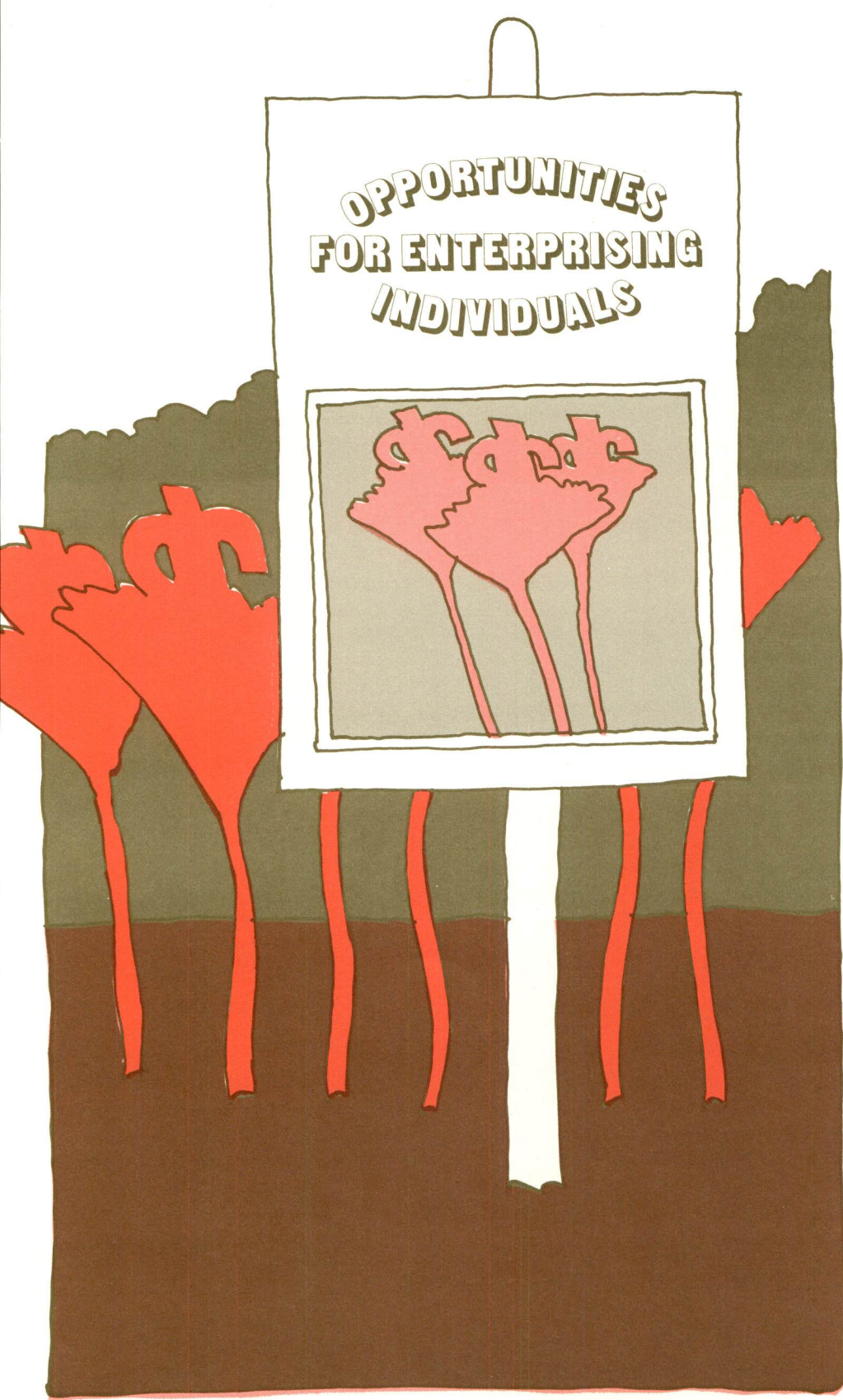
Today, almost three years later, Alfred Rents and Sells is a growing concern. Most of Chichester's sales are paid for by Medicare, Medicaid, State vocational rehabilitation, etc., which are slow but reliable payers. Cash flow is a typical problem in most small businesses, but, in this case, the party equipment provides a ready cash income.

Ray Cheever started *Accent on Living*, a magazine for disabled consumers, with no assistance except from his wife, who has been by his side ever since he was disabled by polio at the age of 26. For many years, Cheever and his wife worked during the evenings and weekends while he maintained his job at a large insurance firm.

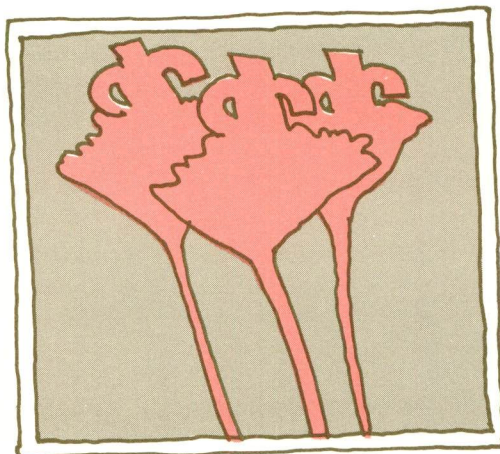
They finally got to the point where they couldn't straddle the fence any longer; they had to either give up the job or the business. Cheever chose the entrepreneurial route. When asked why he chose this route, Cheever replied, "I've always wanted to start my own business, and I believed in what I was doing."

Cheever has, so far, not sought or





## OPPORTUNITIES FOR ENTERPRISING INDIVIDUALS



received any government assistance. *Accent on Living* was, and still is, totally supported by consumer subscriptions and sales. His advice to would-be entrepreneurs: "If you believe in yourself, you will find the inner strength necessary to make it work."

Surinder Dhillon was disabled by a car accident at the age of 16. While recuperating in the hospital for four years, Dhillon had plenty of time to reflect. He observed that, in a capitalistic society, one had to have an economic base in order to have an impact on others. "You have to help yourself first before you can help others. Work with the system and use it to your advantage. You can even use your disability to your advantage."

After leaving the hospital, Dhillon found that the only employment open to him was in a sheltered workshop. It didn't take him long to realize that this wasn't the life he was willing to settle for. Unable to find competitive employment, he worked as a consultant. He found that while employers were reluctant to accommodate disabled employees at the company work site, they were willing to use services from disabled workers who did their work elsewhere.

For a few years, this was how Dhillon coped with the system, doing one small job after another in his basement, all the while building his expertise in computers and developing his self-confidence.

One of the organizations which utilized his expertise during this period was an 8(A) company (see box). Capitalizing on the experience he gained as a consultant and utilizing the marketing advantages available to would-be entrepreneurs through the SBA 8(A) program, Dhillon organized Rehab Group, Inc., as an 8(A) corporation—one of the few 8(A) companies whose majority stockholder is a disabled individual.

Today, there are many new opportunities available to enterprising individuals who wish to follow in the steps



### **What is the SBA 8(A) Program?**

8(A) refers to Section 8(A) of the Small Business Act, which authorizes the Small Business Administration to enter into contracts with other government agencies. These agencies then subcontract to small business concerns owned and controlled by socially and economically disadvantaged individuals. These individuals can thus achieve a competitive position in the marketplace.

### **Who's Eligible?**

To be eligible, an applicant concern must be owned and controlled by one or more persons who have been deprived of opportunity to develop and maintain a competitive position in the economy because of social or economic disadvantages. The business structure may be a proprietorship, partnership, or a for-profit corporation.

### **What's OMBE?**

The Office of Minority Business Enterprise (OMBE) promotes the formation and growth of minority-owned business enterprises. It does this by providing management and technical assistance directly to minority individuals and firms seeking business information, counseling, and financial packaging assistance. OMBE also

provides assistance in identifying and exploiting business opportunities, in new and/or expanded markets. In addition, OMBE provides direct, specialized business assistance services to minority-owned businesses in selected growth industries.

OMBE programs are administered through six regional and twelve field offices, and through a nationwide network of more than 300 business assistance organizations. These organizations receive OMBE grants and contracts. These grants and contracts provide comprehensive business development services to local minority business owners. OMBE regional offices are located in San Francisco, Dallas, Atlanta, New York, Chicago and Washington, DC.

### **What's A Minority-Owned Business?**

OMBE regulations define a minority-owned business as a for-profit concern of which 50 percent is owned by minority group members. If the company is publicly owned, 51 percent of the stockholders must be of minority groups. Minority groups include blacks; Spanish-speaking, surnamed Americans; Orientals; American-Indians; Eskimos, and Aleuts; or other socially or economically disadvantaged persons.

of these successful businessmen. Take the independent living program. The entrepreneurs we have described do not constitute a scientific sample by any means. We have not been able to locate, for example, women entrepreneurs—if you're out there, we would like to hear from you!

