

**STREETSMARTS — A NEW NOT-FOR-PROFIT  
SOUTH FLORIDA MAGAZINE**

**Empowering the hard-core unemployed with guarantee jobs  
and immediate income as they work toward self-sufficiency.**

CONFIDENTIAL

December 1, 1999

FOR FURTHER INFORMATION:

Carolyn Blair or  
Frank Kaiser  
780 Palm Bay Lane  
Suite 1709  
Miami, Florida 33138  
tel 305 754 8833  
fax 305 757 2448  
streetsmarts@kaisercom.com  
<http://www.kaisercom.com/streetsmarts/>  
EIN: 65-0845714

## TABLE OF CONTENTS

<b>Executive Summary</b>	<b>3</b>
<b>General Concept of the Magazine</b>	<b>7</b>
<b>Complement To Other Homeless Service Agencies</b>	<b>7</b>
<b>How Others Do It</b>	<b>8</b>
<b>The Real Need</b>	<b>9</b>
<b>Measuring Success</b>	<b>10</b>

## THE MAGAZINE

<b>The Market</b>	<b>12</b>
<b>Production</b>	<b>12</b>
<b>Circulation</b>	<b>12</b>
<b>Distribution</b>	<b>12</b>
<b>Editorial</b>	<b>13</b>
<b>Advertising</b>	<b>14</b>
<b>Board of Directors</b>	<b>14</b>
<b>Organizational Structure</b>	<b>16</b>
<b>The Principals—Editor, Publisher, Vendor Services/Training</b>	<b>18</b>

## THE VENDORS

<b>Vendor Training Details</b>	<b>22</b>
<b>Volunteer Mentor Program</b>	<b>24</b>

## APPENDIX

<b>Vendor Service Documents</b>	<b>26</b>
<i>Vendor Code of Conduct</i>	<b>26</b>
<i>Orientation Attendance Procedure</i>	<b>27</b>
<i>Grievance Procedure</i>	<b>29</b>
<i>Streetsmarts Vendor Orientation 12 Session Outline</i>	<b>30</b>
<i>Independent Retailer's Agreement</i>	<b>41</b>
<i>Vendor Services Report Code/Assistance Provided</i>	<b>42</b>
<i>Intake Form</i>	<b>44</b>
<i>Quality Assurance Team</i>	<b>46</b>
<i>Vendor Rules and Consequences</i>	<b>48</b>
<i>Volunteer Mentor Program</i>	<b>51</b>
<b>Editorial Content Detail</b>	<b>53</b>
<i>Proposed Letter to Area Journalism Teachers</i>	<b>59</b>
<b>Advertising</b>	<b>61</b>
<b>Classifieds</b>	<b>62</b>

## FINANCIALS

<b>Start-up Projections</b>	<b>63</b>
<b>First Year Financial Projections</b>	<b>65</b>

EXECUTIVE SUMMARY**STREETSMARTS , A NEW SOUTH FLORIDA MAGAZINE**

**Empowering the hard-core unemployed with guaranteed jobs and immediate income as they work toward self-sufficiency.  
A business solution to a challenging social problem.**

The aim of StreetSmarts Coalition, a 501(c)(3) Florida nonprofit corporation, is to teach basic business, sales, and life skills including human-relationship competencies to Florida's hard-core unemployed for the immediate purpose of providing these men and women with income-producing employment as independent contractors selling *STREETSMARTS* magazines. This is employment for the "unemployable" offers independence, dignity, flexibility, and instant payment.

There is a need.

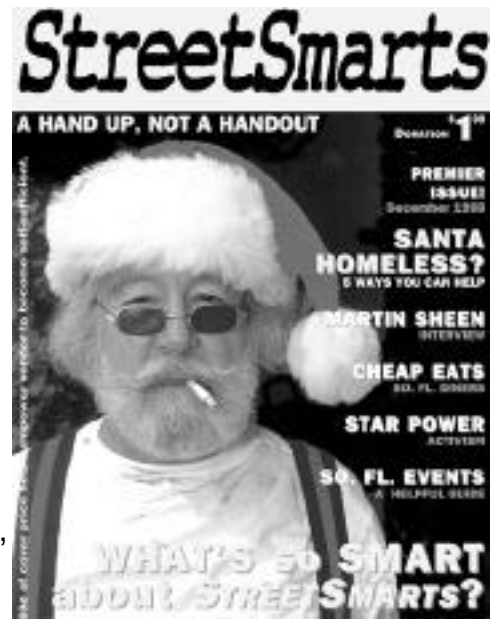
Today in Florida tens of thousands now coming off welfare can not find jobs. Many are considered unemployable. Add to that some 50,000 homeless, hundreds of migrants and recently released convicts, plus those chronically unemployed and we have several hundred thousands of our Florida neighbors with little hope of gainful employment.

It is the least of this group for whom the StreetSmarts Coalition was founded. Throughout Florida, only the StreetSmarts Coalition program *creates both income and dignity* for our hard-core unemployed. Although brand new, already we've trained and badged over 200 homeless men and women, providing them with entrepreneurial opportunity and a legitimate and dignified means of income.