The passage of Title VII of the Rehabilitation Act merely opens the door to one opportunity! There are any number of options available to disabled entrepreneurs who wish to tap the growing market for products and services which promote independent community living by disabled individuals. It requires an open mind, alert to new opportunities

and an adaptive nature which will help you to utilize the "system" to your best advantage. For example, did you know that:

\* Independent living centers may receive fees from State vocational rehabilitation agencies to provide disabled consumers with independent living and vocational rehabilitation services. This form of revenue is referred to as "third party fee" for services, and is a funding technique often utilized by non-profit corporations and sheltered workshops.

\* Title VI of the Rehab Act promotes entrepreneurship by authorizing direct grants to individual entrepreneurs.

\* As consumer-run cooperatives, independent living centers may be eligible for loans from consumer cooperative banks established by authority of the National Consumer Cooperative Bank Act of 1978 (PL 95-351).

\* As small business enterprises, centers for independent living may qualify for technical assistance from such government programs as the Office of Minority Business Enterprise (OMBE) and SBA (see box).

\* Potentially, established centers can receive grants to provide management services and technical assistance to fledgling independent living enterprises.

These are some of the opportunities for consumers interested in starting their own independent living enterprises. If you think the entrepreneurial route is of interest to you, a good place to start may be to answer the questions in the accompanying article.

These questions, prepared by Dr. Joseph R. Mancuso, (president of a management consulting firm and member of the faculty of the Management Department of the Worcester Polytechnic Institute in Massachusetts,) are based on many research studies of successful entrepreneurs. Your answers to these questions may indicate a great deal about your chances of succeeding on your own.

—Elizabeth Pan and Doris Ray

*The authors are currently working on a research project (funded by Rehabilitation Services Administration) to produce a soon-to-be-released brochure on independent living. To obtain a copy of the brochure, contact the Institute for Information Studies at 400 N. Washington St., Falls Church, VA. 22046, or call (703) 533-0383.*



# Test Yourself: Are You An Entrepreneur?

*Are you firstborn or last? Ph.D. or high school dropout? Happily married or divorced? A gambler or conservative planner? Surprisingly, the answers to these questions may indicate a great deal about your chances of succeeding on your own.*

What's an entrepreneur? A self-starter? Is he or she different from other people?

We all have our own personal image of what a successful entrepreneur is. In my case, it was of a gruff, modestly educated, workaholic who would gladly risk all of his savings on that one big shot at his own successful business.

At least that was my image. In recent years, I have learned far more about the characteristics of the successful entrepreneur. And as a result, I have been forced to revise many of my assumptions.

But before I describe what we know about entrepreneurs, take this little quiz. Circle what you believe to be the "best" answers. Then, compare the results with those that others believe to be true. You'll find out if your origins and instincts are similar to those of the "typical" entrepreneur.

1. An entrepreneur is most commonly the \_\_\_\_\_ child in the family.

- a. oldest
- b. middle
- c. youngest
- d. doesn't matter

2. An entrepreneur is most typically a \_\_\_\_\_.

- a. man
- b. woman
- c. either

3. An entrepreneur is most commonly \_\_\_\_\_.

- a. married
- b. single
- c. widowed
- d. divorced

4. An individual begins his first entrepreneurial company when he is in his \_\_\_\_\_.

- a. teens
- b. twenties
- c. thirties
- d. forties
- e. fifties

5. An individual's entrepreneurial tendency first appears in his \_\_\_\_\_.

- a. teens
- b. twenties
- c. thirties
- d. forties
- e. fifties

6. How much education has an entrepreneur typically had by the time he begins his first serious business venture?

- a. grammar school
- b. high school diploma
- c. bachelor's degree
- d. master's degree
- e. doctor's degree

7. An entrepreneur starts his own business \_\_\_\_\_.

- a. to make money
- b. because he can't work for anyone else
- c. to be famous
- d. as an outlet for unused energy

8. The entrepreneur's strong ego and need for achievement are based on his relationship with his \_\_\_\_\_.

- a. wife            c. father
- b. mother        d. children

9. An entrepreneur typically \_\_\_\_\_.

- a. starts only one business
- b. quickly discovers the pleasures of managing
- c. moves from new venture to new venture

10. To be successful in an entrepreneurial venture, you need an overabundance of \_\_\_\_\_.

- a. money
- b. luck
- c. hard work
- d. good ideas

11. Entrepreneurs and financiers \_\_\_\_\_.

- a. get along well
- b. are best of friends
- c. are cordial friends
- d. are in secret conflict

12. A successful entrepreneur relies on \_\_\_\_\_.

for critical management advice.

- a. an internal management team
- b. external management professionals
- c. financial sources
- d. no one

13. Entrepreneurs are best as \_\_\_\_\_.

- a. managers
- b. venture capitalists
- c. planners
- d. doers

14. Entrepreneurs are \_\_\_\_\_.

- a. high risk takers (big gamblers)
- b. moderate risk takers (realistic gamblers)
- c. small risk takers (take few chances)

15. The only necessary and sufficient ingredient for a business is \_\_\_\_\_.

- a. money
- b. a customer
- c. a product
- d. an idea



**1** *An entrepreneur is most commonly the oldest child in the family.*

There is no doubt about this. Dr. David McClelland at Harvard and Dr. Stanley Schacter at Columbia have written about achievement motivation. Along with others, they conclude that the firstborn child in a family is normally the high achiever. In my work, my data indicate that between 60 percent and 70 percent of all entrepreneurs are firstborn. If you are a second or third child, you may be bucking some severe odds. Especially when one considers that two-thirds of all people are not firstborn children.

**2** *An entrepreneur is most typically a man.*

Almost everyone answers this question correctly. Everybody knows only a handful of women who have started an ongoing business enterprise. While women are indeed making headway in business—and in sophisticated top management positions—they still haven't significantly penetrated the entrepreneurial ranks.

**3** *An entrepreneur is most commonly married.*

This is a delicate topic. The data are fluid, and interpretations vary widely. In my research, which was conducted primarily in the Northeast and on the West Coast and surveyed only men, I discovered that the vast majority were married. However, I did find that the successful entrepreneur had an exceptionally supportive wife. She balanced the insecurity and stress of the job with love and stability.

In addition, unsuccessful entrepreneurs had the largest divorce rate. A strained marriage is just too much to add to a strained business life.

**4** *An individual begins his first entrepreneurial company when he is in his thirties.*

The data on this topic have shifted over the past 20 years. Earlier studies by Professors Collins and Moore in Michigan found that the new entrepreneur was between 38 and 42 years old. Professor Edward Roberts at MIT found that in the early and mid-1960's, the average age was between 35 and 40. My work indicated that it was between 30 and 35 years. Hence, during the past 20 years, the average age has tended to shift downward.

**5** *An individual's entrepreneurial tendency first appears in his teens.*

Entrepreneurial traits show up very early in life. I found that many entrepreneurs had begun little businesses before their teens. But somewhere during high school or college, these characteristics almost always blossom. The finding applies to well over 75 percent of the entrepreneurs I have surveyed.

**6** *How much education has an entrepreneur typically had by the time he begins his first serious business venture? Master's Degree.*

The answer is controversial. Work done in the 1950's included that most entrepreneurs didn't complete high school; let alone college. Edwin Land at Polaroid is a popular example of the self-made man who dropped out of college to begin his entrepreneurial venture.

My data point to the master's degree as the most common. Contrast this finding with the obvious fact that most businessmen have at least a bachelor's degree today. Entrepreneurs, being high achievers, are showing more respect for education and are staying at it long enough to earn the master's degree. Few carry this re-

spect for the doctorate, which, in their view, takes too much time and is not worth the effort.

**7** *An entrepreneur starts his own business because he can't work for anyone else.*

Almost everyone agrees with this answer. An entrepreneur seldom leaves a secure environment and a steady job just to make money, be famous or have something to do.

He simply doesn't like working for anyone else. The entrepreneur is an independent, a free spirit. He has great difficulty following another's directions. He seeks to do his own thing.

**8** *The entrepreneur's strong ego and need for achievement are based on his relationship with his father.*

This is obvious. The entrepreneur's wife and children enter his life too late to do more than modestly alter his basic characteristics.

The real impact on his personality lies in the roles of his mother and father. The mother has the greatest influence on a growing child, but the father-son relationship is central to the entrepreneur's motivation.

In my experience, the father provides the motivation and drive for the entrepreneur. Even when he is in his thirties and his father is retired, the father's approval and praise still provide a basis for his drive. That's one of the reasons why so many entrepreneurs come from homes headed by self-employed fathers.



**9** *An entrepreneur typically moves from new venture to new venture.* While not statistically significant, it is an interesting finding; only a few entrepreneurs have started just one company and stayed with it. In my study, when a venture is successful, only a handful of entrepreneurs were able to handle the transition from entrepreneur to manager. They much prefer to sell out and return to the creative process and start another business.

**10** *To be successful in an entrepreneurial venture, you need an overabundance of luck.* Hard work and a good idea are helpful in starting and succeeding in a small business. But they are not enough.

Of the successful entrepreneurs I studied, everyone agreed that they were damn lucky. According to them, a few key breaks were what made the difference.

**11** *Entrepreneurs and financiers are in secret conflict.* In most success stories, entrepreneurs and venture capitalists are pictured walking along hand in hand into the glorious sunset. My research strongly indicates that this is the exception, not the rule. Most small businesses fail (some say about nine out of ten). Every business, save a handful, needs second and third rounds of financing. At these stages, the relationship between the entrepreneur and the venture capitalist shifts from cordiality to stress, which may split the relationship permanently.

**12** *A successful entrepreneur relies on external management professionals for critical management advice.* The overwhelming answer to this question is external management professionals. In fact, in my research, every successful company used an outside

consultant at one time or another. Unsuccessful companies didn't.

Entrepreneurs seldom rely on internal people for major policy decisions because the employees generally have an axe to grind, and the outside financial sources are too conservative. However, in the end, the entrepreneur is dominant in every decision.

**13** *Entrepreneurs are best as doers.* While entrepreneurs are not poor managers, they all have difficulty delegating responsibility because of their ability as doers. They do everything faster and better than anyone else; hence, they are reluctant to delegate.

**14** *Entrepreneurs are moderate risk takers.* Contrary to popular belief, entrepreneurs are not high risk takers. Rather, they set realistic and achievable goals. Most previous research on entrepreneurs, especially by Dr. David McClelland of Harvard, agrees with this finding. Entrepreneurs know the problems of high rollers, and all are aware of the frustration in losing. However, competition naturally increases their propensity to take risks, without causing them to go to extremes.

**15** *The only necessary and sufficient ingredient for a business is a customer.* A business starts with an order. An order comes only from a customer. All business revolves around a customer, and it all begins when someone offers to buy something.

Although you may think you have a business when the prototype of your product is completed or your store is opened, don't be alarmed if no one buys it or comes in.

Regardless of your score, I wish you all good luck. Below are the answers, so that you can score yourself on the

quiz; I have also given a scale so that you can compare your results with those of others.

| ANSWERS                                       |  |
|-----------------------------------------------|--|
| 1. oldest                                     |  |
| 2. man                                        |  |
| 3. married                                    |  |
| 4. thirties                                   |  |
| 5. teens                                      |  |
| 6. master's degree                            |  |
| 7. because he can't work for anyone else      |  |
| 8. father                                     |  |
| 9. moves from new venture to new venture      |  |
| 10. luck                                      |  |
| 11. are in secret conflict                    |  |
| 12. external management professionals         |  |
| 13. doers                                     |  |
| 14. moderate risk takers (realistic gamblers) |  |
| 15. a customer                                |  |

| SCORE            | YOUR POTENTIAL          |
|------------------|-------------------------|
| 11 or more right | Successful Entrepreneur |
| 10 to 11         | Entrepreneur            |
| 9 to 10          | Latent Entrepreneur     |
| 8 to 9           | Potential Entrepreneur  |
| 7 to 8           | Borderline Entrepreneur |
| 7 or less        | Hired Hand              |

—Joseph R. Mancuso  
*Dr. Mancuso has written many books about business. He directs nearly a dozen companies and holds an MBA from Harvard Business School. Readers can contact him at: The Center for Entrepreneur Management, 311 Main Street, Worcester, MA 01608. (617) 755-0770.*



# Independent Living: Choosing From A Variety of Programs



FOR PEOPLE WHO ARE not familiar with the concept of independent living programs for severely disabled people, the imprecise vocabulary that surrounds these programs and services can be confusing. As is usual with new concepts, widespread acceptance of new terminology develops slowly.

The problem does not lie with the general concept of independent living. That is fairly easy to explain: Given appropriate support services, information and skills, and accessible environments, severely disabled people can participate in all aspects of life. The problem comes when we try to distinguish between different kinds of programs which provide independent living services.

Programs frequently referred to as independent living centers can vary tremendously in the breadth of services, and have little in common except services to severely disabled clients. Three well-known programs come to mind: The Center for Independent Living (CIL) in Berkeley; New Options in Houston; and Creative Living in Columbus, Ohio. Although each of these are referred to as centers, they could scarcely be more different.

For instance, CIL does not provide housing or attendant care to its clients, but instead concentrates on coordinating community resources.

New Options is transitional, which means that it focuses on providing its clients with opportunities to learn and practice skills which facilitate their ability to live independently.

Creative Living is a residential program, set in a specially designed apartment complex, in which clients share attendant services and transportation.

Moreover, CIL is not a live-in program; the other two are. New Options does not provide services to individual participants for more than six weeks; the other two do. Creative Living does not provide formalized peer counseling; the other two do.

The question arises, then, what *is* an independent living center, or more tellingly, what *is not* an independent living center? Are there any bases on which to compare and categorize all the programs providing independent living services?

To answer these questions, the Rehabilitation Services Administration of





HEW has sponsored the Independent Living Research Utilization (ILRU) project at The Institute for Rehabilitation and Research (TIIR) in Houston, to undertake the major task of developing a glossary of terms for independent living.

Six features, by which programs providing independent living services can be compared and categorized, were identified. They are: Service setting, service delivery method, service delivery style, vocational emphasis, goal orientation, and disability type served.

Each of these features denotes a continuum or dimension within which programs may vary. The *service setting* may range from residential to non-residential; the *service delivery method* may range from direct to indirect, or a combination of both; the *service delivery style* may range from non-handicapped to consumer; the *vocational emphasis* may range from primary to incidental; the *goal orientation* may range from transitional to ongoing; and the *disability type served* may range from single to many.

By comparing programs along these dimensions, one can distinguish the differences between many programs designed to facilitate independent living. Also, it is possible to reliably identify several basic types of programs.

Conceptually, *independent living program* is the most broadly defined term relating to organizations working with disabled individuals who wish to live independently. What kinds of features an independent living program has will depend on the needs of the clients served, the availability of existing community resources, the physical and social make-up of the community, and the goals of the program itself.

To be exact, an independent living program is a community-based program which has substantial consumer involvement and provides directly, or coordinates indirectly through referral, those services necessary to assist severely disabled people to increase self-determination and to minimize unnecessary dependence on others.

Services that must be provided or coordinated by an independent living program are housing, attendant care, readers and/or interpreters, and information about goods and services relevant to independent living.

Other services that are provided or coordinated by independent living programs include transportation, peer counseling, advocacy or political action, independent living skills training, equipment maintenance and repair, and social-recreational services.

It should be noted that custodial care facilities and primary medical care facilities are specifically excluded from the definition of an independent living program.

If one cares to discriminate further, three different types of *programs* with specific purposes have been identified. They are independent living centers, independent living transitional programs, and independent living residential programs.

An *independent living center* is a community-based, nonprofit, non-residential program which is controlled by the disabled consumers it serves. In addition to services already noted as part of an independent living program, an independent living center also promotes community awareness and barrier removal programs.

The CIL in Berkeley is perhaps the foremost example of an independent living center. The CIL was probably the first disabled consumer-operated service organization established in the United States. From the beginning, it was geared toward making support services in the community available to disabled individuals.

CIL is not a residential program, but a multifaceted program of referral services, support services, and research and advocacy projects directed toward removing architectural and attitudinal barriers existing in the community.

The goal of the CIL is total integration of people with severe disabilities into community life by minimizing those





aspects of a person's disability that become handicaps.

To do this, CIL provides various kinds of counseling programs, independent living skills training programs, and vocational rehabilitation services. Whenever possible, existing community services are used, and CIL refers many people to agencies and organizations that provide such independent living services as vocational counseling, vocational rehabilitation and training, and financial support.

The central philosophy of CIL is that disabled people can be actively contributing members of society, and that they themselves should be the ones who control their lives. To achieve the goals of an independent lifestyle with self-determination, CIL has worked to involve disabled people in all aspects of the program.

CIL was founded and is operated by disabled people, and the counseling and instruction of participants is conducted by disabled staff members. Through political and legal advocacy, the Center also works to remove architectural and legislative barriers to the complete and active participation of disabled people in society.

Unlike an independent living center in some ways and very much the same in others is an *independent living tran-*

*sitional program*, which facilitates the movement of severely disabled people from comparatively dependent living situations to comparatively independent living situations.

The primary service provided by these programs is skills training in such areas as attendant management, financial management, consumer affairs, mobility, educational-vocational opportunities, medical needs, living arrangements, social skills, time management, sexuality, and other areas. Transitional programs are usually goal-oriented and time-linked.

The New Options program at TIRR in Houston is an example of an independent living transitional project. It is designed to foster independence among severely physically disabled persons, enabling them to become a part of their community.

Begun in 1976, the program consists of a six-week cycle of instructional modules that emphasize the skills needed to live and work with a minimum of assistance. New Options is a

residential program that is structured to provide information and first-hand experiences which enable participants to acquire necessary independent living skills in a short period of time.

Because it is a dormitory-style setting with a non-professional attendant staff, living at New Options for six weeks is a new experience for many of the participants who have known only family help or a professional nursing staff.

The goals of the program include the establishment of an independent living situation which includes working with personal care assistants, involvement in educational opportunities, active participation in the community, and the enhancement of personal, physical, and functional skills.

New Options also has an extensive independent living research program which traces the influence of the program on ex-participants. This way, modules can be created or modified to better train disabled individuals to participate in the community as contributing citizens.