This income has in a short time netted each vendor an estimated *average* of \$500.

**GENERAL CONCEPT**

**The idea is simple: Those who want to work are taught basic business and life skills and given their own business ( *Be your own boss!* ) marketing *STREET SMARTS MAGAZINE* for a 233 percent profit wherever and whenever they wish.**



Selling *STREET SMARTS* empowers those having difficulty integrating into our community to become self-sufficient through gainful employment. By offering a hand up, not a handout, *STREET SMARTS* helps these men and women earn the money and the skills needed to win dignity and control over their lives.

StreetSmarts creates dignified work founded on the principle that most of us want to help people who are helping themselves. Coincidentally, many hard-core unemployed persons want to work, to enjoy employment that offers independence, dignity, flexibility, and immediate payment.

Following the model of 50 US communities now successfully employing this tool, StreetSmarts Coalition, when properly funded, promises to cut panhandling, reduce crime, and help at least 20 percent of its formerly "hard-to-place" vendors to full-time gainful employment and self-sufficiency. In other communities a motivated vendor easily earns \$100 a day; many earn \$2,000 a month or more. Chicago's *StreetWise*, for example, claims a monthly circulation of over 120,000 providing income to 350 active vendors at any given time. Over 4,000 unemployed, mostly homeless men and women have gone through the *StreetWise* program. According to its publisher, 42 percent are now employed in full-time, living-wage work.

Throughout America, such publications are empowering thousands of homeless and other hard-core unemployed persons to win control over their lives, taking them to higher levels of self-sufficiency and sustaining them there with a continuum of care.

Vendors, acting as independent contractors in a wholesale/retail relationship with *STREETSMARTS*, earn an immediate 70¢ for each \$1 copy of the publication sold.

**By helping the poor and hard-core unemployed to immediate and meaningful work, *STREET SMARTS* fills a gap in Florida's social services community.**

Not only can the StreetSmarts Coalition process help other programs succeed without costing them anything, every issue of the publication can feature details about social service agencies, their particular niche, contact numbers, volunteer, and gift needs.

Editorially, *STREETSMARTS* appeals to readers with a mix of general-interest pieces, articles attractive to tourists, plus stories by and about those having difficulty integrating into the community. The mix in 32 pages includes poetry, humor, "news you can use," dining reviews and features that give our poorest citizens a voice — stories about poverty, unemployment and first-person experiences.

***STREET SMARTS*' publisher and editor, Carolyn Blair and Frank Kaiser, have solid foundations in the community and firmly established credentials in publishing, advertising and social service. Both have a rich history of synergy.**

*STREETSMARTS* is an entrepreneurship, but instead of the primary goal of raising the value of company stock, the primary goal of this micro-enterprise is

increasing the worth of individual human lives by leading them to self-sufficiency.

## **MEASURING SUCCESS**

**STREET SMARTS** will issue quarterly progress reports and an annual report providing detailed measurements of the following considerations:

- ***Number of vendors graduating from the training program***
- ***Number of vendors moving to other part-time, full-time or self-employment***
- ***Number of homeless vendors gaining housing through the program***
- ***Number of created jobs in the community***
- ***Increase in circulation***
- ***Pre/post surveys revealing changed perception of the poor, dispossessed and homeless within the community***
- ***Total revenues generated through the operation***

Operating funds will come from magazine and advertising sales, small donations, corporate sponsors, grants, and fund raising.

Excess revenues will be reinvested into *STREETSMARTS'* Work Empowerment Project where vendors are offered socialization assistance, housing and substance-abuse referrals, hands-on education assistance, health-care and entitlement referrals, emergency shelter and general counseling. Once a vendor's basic needs are met, *STREETSMARTS* will help provide a system of case management, tracking, and outreach to existing South Florida social agencies and services.

A Volunteer Mentor Program will be established to offer additional support to vendors such as one-on-one aid with vendors' individual goals for job training and computer development (using *STREETSMARTS'* editorial-department computers).

**As Miami-Dade Mayor Alex Penelas said at a recent Empowerment Zone Conference, we must empower the *minds* of our community,**

**unlocking the economic and personal potential of our poorest residents.**

***This is S TREET S MARTS ' goal.***

STREETSMARTS COALITION, INC. is a Florida corporation operating as an entrepreneurial not-for-profit 501 (c)(3) corporation.

## CONCEPT HISTORY, LOCAL NEED, AND MEASURING SUCCESS

### **GENERAL CONCEPT OF THE MAGAZINE**

There are more than 100 publications currently being sold for and by the poor, unemployed and homeless in communities of all sizes throughout the United States and the world, ranging from *The Dark Night* of Cedar Rapids to *Art's Garbage Gazette* of Madison, Wisconsin.

Chicago's biweekly magazine for the homeless, *Street Wise*, claims a monthly circulation of more than 130,000 with over 400 active vendors. Over 4,000 have gone through the program; most are now employed in full-time, living-wage work.