The third major type of independent living program is the *independent living residential program*, a live-in, independent living program that provides directly, or coordinates through referral, shared attendant services and transportation. Related services which increase personal self-determination and minimize unnecessary dependence on others may be provided.

A good example of an independent living residential program is Creative Living in Columbus, Ohio. It was established in 1968 to assist young physically disabled people who wanted to pursue educational or vocational training. The Creative Living facilities are in an apartment building specifically designed to be wheelchair accessible and to allow as independent a lifestyle as possible.

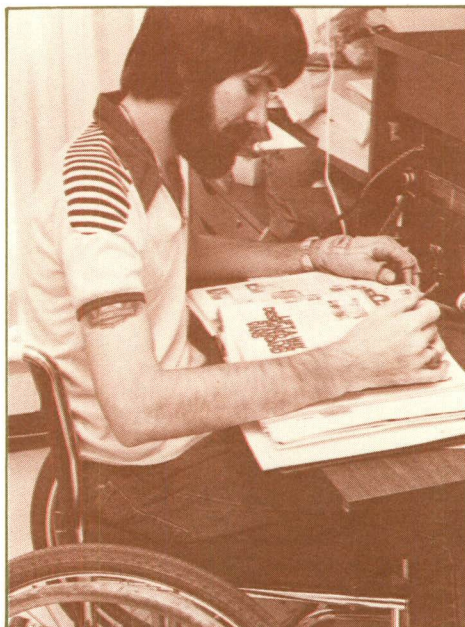
The building is located next to Ohio State University, where many of the program participants are students. Transportation to other parts of the city is available for those who are participating in vocational training programs or who are just beginning to work.

The program itself provides only the residential facilities and necessary physical assistance needed by an individual during his or her educational training program. The dominant focus of

the program is self-help, and all the participants are motivated toward developing a self-sustaining lifestyle.

Each participant is expected to arrange and pursue his or her own training program. Once this training is complete, the participants are encouraged to locate and establish their own living arrangements in the community.

Many programs, in addition to those which may be classified as independent living programs, also provide services which help severely disabled persons to live more independently. These



programs, called *independent living service providers*, include some medical and vocational rehabilitation facilities, community and social service agencies, and others.

Examples of independent living service providers are the United Way Information and Referral Service in Houston, which provides an interpreter referral service for hearing-impaired individuals, and the Metro Lift service of Houston, which provides accessible transportation for persons in wheelchairs.

Despite the existence of several different types of programs which foster independent living, it is important to remember that independent living is not dependent on programs of any sort. Rather, it is based on a person's ability to choose and achieve a desired lifestyle and to function freely in society. Not every person is capable of achieving total independence in the sense described here, and not every person who is able to achieve it chooses to do so.

Independence for us all is an intangible quality. It is control over our own lives. It is managing our own affairs and participating in the day-to-day life in the community. It is fulfilling a range of social roles, and making decisions that lead to self-determination and the minimization of physical and psychological dependence upon others.

For disabled people, independent living is a long-sought goal which is just now beginning to be recognized by the general public as one which is reasonable and just.

With the goal of independence in sight, new programs are being set up to help disabled people all over the country. Hopefully, the semantics of the movement will not interfere with its progress.

—Lex Frieden and Laurel Richards

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Mr. Frieden is the co-director, and Ms. Richards the training activities coordinator, at the Independent Living Research Utilization Program, The Institute of Rehabilitation and Research, P.O. Box 20095, Houston, TX 77025.

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Ed. note: Parts of this article were adapted from the Independent Living Glossary, developed by ILRU with grant support from RSA. The entire glossary is part of a Source Book on Independent Living, which is available from the above address.

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# Disabled Administrators: Strengthening the Roots

*Since affirmative action, a new phenomenon has emerged: Disabled people are now beginning to move into administrative and supervisory positions. This is a very positive thing. However, what sometimes happens is that the disabled administrator, while qualified for the high-level job, lacks actual experience in administration or in supervising a staff.*

*Administrators meet these needs in a variety of ways, some positive, some not. In this story, taken from a speech by Nadine Vaughn, a community resources specialist, we present some ways that disabled administrators can strengthen their administrative skills, thus improving their programs and their opportunities.*

WITH THE NATIONAL ATTENTION of everyone interested in rehabilitation focused on Independent Living Projects (ILP's), the directors of such projects are being caught up in a dangerous double-bind. On the one hand, they are encouraged to expand and become economically self-sufficient, while still remaining consumer oriented. On the other, they are faced with the constant dilemma of managing and administering complex organizations with few models, little professional guidance, and minimal management assistance.

Directors usually become directors because they are people who have the energy and caring to try to make a difference in the lives of disabled people. However, it does not necessarily follow that their professional backgrounds are always sufficient to tackle the tremendous tasks at hand. In some ways, ILP's appear to be set up to fail almost from the beginning. It's time for all of us to take a look at how we, as individuals, may be contributing to this dilemma.

The concept of consumer-oriented programs is a radical and positive departure from programming patterns of the past. And yet, with so many fine attributes, ILP's continue to have to maneuver around a constant stream of difficulties, which very often get in the

way of providing quality client services on a consistent basis.

As any of us who have administered community programs are aware, it has never been an easy task to do so with constant funding uncertainties, and underpaid staffs. Attempts to increase the variety of services in such programs simply make the administrative difficulties more pronounced.

A lack of crucial administrative skills, and the lack of resources to help develop better ones, has become a major stumbling block for many ILP administrators. And this is where our shared responsibility lies . . . to continue adding more financial responsibilities without providing proper administrative support or training is a set-up for failure, and one that is very detrimental to the clients we are dedicated to serving.

What can be done? First, we need to realize that receiving more money at an inopportune time is not necessarily helpful. I know that to propose that there's ever a time when programs don't need more money is near blasphemy. Obviously, programs can always use as many dollars as can be hustled.

However, the issue that many of us seem to ignore is that *real* people must manage those funds to make them work for clients, rather than just letting funds become one more administrative burden to contend with. Public funding carries with it enormous responsibility and accountability.

Secondly, we all need to admit to ourselves that it is no disgrace to seek help through specialized training. Such training can help to strengthen areas that you, as an administrator, have identified as weak. Unfortunately, the expectations of many boards of directors and funding sources are that the executive director should be knowledgeable in all areas of program administration.

This sometimes causes the director to proceed into risky areas, when some basic management information could have saved hours of time and costly mistakes. Thus, a loss of credibility can

occur, not only for the executive director, but for the entire program, and the result can be an excessively cautious board, and possible funding disallowance.

Where do we go from here? Once a need has been established, it becomes the responsibility of the executive director to make that need known, and seek sources to meet it. To tell a board or funding source that you would like professional in-service training in a specific area lets them know that you care enough about your facility to develop your knowledge and expertise in as many areas as possible.

Another possibility is to find other directors with similar needs, through organizations such as the ILP Coalition, which shares skills and knowledge through regular monthly management training seminars. Positive spin-offs from such alliances can encourage peer support, update knowledge on the state of the art, and simply give administrators a breather from daily routine and an opportunity for creative brainstorming.

For me, all this has meant taking a hard look at what I need to do to make my job a productive and satisfying experience. When I needed more sophisticated training, I found a way to get it, and was delighted to find that my intuitive responses had fancy names. Management issues that I had been struggling with became much clearer, and strategies easier to plan.

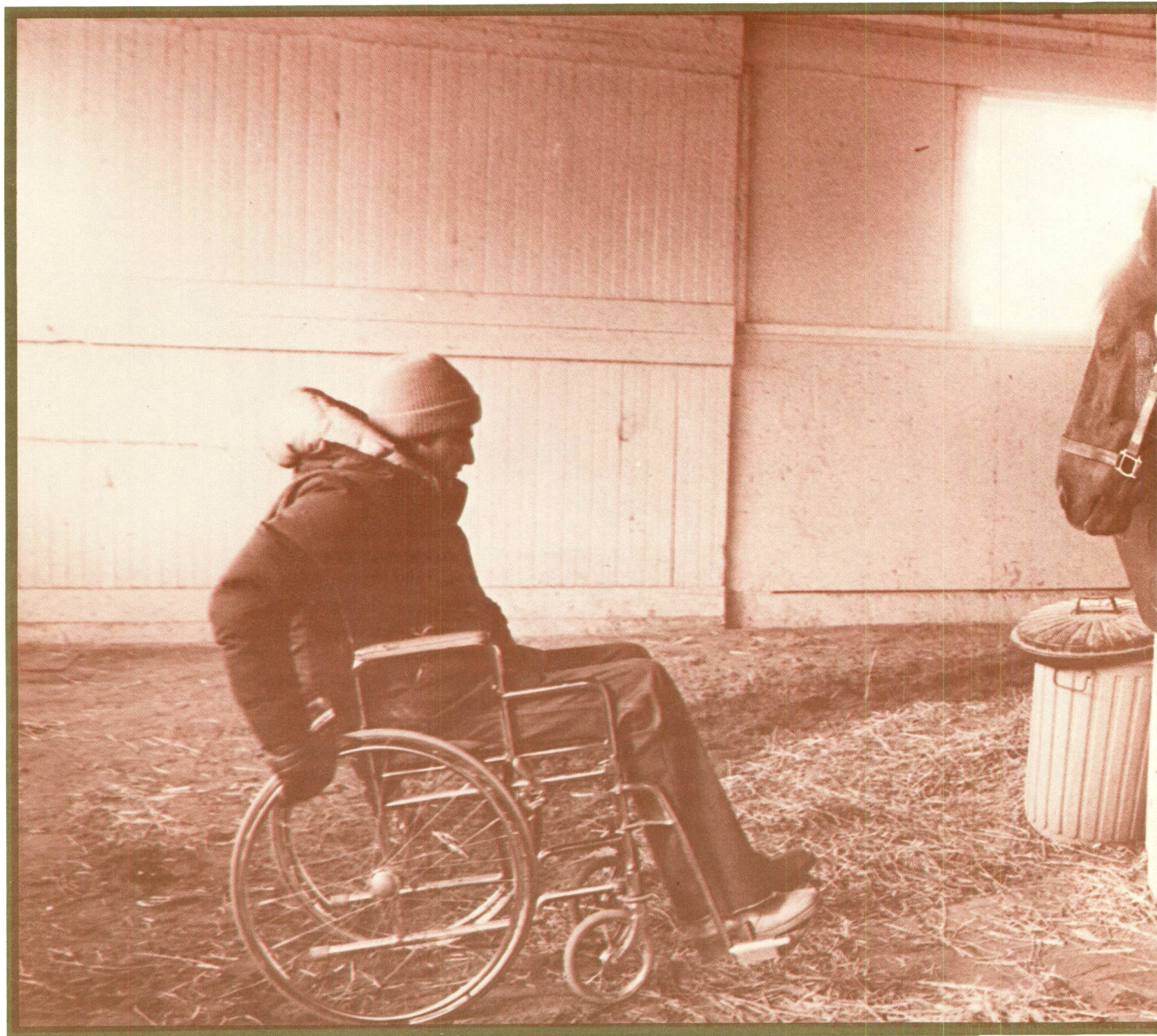
With a little additional knowledge, those scarce dollars can be stretched a long way. Administrative training and the installation of relevant management systems can make the job easier. And, at the bottom line, these things can help to give both clients and staff members the professionalism they need to survive and prosper.

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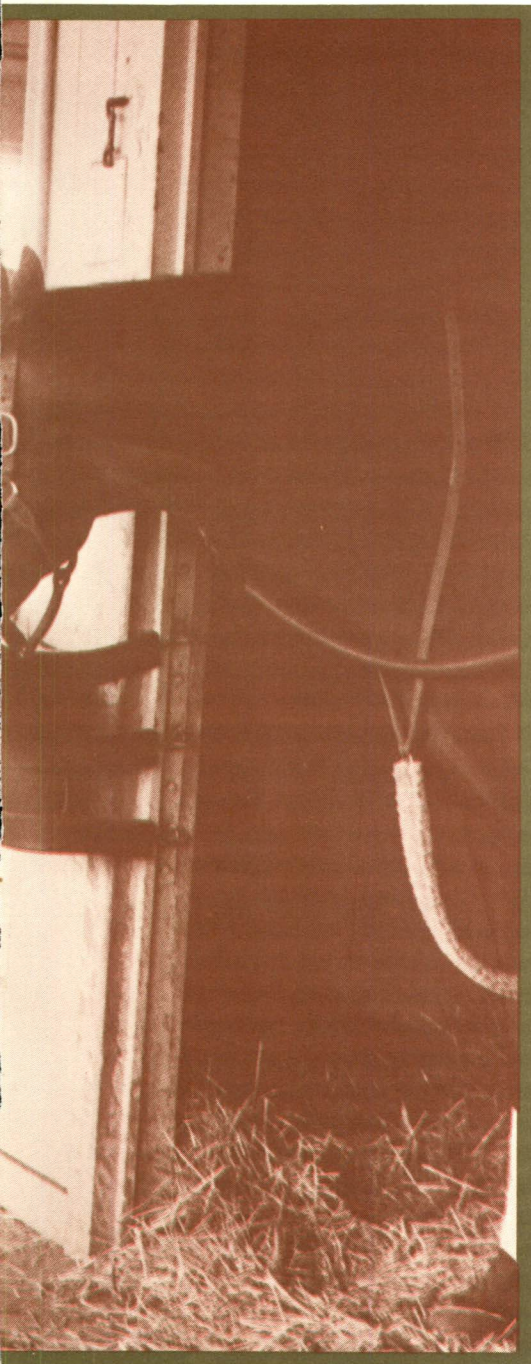
Ed. note: For more information, readers can write: Ms. Nadine Vaughn, Community Resources Specialist, Dept. of Rehabilitation, 1706 University Avenue, Berkeley, CA 94703. (415) 464-0855.



# **Mike Aronow: Trainer On Wheels**







Using a wheelchair hasn't deterred Mike Aronow's outlook on life, nor has it precluded his becoming successful as a thoroughbred trainer.

"Life's the greatest, and it's fun," the 28-year-old conditioner emphasized at his Belmont Park headquarters. "Everything's a challenge, really, whether it's training horses or whatever. In this game, you live for tomorrow. Well, I've had my tomorrows, and my exuberance for making a go at training race horses is as high now as it ever was."

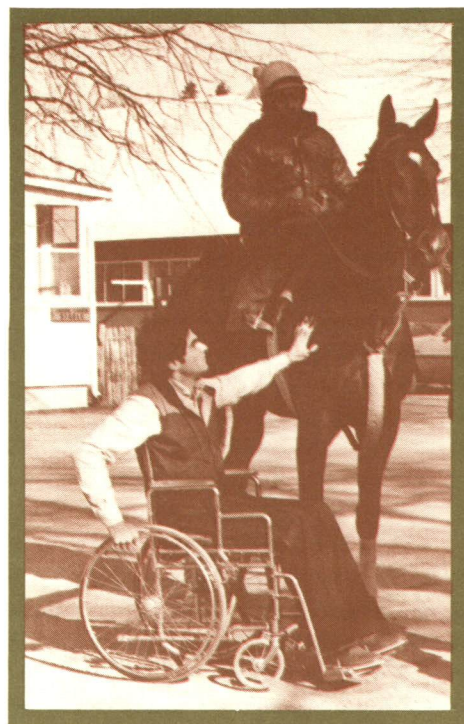
And the native of South Orange, New Jersey ("we lived there briefly before my parents moved to Florida when I was 12"), is making a go of it, as he termed it, on the acknowledged toughest horse racing circuit in the country.

"This is my first meeting in New York," Aronow was quick to point out, "and it's my best since I started training horses on my own three years ago."

"For much of the winter meet, only one of my half-dozen horses was carrying the stable. I own all of them, but my brother Dave has a piece of two."

The stable's money earner was Aronow's five-year-old homebred, Don Aronow, named after Mike's father, whose entry into the game in the early 1970's "got me involved in it, too."

"Don Aronow won over \$50,000 and was stakes placed," Aronow said in prideful tones. "He was fourth in the Toboggan Handicap, beaten only a length and neck for all the money at six furlongs when he really needs a bit more distance. I put him in the mile Westchester on March 31st and he came in second by a length and a quarter."



"I plan to drop him back slightly to the seven-furlong Carter and Roseben. They'll be on the main track which gives closers like him a better chance than the inner track that was in use during the winter."

Before those dates, the rest of Aronow's horses will be in action, "including my first stakes winner, Interdicto," who brought Aronow to the Big Apple for the first time two years ago.

"I had been training in Florida, Delaware, Monmouth Park, and Atlantic City," Aronow recalled. "But while we were at Monmouth, a grass race came up at Belmont for Interdicto, and he goes off at 25-1. Anyway, he comes from off the pace—he can ding-dong it on the lead, too, if we want to play it that way—to win by a head over Clout—a



stakes winner on grass, I believe, and also as nice a horse as Arachnoid.

"I had bought him privately, when he had two screws holding his right pastern (part of the ankle) together that he had broken. But there certainly wasn't anything wrong with his heart.

"I had seen him as a two-year-old at Calder Race Course in Florida, and liked him even then. I felt he'd make it on grass at a distance with his breeding (Grey Dawn II-Loden, by Ahoy). He not only did, but he won my first big pot for me when he won the Royal Palm at Hialeah the winter before last.

"To tell you the truth, though, I thought he was beat at the three-sixteenths pole in the Royal Palm," Aronow admitted. "But Mickey Solomone rode the hair off him to get up by a nose. I was so happy I gave Mickey the trophy (a silver pitcher) 'cause he rode a fantastic race."

"Winning that one was more of a kick than winning a \$100,000 race," Solomone said at the time, "for what he's overcome and put into the game."

"Hey, I'm lucky to be alive," Aronow said in all seriousness. "After my accident—I was going to the University of Tennessee to visit my girl when it happened—that put me in this wheelchair in May 1970, the doctors at the Georgia hospital thought I was a goner.