Weekly *Outreach Connection* in Toronto, with the same size metro area as Miami, has a *weekly* circulation of 12,000 (48,000 monthly) with over 200 active vendors. And in the UK, *The Big Issue* out of London sells 90,000 copies weekly. They recently inaugurated *The Big Issue/Los Angeles*.

Primarily, these papers provide an immediate source of cash for their vendors, who often earn from US50¢ to 75¢ for each \$1 copy of the publication sold. Frequently, such periodicals become a voice that unites community social services, spreading the news of each individual service's good works. Others, like Chicago's *Street Wise*, have their own social programs, learning centers and job-screening processes for local employers.

### **A COMPLEMENT TO OTHER EMPLOYMENT SERVICE AGENCIES**

By helping the poor and homeless to immediate and meaningful work, and by teaching basic business and sales skills and attitudes, *STREETSMARTS* fills a gap in South Florida's social services community. Every issue of the magazine will feature details of all poor and homeless-serving agencies, their particular niche, contact numbers, their volunteer and gift needs. Editorially, *STREETSMARTS* will feature agency success stories, e.g., "Counting Success 345 at a Time — The Remarkable Story of Downtown Miami's Homeless Shelter" (Community Partnership for the Homeless).

The magazine hopes to become a glue for South Florida's homeless services community: reporting on individual agency's achievements, providing a sounding board for the community as a whole, and building productive alliances with groups outside the community.

## HOW OTHERS DO IT

Timothy Harris, who founded *Real Change* in Seattle four years ago, forecasts 125 such publications nationwide by the end of the decade. poverty and homeless advocates emphasize that these latter-day street papers differ drastically from the so-called underground magazines of 30 years ago. For one thing, today's street publications actively oppose the use of drugs and alcohol. Persons selling *Real Change*, for example, must be sober, wear a company badge, use civil language, and refrain from turf wars with other vendors.

On any given day 50 to 100 vendors on the Seattle streets sell the magazine, many more if the Sonics or Mariners have a home game. (It should be noted that the Miami metro area has twice the population of Seattle.) In four years the paper has signed up 3,000 poor and homeless vendors. Many of them were in transition between jobs or waiting for jobs to open up, others were "stuck" in Seattle, earning enough money by selling the magazine to buy their fare home. The majority, however, was classically homeless; most of those are now housed and employed full time.

### **\$1 = \$5 F OR THE HOMELESS**

*Real Change* recently increased its frequency of publication to biweekly from monthly, each issue having a circulation of 30,000. Its editors claim that for every dollar in the budget at least \$5 goes into the pockets of homeless people. Looking through a recent copy of the magazine, a variety of advertisers were found including disability lawyers, health centers, and a local real estate company.

Of *Real Change's* annual operating budget, 60 percent is from street sales and the remaining 40 percent is from mail subscriptions, advertising, grants, and cash donations.

### **400 ACTIVE VENDORS IN CHICAGO MAKING UP TO \$100 A DAY**

*StreetWise*, Chicago's five-year-old street paper, has about 400 active vendors selling 130,000 issues a month. A paid staff of 22 includes a full-time editor, managing editor, three associate editors, two editorial assistants, layout designer, photographer, receptionist/administrative assistant, vendor services manager, two cashiers, two quality assurance persons, advertising manager, advertising account executive, classified advertising rep, and publisher. Staff, part-timers, volunteers, and high school and college journalism interns keep the near south-side office alive day and night with the sound of a dozen Macintosh computers clicking. The paper recently broke two major stories

through its investigative efforts.

Today 75 percent of active *StreetWise* vendors are no longer homeless, with the top vendors making more than \$100 a day. Active vendors fall into three categories: (1) *Temporary*, from which vendors find other, better-paying jobs — 20 percent; (2) *Episodic* — 60 percent; and *Permanent*, at 20 percent. Although enterprising vendors earn up to \$600 a week, the average monthly net per vendor is \$450.

### **“A REAL NEED”**

Although more than \$120 million has been raised since 1993 to provide Miami homeless care, emergency shelters and homeless assistance centers, on any given day or night scores of poor and homeless panhandle and sleep on Miami’s streets, diverting and frustrating local businesses and residents alike. Thousands more, including entire families, live under Miami-Dade’s viaducts, in alleys and parks, and in automobiles.

Depending on which survey you believe, there are anywhere from 4,000 to 10,000 homeless persons living in Miami-Dade county, perhaps 2,000 of them children. Soon, according to *The Miami Herald*, 21,000 people in the county will lose welfare benefits, joining some 75,000 already unemployed. Jobs are scarce. Miami-Dade is the fourth poorest major city in the US, bearing an unemployment rate nearly double the national average.

Those working with the homeless in Key West estimate 300 homeless persons in Monroe County.

Broward’s Coalition for the Homeless figures that county’s homeless population at 5,000. And although Broward’s unemployment rate is far lower than Dade’s, homelessness is expected to rise when a predicted 9,000 must come off welfare.