"I actually was pronounced dead twice when my heart stopped beating. Anyway, besides that, these doctors thought I was a hopeless case. I was in real bad shape, with an assortment of injuries not to mention the spinal injury that left me unable to walk.

"My buddy, Stewart Fisher, who was killed in the accident, was driving my Mustang, and I was asleep when a tire blew. When I woke up, I was in the hospital.

"But this Dr. Carl Gordon, who had just returned from Vietnam and is truly a great person, wouldn't give up on me. He knew what he was doing, and eventually saved my life. Had it only been the spinal injury, I might be walking today, but my life was hanging in the balance for so very long that all the doctor's efforts were concentrated on keeping me alive."

A well-known speedboat driver and builder, Don Aronow bought a race horse in 1971 which proved to be the start of a new career for his son.

"I knew my playing days were over, and I was quite the athlete until the injury," Aronow reflected. "I really loved sports and played them all. But once I got into racing with dad—he also bred horses, and still does, and I was involved in that, too, for awhile—it became as competitive for me as any sport I played.

"Dad lit the spark, but I fanned the flames time and again. I wanted to find out everything there was to know about the game, and I did, by reading everything I could find on the game and asking a million questions of knowledgeable people like Howie Tesher, our first trainer."

Eventually, of course, Mike Aronow "went out on my own, and I've made a profit of it by getting the most out of each horse either after claiming him—dad and I used to do that a lot after checking their breeding and watching them run—or buying them privately.

"Once you get them, you have to be prepared to put lots of time into them, and treat them as individuals. It's a philosophy that's proven itself time and again.

"Equally as important, is having the right kind of people working for you, as I have in exercise rider Keith McFarland and Marvin Parker, my groom.

"Listen, I have more problems wheeling this chair through the shedrow than I do with my horses," Aronow cracked, winking. "I want to be as inconspicuous as possible."

However, Michael Aronow has already become conspicuous—as a successful trainer.

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*This story was compiled by Photo Communications, Inc. It has been picked up by the wire services and run nationwide.*

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# New Perspectives: A Day In A Wheelchair

*Wheelchair awareness activities, held at some colleges and universities, can be "fun," as this writer asserts. The staff can be all smiles. They know, when it's time to return the chair, they'll just get up and walk away.*

*In this story, the writer shares his experiences surrounding a day in a wheelchair. Although, in some ways we have grown beyond the "day in a wheelchair" idea, and some people see it as a gimmick, it does provide insights into some barriers which still exist. It serves as a reminder.*

THE FIRST THING I noticed about being in a wheelchair was how much I missed the use of my legs.

Cypress College Wheelchair Awareness Week 1979 was to be a showcase for the handicapped. In past years there had been races, wheelchair basketball games and films. Able-bodied faculty and staff, such as myself, participated, pushing wheelchairs

around campus. There was a faculty-staff basketball game against our own wheelchair team, the Chariots—who, incidentally, counted the score on their season record.

These efforts were "fun." You rode a chair for a couple of hours around the campus (Cypress has one of the better designs for the handicapped in the nation). Pure fun. The staff was all smiles. They knew when it was time to turn in their chairs they'd just get up and walk away until next year.

In 1978, when I first participated in the chair games, I was no different. I got up and walked away from it, too. Then I decided to try something more realistic. My plan seemed simple enough when I proposed it to Roosevelt Center handicapped coordinator, Bob Nadell. "What do you think about me pushin' a wheelchair from my home to school one day during Awareness Week?" I queried Nadell, who returned that well known look that said, "Huh?"





In the ensuing weeks Nadell and I put together a 1.2 mile course from my home near the ultra-modern campus. I was about to discover that being Sports Information Director meant more than just getting routinely involved.

My interest in handicapped people began years ago. I am particularly interested in wheelchair athletics. In 1974, along with several partners, I joined in convincing the management of the Long Beach, California, Flying Wheels wheelchair basketball team to sponsor radio broadcasts of their games over a local public radio station. As a radio-



television graduate of California State University, Long Beach, I found the game to be very similar to others I had broadcast. I liked the appreciation our crew received from the players and coaches, as well.

**TUESDAY**, eight days before the trip—I walk over to Roosevelt Center for publicity photos with Bob Nadell and assistant Sandy Swanson. I leave the center in a wheelchair—under my own propulsion—and to the front of the campus we go. Nadell makes it easy for me, pushing me the 400 or so yards when I find it difficult to continue. As we arrive at the entrance, public information officer Gail Nagel poses the three of us in a position under the campus marquis that blocks traffic.

I find my stocky, 5'11", 195-pound frame somewhat cramped in the chair. My back perspires and my hands are a bit tender from wheeling into position with the chair. Commuters entering the campus are staring, as if to say, "Who is this crip blocking traffic?" Later, we stage a few shots back at the Center with several quadriplegic students. They help me map out my route. I'd been in my wheelchair an hour and my back was hurting because the back rest dug into my broad shoulders.

**MONDAY**, the first day of Awareness Week and four days before the trip, I spend the day in a wheelchair—or do I? My office is in a set of portable buildings at the extreme south end of the campus, which are not a part of the overall campus master plan. They originally served for instruction during construction days of the late 60's. I get stuck in a floating door on the way to my office. I can't make it over the door stoop. The hell with it. I walk everywhere today.

**WEDNESDAY**, the day before my trip. I coordinate my trip with Nadell. I'll be alone on the journey through suburbs and across heavily travelled Valley View Ave., he tells me, because he has to pick up a pep band for the 11 a.m. assembly. He won't be following me on my trip, as planned. Good luck. I'll be leaving at 10 a.m. and try to arrive at the assembly around 11.

**THURSDAY**, 10 a.m.—I'm off! Seconds before I leave my house a Roosevelt Center student who's a quad motors by in an electric wheelchair. Wow! This guy is over a mile away from school, in an area with no sidewalks, no curbs, few stop signs and no use of

arms, legs or fingers. Maybe he's here to follow me back. But as I go to the front gate he passes me by and whips around the corner. Guess not. Funny coincidence, I think.

**10:01**—A warm day—even for March in Southern California. As I leave my driveway, a bike pack on my back, I'm sweating. The chair rolls well, though. Nadell gave me a special low-cut model used by the wheelchair basketball team. The City of Cypress has made special efforts to install ramps at nearly every corner for the handicapped. This may not be so bad after all . . . ?

**10:03**—But on this corner there are no handicapped ramps—my luck. The blocks are short; I'll stay in the street. More sweat. The chair constantly rolls to the right in the direction of the gutter. This is the first time I've noticed this street is beveled . . .

**10:05**—Two-tenths of the way, I arrive at the crossing guard stop—no guard is on duty. No cars in sight. I cut back to the nearest curb and wheel across the street. A car approaches, slows, then whips around me as I hit the first of several handicapped ramps . . .

**10:06**—GEEEEZ! You got to be kidding? You call this a ramp for wheelchairs? How the hell do you get up the thing? They're made for handicapped people who can walk. I'm stuck. The ramp is about three inches higher than the street. I take a driveway . . .

**10:08**—People along the trip are few. But those I see don't see me because they don't want to. A car whizzes by as I cross a street. The driver, caught in the midst of a stare, turns away. A lady washing her Volkswagen Beetle walks to the front and pretends not to notice as I wheel by. I feel her eyes on me as I continue down the street . . .

**10:10**—Where there had been a ramp for the handicapped at the beginning of this curb, there isn't at the end. Down a driveway. A rather large dog wants to urinate on the wheel of my chair as I rest under a shade tree. Another, thankfully chained inside a fenced yard, growls and barks as I pass by . . .

The driveways get tedious so I take to the streets. There are short sidewalks. My arms are sore, but my hands are holding out. Glad I wore gloves . . .

**10:15**—I'm around the corner and headed right for Cypress College. I'm early. The assembly isn't until 11. I take a break under another tree on the left



side of the road, facing traffic on this very quiet residential street. Immediately, two cars turn the corner. They avoid me, but not without some stares as they pass by . . .

It's amazing what you notice when you're really looking. For nearly two years I'd been over and over this path on my way to work. Usually I ride a bicycle, but occasionally I use a car. I thought I knew every crack in the road, every house, every bush. To my surprise I discovered more—more than I had ever noticed. It seemed, because I was not using my legs, my eyes were picking up the pace.

Crossing Valley View, I thought, would be my stiffest test. I had chosen an exit from this small suburban housing tract that had no crosswalks, no signals. It was about 1000 feet south of a railroad crossing and there was only one handicapped ramp available—that on the side I was exiting from.

**10:20**—Sitting on the corner, under another tree, I watch traffic and drivers. In turn, they watch me. The looks are there again. I wondered to myself if, should I ever become handicapped and use a wheelchair, will these stares disappear or will I just ignore them?

**10:25**—I watch for a lag in traffic. As one appears, a police car comes from the housing tract, intending to turn right. I wheel to the ramp, but stop and back

off. Another car is following the police car and still another is coming up the road. Valley View is clear, but both signals are about to turn green.