Beside these homeless populations, many agencies helping the poor are in need of employment opportunities for their clients.

As Dade County Mayor Alex Penelas stated last August, “Our challenge is to create upward of 140,000 jobs real fast.”

Unfortunately, at current rates, that will take seven years. And if present trends continue, there may be a shortfall of 175,234 jobs by the year 2015, pushing the unemployment rate to 11.5 percent. Metro-Dade’s chief of planning was quoted recently in *The Herald* predicting that unemployment could actually exceed 20 percent by early next decade.

According to the Census Bureau, one-third of Dade County adults never graduated from high school, and just 18.8 percent have college degrees. (Compare with Atlanta's 25 percent.)

Currently, Miami's poor and homeless are both despised and, for the most part, ignored. For all its good works, the new downtown Homeless Assistance Center offers care and assistance to only 345 homeless at a time. Camillus House, Frank Jacobs' Rescue Mission and others can't provide jobs or even job training. *STREETSMARTS* would provide jobs and training, giving the poor and homeless dignity, a legitimate means of income, and an authentic voice.

### **MEASURING SUCCESS**

We look at *STREETSMARTS* as a discipline, much like a for-profit corporation, but instead of the primary goal of raising the value of the stock, our primary goal is increasing the worth of individual human lives.

It is important to monitor *STREETSMARTS'* progress attaining goals in much the same way that a for-profit corporation measures its success by focusing on the bottom line and, for a public company, the price of its stock.

Every discipline has a vocabulary that enables its fuller use. *STREET-SMARTS* strives to extend that vocabulary so that South Florida's poor, homeless and dispossessed will find solutions and, conversely, that South Florida's advantaged will become a part of that solution. Today the dispossessed and the advantaged have different perspectives of one another. One measure of *STREETSMARTS'* success will be the publication's ability to combine the insights and thoughts of both sides.

As *STREETSMARTS* is on a social mission, rather than a money-making one, its success or failure must be measured in such context. Increasing value in humanity will come in the form of providing income opportunities to homeless, formerly homeless and economically disadvantaged persons, income that will give them a first step toward self-sufficiency.

The management of *STREETSMARTS* will issue quarterly progress reports as well as an annual report providing detailed measurements of the following categories:

1. The ability to manage an enterprise on a break-even basis.
2. The ability to provide transitional and permanent employment to individuals on the margin of the economic mainstream.

3. The ability of the business venture to generate surplus revenue to support other service and training program costs under the *STREETSMARTS* umbrella.
4. *STREETSMARTS'* ability to gain community share of mind for local homeless and poverty issues and respect for its editorial content.
5. Measuring and comparing the total number of vendors graduating from the training program.
6. Measuring and comparing the number of active vendors working.
7. Measuring and comparing the number vendors moving into other successful part-time and full-time jobs or self-employment
8. Measuring and comparing the number of homeless vendors gaining housing through the program.
9. Measuring the number of created jobs in the community.
- 10 . Measuring the increase in circulation of the magazine.
- 11 . Measuring pre/post surveys revealing changing perception of the poor, dispossessed and homeless within the community.
- 12 . Measuring total revenues generated through the operation of the project.

The management of *STREETSMARTS* knows the necessity of working with a myriad of community services and organizations for the venture to be successful.. For example, employment and training opportunities cannot have long-term success without housing, support services, and other resources necessary to allow persons to excel in a work setting.

Those who work at finding employment for the homeless say finding jobs is not the difficult part; keeping them employed is the problem. *STREETSMARTS* will track those it helps, making that part of its measure of success while detailing the continuum of support leading to longer periods of employment.

Reports will reveal the variety of social services used and exactly what each provides to succeed with overall objectives. Success will be tracked step by step.

THE MAGAZINE**THE MARKET**

*STREETSMARTS'* market is in neighborhoods from Key West north through Ft.Lauderdale, selling to South Florida's permanent population of three million (Miami-Dade, Broward and Monroe counties), and to over 14 million tourists annually.

As of October 1999 a number of homeless providers around the state of Florida have expressed interest in training vendors and distributing *STREETSMARTS* in their areas. As of this writing [December 1999] Jacksonville and Ocala say they are extremely interested in working with StreetSmarts. Several other of the 30 homeless coalitions in Florida are considering the notion. After meeting with many of the coalitions at the Fourth Annual Convention of Florida Homeless Coalitions in Orlando this October (where, incidently, Publisher Carolyn Blair won the Florida Coalition for the Homeless' highest honor for "Outstanding Service to Homeless People Through Advocacy in 1999"), it is our sense that most of the state's homeless coalitions are at least interested in working with *STREETSMARTS*.

Note that the tone of most of this plan reflects the South Florida operation only.

**PRODUCTION**

*STREETSMARTS* will be produced as a four-color magazine. Our first issue was a 32-page unit, approximately 75 percent of the editorial in English, 25 percent in Spanish. As the magazine gains success through circulation and paid advertising, the number of pages will expand to 48 pages.

**CIRCULATION**

The immediate goal of *STREETSMARTS* magazine will be a monthly circulation of 15,000 papers. Once the paper goes to biweekly — this to give vendors a new product every other week — we will see monthly circulation increasing to 30,000 or more. This will provide gross monthly gross revenues of \$8,000 to \$12,000 from circulation. (Other sources of revenue will come from display and classified advertising as well as contributions from grants, individuals and businesses.)

## **DISTRIBUTION**

As soon as possible, distribution points will be established in neighborhoods with high homeless populations.

Starting with distribution from *STREETSMARTS'* downtown office, we will expand to small distribution points in churches and other nonprofit facilities possibly located in Overtown, Allapattah, Wynwood/Edgewater, Upper East Side, Little Haiti, Northeast Coconut Grove, Coral Way, East and West Little Havana, Perrine, Goulds and Florida City. These satellites will be open perhaps an hour a day, enough time for anyone needing papers to get them. This allows one or two staff members to man all the branch facilities.

Concurrently we will open an office in Key West, most likely physically connected with the Lady of the Sea Catholic Church. It is here that Key West's homeless receive food.

Once Miami distribution is established, we will move north to Hollywood and Ft. Lauderdale, and eventually to Orlando where the *STREETSMARTS* idea has already received a warm welcome.

### **BEGIN AT THE NEIGHBORHOOD McDONALDS**

Distributing the magazine in the various neighborhoods is key. We do not want to force homeless persons to use public transportation in order to obtain their copies of the paper from our main office. This would draw them downtown where they'd be tempted to compete with an already crowded sales force.

Vendors will be encouraged to sell in neighborhoods they know. Many will start selling first thing in the morning at the local McDonalds or Dunkin' Donuts, then at lunch time at local eateries, at the local bank on paydays, at special neighborhood events, etc.

If Chicago's experience is a guide, vendors get known in their neighborhoods by customers, beat police and business owners. Vendors usually become friends with all. In Chicago, many homeless vendors have gained full-time employment from businesses in their neighborhoods. The business owner notices the drive and persistence of a vendor, and when that owner needs personnel, the vendor tops the list.

## EDITORIAL

*STREETSMARTS* editorial committee includes the poor, homeless and formerly homeless, activists, writers, illustrators and photographers. They now meet biweekly to plan and select articles. The magazine will consider any graphic or written material which furthers its overall goals. Journalism students from surrounding high schools and universities have been tapped as interns. (See the sample letter to journalism teachers and specific editorial plans in appendix.)

Eliminating the stigma of poverty is an important part of addressing the problem. While traditional street papers contain little besides news and articles by and about the poor, we want our vendors to sell a paper the public wants to buy. The more papers sold, the more income for homeless people. We don't want our paper to be a "pity purchase."

*STREETSMARTS* appeals to readers in both English and Spanish with a graphic mix of general-interest pieces, humor, articles about local celebrities, stories of interest to tourists, and features by and about the homeless.

See "Editorial Content" in the appendix.

## ADVERTISING

As soon as possible, a dedicated full-time advertising sales professional — paid salary plus commission — will direct *STREETSMARTS*' advertising sales efforts.

At that time we will initiate an audience survey, the results of which will be included in the magazine's media kit. *StreetWise*, Chicago's homeless paper, found that their average reader makes \$53,000 annually, a good market target for many advertisers.

Starting with the advertising of local "friends" of the magazine, *STREETSMARTS*' audience and goals also will appeal to financial institutions (local banks, credit unions), utilities (FPL, BellSouth), lawyers (workman's comp, personal injury), tourist institutions (Greater Miami Tourist Bureau), indeed any local advertiser seeking to have their message read by middle- and upper-middle-class caring people, especially those age 18 - 35. Orchestras, theaters, recyclers, even sports-car dealers want to influence this very large group of consumers.

Since some of *STREETSMARTS*' editorial matter and its Spanish-language second cover is for tourist sales, advertising of local tourist attractions will be pursued.

A third target for advertising sales is advertisers who appeal to those with little in their pockets: second-hand stores, dollar shops and the like.

*STREETSMARTS* will also attempt to attract advertising dollars from liberal national advertisers such as United Colors of Benetton, Working Assets, The Body Shop, Angel Records, Borders Books, Calvert Group Investors, Birkenstock, vitamin and organic food companies, etc.

Selling advertising in street papers traditionally has been difficult. Few marketers want to be associated with poverty. With *STREETSMARTS* broader editorial stance, the paper will be positioned to appeal to a far wider range of advertisers.

### **BOARD OF DIRECTORS AT LARGE**

We are establishing a board that is reliable, responsible, and willing to take pride in doing its job. We look for a mix including journalists, lawyers, educators, students, physicians, corporate leaders, entrepreneurs, clergy, activists, and the homeless.

Directors at large prospects, like current advisory board member Bruce Netter of Catholic Charities, should excel in at least some of these areas: knowledge of foundation work, political clout, fundraising experience, operator of a successful small business or publication, and high community status.