The policeman makes his turn then stops, in mid-lane. I feel his eyes upon me. Does he want to help me? Does he think I'm up to something? Police make me nervous. I look over my shoulder and he glances back at me. I hear a click—metal vs. metal—the sound an automatic transmission makes when you shove it into reverse. Then, just for a second, his back-up lights appear. And just as suddenly they disappear and he's off.

**10:27**—Valley View is quiet again. I roll down the handicapped ramp (this one is narrow, but appears level with the street). I'm stuck again. This time I manage to back up and try again, but not before two more cars approach the intersection. I wave them on. Both smile and pass me. The street is busy again.

**10:30**—Valley View is quiet again. Do or die. Time to go. I do, and manage to get across the street, but not onto the sidewalk. There are no ramps here. I roll through the right lane of this six-lane highway and up as close to the gutter as I can go.

Two cars block my path, but once around them a "no parking" sign saves me. Traffic from behind approaches at

45 miles an hour. By now I'm rolling along in the street. I slow down and traffic continues to pass me. My only choice is to make it to the railroad tracks, where the pavement is level with the sidewalk.

As the last bit of traffic passes by, I roll up onto the sidewalk at the extreme southwest end of campus. No one is there to greet me as promised. I roll the final one-eighth of a mile to my office, unnoticed.

Nadell and I analyzed the trip. I had felt it should be a realistic experience, and it had been. I didn't sit up, walk or move my lower extremities during the trip. Nadell was more interested in my physical well-being. "Now you can see why many handicapped students get pressure sores from friction," he responded, when I complained of a tired rear end.

The biggest impact on me was the loneliness I felt. It was me versus the world, and, although it lasted just 1.2 miles, it was a time for soul-searching.

Returning my wheelchair was easy, and walking away from Cypress College Handicapped Awareness Week was a cinch. Walking away, however, reminded me how much my experience in a wheelchair had meant.

—Paul McLeod

*Mr. McLeod is the sports information director at Cypress College in Cypress, CA.*





# Parking Places: A New Battlefield

FEW THINGS IN LIFE are as angering or as frustrating as watching able bodied people park in spaces reserved for the handicapped, jump out of their cars, and prance off to do their shopping or whatever.

Since I saw this happening more and more often in my area, I decided to do something about it, and started confronting these inconsiderate people. As I virtuously instigated my campaign to free special parking spaces for their rightful occupants, I encountered a variety of righteous excuses, some of which were quite enlightening, as well as quite funny.

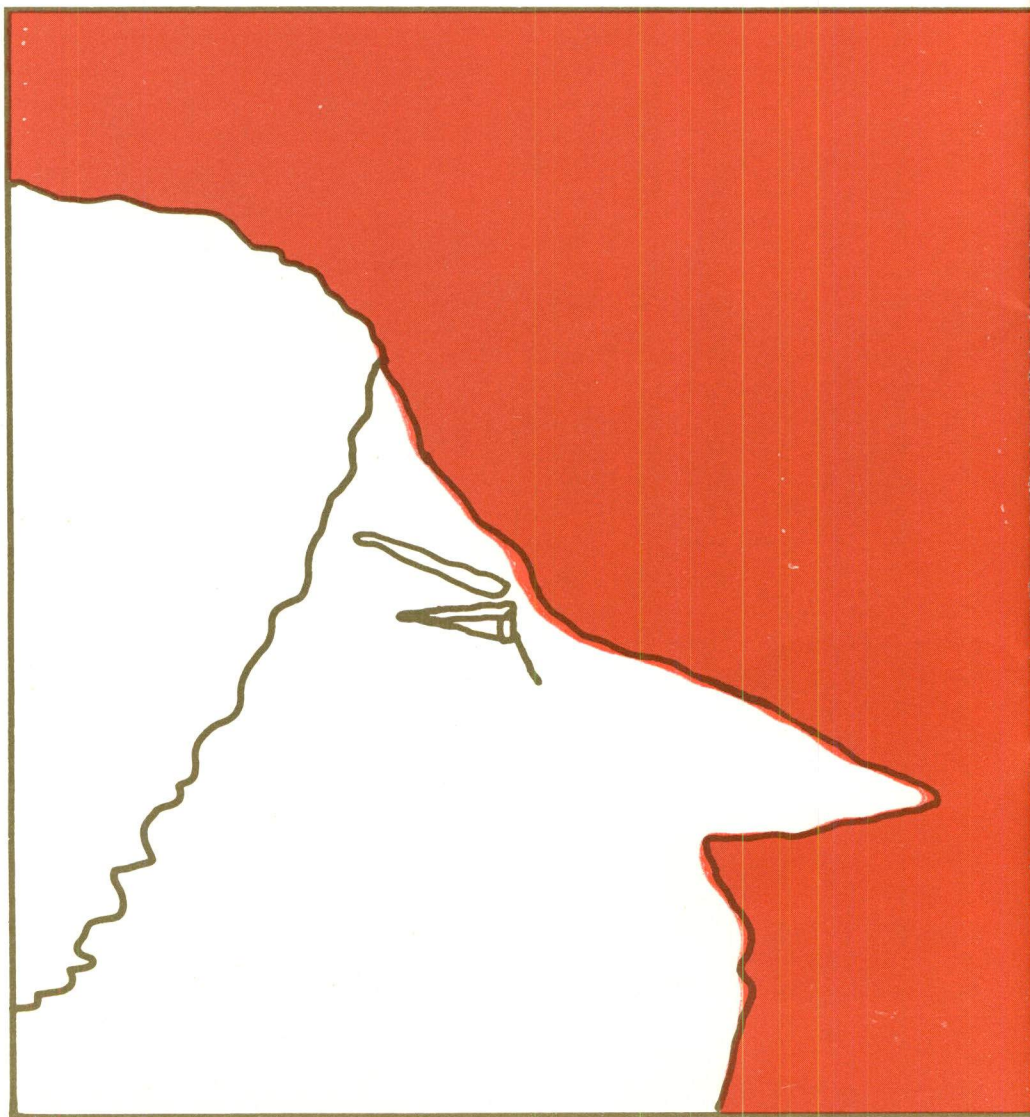
The most common excuse was "I'm just going to be gone a few minutes." I heard this one so many times that I double-checked the signs. No, they *don't* read: "Reserved for the handicapped . . . or people who will be gone ten minutes or less!" If I pointed this out, I was usually told that, unless I was

handicapped, the entire thing was none of my long-nosed business.

On one occasion, I watched a lady park in a reserved space. A poor parker, she hit the "handicapped" sign several times with the front end of her car. As she was getting out of the car, I asked her if she knew that she was parked in a special space reserved for handicapped folks.

Her eyes widened into round orbs of wonder. Why no, she wasn't aware of that. The height of brazenness? Well, maybe. I gave her the benefit of the doubt and decided she was probably sight impaired, and possibly entitled to the space.

In most cases, however, I was unable to rationalize people's behavior and simply chalked it up to laziness. Laziness, I theorized, while an indisputable handicap, does not yet entitle one to special parking. Secure in my reasoning, I continued my assault upon





abusers of the law.

On another day, I saw a middle-aged gentlemen come out of a store with a case of beer in his arms. I trotted right up and asked him if he was aware that he was parking in a special space. *Damn* right, he asserted, he sure was aware. I was tempted to tell him that drunkenness did not qualify as a handicap, but the poor man was in such a state of inebriation that I felt guilty about continuing my spiel and disturbing his blissful stupor.

After a while, I became quite adept at confronting people, and could approach them smoothly with the confidence of a knight-errant (although my wife did insist that I resembled a 20th century Don Quixote more). When I assertively confronted one man with his violation, he became quite distraught, and asked if I were going to issue a ticket.

Fighting back laughter, I summoned

up my most official voice, and told him that this time I wouldn't but that I wouldn't be as nice the second time. Meekly, he promised that there wouldn't be a second time. He was so remorseful, that I found myself feeling sorry for him, and somewhat guilty about my aggressiveness.

For a while I postponed my crusade against injustice. My retirement didn't last long. In fact, a new self-indignation came, even more fervently. Now, I not only confronted people; I also requested that they move their vehicles. Surprisingly, most of them obliged, albeit with a few utterances under their breaths.

One man was genuinely confused, and I'm not sure if he really understood what he had done wrong. At any rate, he moved his car and, after he had reparked it, inquired, quite sincerely, if the new space was "all right?"

Some people, however, were not

quite as cooperative, and had to be dealt with more firmly. One woman responded to my question with a tilt of her nose, and a look of disgust. I tagged along directly behind her, and followed her through a store, harranguing her until she finally gave up and went out and moved her car. Probably not what the author of *Winning Through Intimidation* had in mind, but it sure worked!

Since I began my campaign, I've heard of others who share my distress, and who have developed their own methods of dealing with offenders. One man approaches drivers of cars and, in his most condescending voice, asks if he can be of assistance. He tells drivers that he knows they are handicapped because of the special parking space, and that it is indeed an unfortunate situation to be in. Most people, he reports, are so embarrassed that they move without being asked. But I find this insulting to people who really are handicapped, and have thus far refrained from using it.