Currently, our Directors at Large include of the following:

John Zeller  
Homeless

Carlos Franco  
Homeless

Bobby Frank  
Attorney at Law

Bruce Netter  
Catholic Charities

Jim Mullins  
Activist. co-founder of Amnesty  
International/Miami

George F. Knox  
Board, State WAGES Coalition

Pedro J. "Joe" Greer, Jr. M.D. and  
author. Mercy Hospital and Camillus  
House Clinic

Deborah Brough  
Mercy Hospital

Rev. Don Olson  
Hope Lutheran Church

Sylvan Meyer  
Journalist. former editorial director of  
the *Miami News* and founder and  
editor of *South Florida Magazine*

Mickey Rubenstien  
Volunteer Services, U of M

Dr. Howard L. Simon  
Executive Director, ACLU/Florida

Michael Stoops  
National Coalition for the Homeless

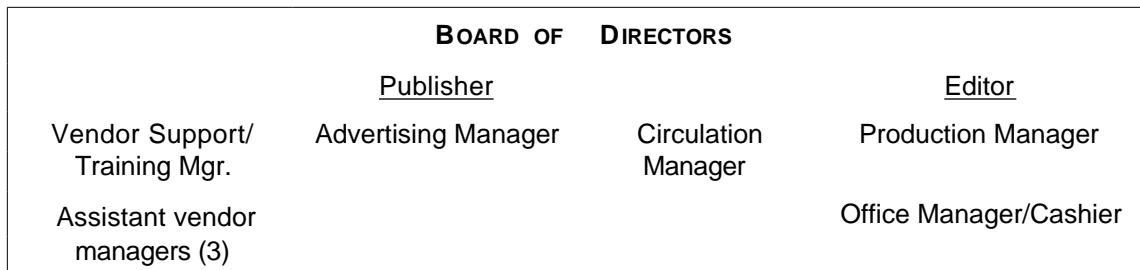
Joe Monti  
Barry University

**StreetSmarts Magazine and StreetSmarts Coalition Inc. are members of:**

- **North American Street Newspaper Assn.**
- **Human Services Coalition of Miami/Dade County**
- **Broward County Coalition for the Homeless**
- **The Florida Coalition for the Homeless.**

**ORGANIZATIONAL STRUCTURE**

Once established, *STREETSMARTS* will employ 10 people: publisher, editor, vendor support/training manager, advertising manager, circulation manager, office manager, with a part-time production manager and three part-time assistant vendor managers. Homeless and formerly homeless persons will be given special consideration.



Organization Chart. Publisher and Editor equal in hierarchy.

**Publisher** — Responsible for the business and training operations, which includes circulation and fundraising.

**Editor** — Responsible for the editorial and production operations. Head of Editorial Committee.

**Vendor Support/Job Readiness Manager** — Responsible for vendor support and training planning and operations. Reports to publisher.

**Office Manager** — Responsible for day-to-day office functions, including receptionist duties.

**Advertising Manager** — Responsible for all advertising operations including sales and support. Promotion activities coordinated with editorial. Reports to publisher.

**Circulation Manager** — Responsible for getting ample magazines to points of distribution and checking street vendor actions. Works with vendor support group. Reports to vendor support/training manager.

**Production Manager** — (Part time) Responsible for final production of magazine and coordinating with printer. Reports to editor.

**Assistant Vendor Managers** — (Three part-time homeless or ex-homeless) Responsible for dealing with vendor problems, assisting training operations. Reports to vendor support/training manager.

THE PRINCIPALS


---

**EDITOR /HEAD OF EDITORIAL COMMITTEE — FRANK KAISER**


---

**PUBLISHING • New and Renewed Publications**

**Founding editor in chief/associate publisher** of 1990 South Florida start-up *Real Estate Resource Book* (monthly, 120 pages, circulation 20,000).

**Designer/founding editor in chief** of profitable 1988 Key West start-up weekly *Island Life* (36 - 48 pages, circulation 12,000 to 22,000).

**Editor/co-owner** of *Florida Construction Industry Magazine*, a 40-year-old monthly which was repositioned, redesigned and ultimately resurrected (tabloid, 28 - 60 pages, circulation 12,000).

**Technical writing/editing/publishing**, writing and producing technical manuals SoftSync (Accountant, Inc) and Bloc (F3 Forms), plus various medical-device monographs for Cordis Corporation (Johnson & Johnson).

Mr. Kaiser is familiar with all aspects of writing, editing, public relations, and publishing. He directs and inspires editorial and production staffs. He's skilled in electronic design and layout. His articles and award-winning photographs have been published in magazines and magazines in the U.S., Germany, Spain, and the UK. Kaiser is a member of Sigma Delta Chi, National Honorary Journalism Society.

**ADVERTISING • World-Class Advertising Agencies**

**Leo Burnett Company, Chicago**. Associate creative director on Kellogg's Cereals, Maytag Appliances, Philip Morris, Allstate Insurance and others.

**Young & Rubicam, New York**. Copy supervisor on Birds Eye and Post divisions of General Foods, General Electric Home Entertainment Division, Procter & Gamble's Safeguard, Borden's, Chrysler Corporation, General Cigar and others.

**N.W. Ayer, Philadelphia and New York**. Created print and broadcast advertising for Atlantic Refining, Insurance Company of North America, Plymouth, United Airlines and Newsweek.

## **MARKETING/ADVERTISING/PR • Regional Advertising Agencies**

**Frank Kaiser Associates/Advertising, Chicago** . President and creative director of this team for a decade providing marketing, advertising, and public relations services to regional and national advertisers. Clients included companies in healthcare, real estate development, fast-food franchising, electronics, retail banking, manufacturing, and wholesale travel. Sold in 1980.

**Kaiser Communications Incorporated, Miami** . Creative director of this small creative agency specializing in advertising and public relations for high-tech marketers including Cordis/ Johnson&Johnson, Expert Software, and Softsync.

Mr. Kaiser is the recipient of Hermes, ADDY and other awards for creative distinction. He has authored many successful advertising, media, PR, and marketing plans, and has created effective and profitable print, broadcast and direct-mail advertising, both consumer and business to business.

## **EDUCATION**

**DePauw University** , Greencastle, Indiana - B.A. in journalism/international relations.

**University of Edinburgh** , Edinburgh, Scotland - D.P. with First Degree Honours in political theory/international relations.

**Columbia College** , Chicago - Teacher of advertising and copywriting.

## **CURRENT BOARD MEMBER**

**American Civil Liberties Union** /Miami Chapter.

## **OTHER**

Kaiser has actively worked with homeless, with addicts, and with about-to-be and recently released convict groups in Chicago (Cook County Jail), Northern Illinois (McHenry County Jail), and in Florida's Monroe and Miami-Dade counties. For three years he sponsored and chaired weekly AA and NA meetings at Miami's Rescue Mission. He also is active as a tutor in a local adult learn-to-read program.

---

**PUBLISHER — C AROLYN BLAIR**

---

### **PUBLISHING • New and Renewed Publications**

**Associate editor** of popular 1988 Key West start-up weekly *Island Life* (36 - 48 pages, circulation 12,000 to 22,000). Responsible for day-to-day editorial.

**Publisher/co-owner** of *Florida Construction Industry Magazine*, a 40-year-old monthly which was repositioned, redesigned and ultimately resurrected (tabloid, 28 - 60 pages, circulation 12,000).

**Free-lance writing** for *Florida Keys Magazine*, Key West's respected *Solares Hill*, and *Islamorada Free Press*.

### **MARKETING/ADVERTISING/PR • Regional Advertising Agency**

**Kaiser Communications Incorporated, Miami** . President of this small creative agency specializing in advertising and public relations for high-tech marketers including Cordis/ Johnson&Johnson, Expert Software, and Softsync.

Ms. Blair has spent much of her working life in retail sales, most recently with Miami's Burdines as Manager of the Liz Claiborne and Designer Suits departments. While there (1989 - 1991), Blair directed, coordinated, produced and publicized the American Business Women's Association Annual Fashion Show.

### **EDUCATION**

**Northland College** , Ashland, Wisconsin - B.A. in music with art minor.

### **OTHER**

Blair has worked actively with alcoholics and drug addicts for 19 years.

***Blair and Kaiser have worked together since 1980.  
They are considered an extremely effective team, each  
complementing and enhancing the other.***

---

**VENDOR SUPPORT /JOB READINESS MANAGER — SHIRLEY J. SANDBERG**

---

Sandberg is a native Floridian, reared and educated in Florida, plus North and South Carolina. She has resided in Miami for 11 years.

She is currently employed as Psychologist with **New Directions, Inc** , 5555 Biscayne Blvd., serving a spectrum of persons with disabilities, including physical, emotional, and mental. New Directions assists in training, counseling, and finding jobs for a multicultural ethnic population.

Previously Sandberg served as a Counselor/Psychologist at **Coastal Science & Engineering, Inc** . training career development and working with their (Job Training Partnership Act) ex-offender and disability programs.

She also has worked for Florida's Department of Health & Rehabilitative Services (H.R.S.) at their Landmark Learning Center in Miami where she was co-chairman of Habilitation Team.

*(Bios on Advertising Manager and Circulation Manager to come.)*

VENDOR DETAILS/VOLUNTEER MENTOR PROGRAM**VENDORS**

In the beginning, vendors are recruited from local homeless shelters, churches, downtown streets — wherever the homeless congregate. In addition, we hope to work with those coming off welfare unable to find employment.

Interested persons will be given 12 hours training, two hours each on Monday, Wednesday and Friday mornings and afternoons. Training includes basic benefits of selling the magazine, how and where to sell the magazine, knowing the product to better sell the magazine, benefits of not begging, benefits of a good appearance, First Amendment rights, conflict resolution, etc. (Details are found in the appendix of this document.)