Another method is equally effective, and more agreeable. The Office of Programs for Handicapped Students at Michigan State University has printed cards which let people know they are parked in spaces reserved for the handicapped, and that such spaces are very necessary for people with mobility problems.

The cards ask that the person respect the space in the future, and give an address to write to if a person feels that he or she is entitled to special parking, and would like to secure necessary vehicle identification.

These cards work very well, especially if you make them look more official by printing the license number of the car in one corner, and write a note indicating that a carbon copy will be sent to the State police.

I've come a long way in my campaign, and encountered a variety of people, situations, and excuses. In fact, I thought I'd heard and seen them all. But one day a man told me that it was not fair that handicapped people were getting special treatment. "If they want to shop and go out in public," he asserted, "they'll just have to walk like the rest of us!" I guess I still have a ways to go!

—Richard A. Hallabrin

*Mr. Hallabrin is a free lance writer.*





# The Chairman's Column

## WASHINGTON BOUND . . .

If you are traveling to the Nation's capital, you may want to visit "The Look of Sound," a multi-media walk-through exhibit on deafness and the work of Gallaudet College. "The Look of Sound" is open Monday-Friday from 9 a.m. to 4 p.m. Additional tours can be arranged for persons with special interest. Groups wishing to visit the exhibit should make reservations in advance. Contact: Visitors Coordinator, Gallaudet College, 7th and Florida Ave., N.E., Washington, DC 20002. (202) 447-0741 (voice) 447-0480 (TTY).

## WELCOME TO RAMADA INNS . . .

Growing public awareness of the problems of handicapped travelers has led to an increase in the number of accessible hotel rooms throughout the United States. It is estimated that there are now 2,000 such rooms. Among the leaders in the field is the Ramada Inn System, which began to include rooms equipped for handicapped guests as far back as 1965. Currently, the Ramada System has 455 such rooms.

In its standards for the newly built or remodeled Ramada Inns or additions, for example, the company requires a minimum of two wheelchair guest rooms close to the restaurant and exterior exits, with 36-inch wide outside doors and ample bedroom space. Required for public bathroom areas are outward-opening doors on stalls, handrails on each side of stalls, and towel and soap dispensers no more than 40 inches above the ground.

Among the Ramada Inns with specially equipped rooms is the Ramada East Airport Motel in Phoenix, Arizona, with six rooms. (Taken from "Travel & Leisure," April, 1979.)

## CALIFORNIA, CALIFORNIA . . .

The City of Los Angeles now is making it easier for qualified handicapped renters, apartment house owners and homeowners to get no-interest loans in order to modify their residences for greater accessibility, Mayor Tom Bradley announced. Qualified applicants can now obtain up to \$5,000 in no-interest, long-term loans to finance improvements such as the widening of doorways, the installation of ramps and railings, the lowering of light switches for persons in wheelchairs or other improvements to meet specific needs.



These loans are made available through the Handicapped Loan Program administered by the city's Building and Safety Department and funded through federal Department of Housing and Urban Development block grant funds.

As a result of the coordinated efforts of the Mayor's Office for the Handicapped, the Los Angeles City Council for the Handicapped Housing subcommittee and City Council members Joy Picus and Joel Wachs, the Handicapped Loan Program guidelines were amended to allow handicapped renters and homeowners to benefit from the program.

Under the program's previous guidelines, loans were issued only to disabled homeowners who met the established guidelines. As a result of the program revisions, the Department of Building and Safety will now begin to administer loans to interested property owners with disabled tenants. In such cases, the disabled tenant qualifies, and the apartment owner applies for the loan.

The guidelines were also changed to increase the maximum loan limit from \$2,000 to \$5,000. Loans will be based on either the eligibility of the property owner or of the tenant.

Mayor Bradley said the "Handicapped Loan Program has provided vital financial assistance to a very important sector of our community. I sincerely urge disabled City residents in need of architectural modifications in their homes or apartments to seek the benefits of this program."

Noreen Vincent, director of the Mayor's Office for the Handicapped, added that "since most disabled residents rent, the Handicapped Loan Program



will become even more effective in meeting the needs of the handicapped in Los Angeles. I especially hope that property owners with disabled tenants are sensitive to the need for architectural accessibility and will apply for the program."

If interested in applying for the program, please call one of these numbers:

|                     |           |
|---------------------|-----------|
| Central Los Angeles | 485-2125  |
| San Pedro           | 831-9211  |
|                     | Ext. 2125 |
| San Fernando Valley | 989-8121  |
|                     | Ext. 2125 |
| West Los Angeles    | 478-0731  |
|                     | Ext. 2125 |

#### **SOCIAL WORK PROGRAM . . .**

Through a five-year grant from Rehabilitation Services Administration, the University of Maryland at Baltimore has established the Center for Graduate Social Work Education of the Hearing Impaired. The Center works on the assumption that hearing impaired persons can learn in a hearing system with no reduction in standards, if proper support services are provided.

Hearing impaired persons interested in a Master's in Social Work can contact: Arlene Gavin, Director, Center for the Graduate Social Work Education of the Hearing Impaired, University of Maryland at Baltimore, School of Social Work and Community Planning, 526 W. Redwood St., Baltimore, MD 21201. (301) 528-3672 (voice) 528-3674 (TTY).

#### **LEGAL RESOURCES . . .**

The Regional Rehabilitation Research Institute on Attitudinal, Legal, and Leisure Barriers has two new booklets which focus on the rights of disabled people to

legal services.

*Overdue Process: Providing Legal Services to Disabled Clients*, by Cornelius, Strully and Mistler, is the sixth booklet in the Barrier Awareness Series. Written for legal professionals and those interested in the provision of legal services, this illustrated booklet deals with attitudes as they relate to architectural barriers, communication, handling of cases, and interaction with disabled people. The booklet also contains lists of organizations and publications that impact on the legal rights of disabled people. Price: 50¢.

*Law and Disability: A Selected Annotated Bibliography of Articles in Legal Periodicals 1976-1978*, by Topp and Cornelius, is a 56-page annotated listing of articles divided into 15 major categories. It should be of great help to researchers seeking resources on disability-related issues. The bibliography cites 208 articles. Price: \$2.50.

To order, make checks payable to George Washington University. Mail orders to: Publications, RRRI-ALLB, 1828 L St., N.W., Suite 704, Washington, DC 20036. (202) 676-6377/6842.

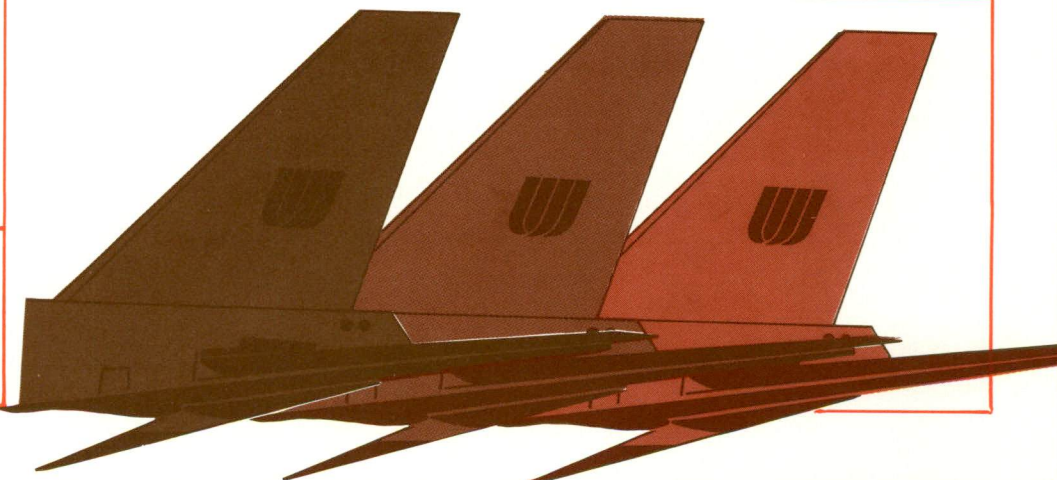
#### **THE FRIENDLY SKIES . . .**

United Airlines has come out with a new pamphlet called "Travel for the Handicapped." The pamphlet discusses some of the major disability groups and makes suggestions to make traveling easier, as well as outlining some of United's policy. Some topics include: Wheelchairs, deafness, blindness, special diets, pregnancy, therapeutic oxygen, and aerostretcher service. To receive a copy, write: Consumer Affairs Department, United Airlines, P.O. Box 66100, Chicago, IL 60666.

#### **GIVING CREDIT . . .**

In Vol. 2, No. 8, of "Disabled USA," the story of Stephen Hawking, "A Singular Man," included a photo without credit. The photos on pages 4 and 5 came from the Institute of Rehabilitation Engineering. They show Dr. Hawking wearing a speech clarifier the Institute created for him. We are sorry we neglected to credit the photos which show this device, a device which will assist Dr. Hawking in communicating his important scientific knowledge to others.

*Harold Russell*





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