During training, the Vendor Services Department will administer an “Individual Self-Sufficiency Assessment” (ISA) which identifies and tracks the personal and employment needs of each vendor. (See appendix.) This assessment profile helps identify each vendor’s impediments to gainful employment, information which assists the community support team in making links to existing agencies that can help vendors develop strengths in deficit areas and track the vendor in his/her progress.

On Friday, after the final class, each new trainee vendor will receive a temporary ID badge, 10 - 20 free papers (worth \$10 - \$20), a yellow and black *STREETSMARTS* hat, StreetSmarts t-shirt, and a diploma.

Each graduate will be encouraged to develop a relationship with neighborhood beat cops and to follow the following abridged signed Vendor Code of Ethics:

1. Vendors must be sober while they represent *STREETSMARTS* to the public. Drug or alcohol use is prohibited while selling the magazine.
2. Vendors must wear a duly authorized *STREET-SMARTS* badge in a clearly visible manner while they sell the magazine.
3. Abusive language or threatening behavior of any form is not acceptable.
4. The *STREETSMARTS* badge and the magazines purchased cannot be loaned or given to another vendor.

5. Fighting with other vendors or panhandlers over turf is not acceptable.

The complete Code of Contact form is found in the appendix.

Violations result in an immediate two-week suspension as a vendor. Repeated suspensions result in permanent termination of all rights to sell *STREETSMARTS*. Suspensions and terminations by staff may be appealed to elected vendor representatives, but are in effect until overturned. (See “Grievance Procedure” in appendix.)

- |  |   |
|--|---|
| <p>HOW TO MAKE MONEY</p> <ol style="list-style-type: none"> <li>1. Sell 10 free copies of StreetSmarts for \$10.</li> <li>2. Buy 30 copies of StreetSmarts with the \$10.</li> <li>3. Sell 30 copies for \$30. Keep \$10 for yourself.</li> <li>4. Buy 60 copies with the remaining \$20.</li> <li>5. Sell 60 copies for \$60. Keep \$30 for yourself.</li> <li>6. Buy 100 copies with the remaining \$30 and so on until you're rich. It works! You can do it.</li> </ol> | <p>With \$10 to \$20 in the vendor's pocket after selling the free copies, the vendor is encouraged to purchase more magazines for 30¢ each, each to be sold for one dollar. Magazines that are purchased may not be returned, except at the end of the biweekly cycle when a new issue is published. At that point magazines may be exchanged for the new issue.</p> <p>Vendors can set their own hours, working as much or as little as they like. The sale of 20 <i>STREETSMARTS</i> magazines an hour (not unusual by our experience) brings in a <i>net</i> hourly return of 12 dollars.</p> <p>Selling <i>STREETSMARTS</i> is First Amendment-protected free speech, giving vendors a constitutional right to sell the paper in any public space.</p> |
|--|---|

### **T-SHIRTS , CAPS AND CHANGE APRONS**

Free yellow and black *STREETSMARTS* t-shirts, money change-belt aprons, etc. all screaming “*STREETSMARTS*,” are given away at regular *STREETSMARTS*’ vendor meetings, enhancing attendance.

Vendors selling without badges or training — and that will happen — will be encouraged to enter the short training program and learn to do it right. If they persist with unauthorized selling, they can be arrested for possession of stolen

property and/or defrauding a nonprofit organization. A Quality Assurance Team made up of ex-vendors will check the neighborhoods and make certain vendors are comporting according to code.

### **VOLUNTEER MENTOR PROGRAM**

Before an individual can fix his or her significant personal problems, psychiatric difficulties or substance abuse issues, he or she must be able to provide for basic needs such as food, clean clothing, and stable housing.

Once the vendor begins to see how selling *STREETSMARTS* helps him or her financially, the Vendor Services Department assists that vendor to secure stable housing through its network of South Florida Single Residence Occupancies (SROs) and shelters. The department also helps vendors make the transition to an apartment rental.

*STREETSMARTS* works to keep vendors nourished both physically and psychologically.

Under *STREETSMARTS'* Work Empowerment Center, vendors are offered:

- Socialization assistance
- Housing referrals
- Substance abuse referrals
- Education assistance referrals
- Health care referrals
- Entitlement referrals
- Emergency shelter referrals and
- General counseling

Weekly records are kept of all services provided and obtained. Once a vendor's basic food and shelter needs are met, *STREETSMARTS* provides a system of case management, tracking, and outreach to existing South Florida social agencies and services.

A Volunteer Mentor Program will be established to offer additional support to

vendors such as one-on-one planning vendors' individual goals for job training and computer training (using *STREETSMARTS*' editorial department computers).

APPENDIX**VENDOR SERVICE DOCUMENTS*****VENDOR CODE OF CONDUCT***

As a *STREETSMARTS* vendor and company representative, I promise to maintain the following standards of professional sales conduct:

I promise not to drink or do drugs while selling *STREETSMARTS* or to sell the paper while under the influence of DRUGS or ALCOHOL.

**The following behaviors** are **strictly forbidden** while selling *STREETSMARTS* or wearing the *STREETSMARTS* I.D. badge and are grounds for losing my sales badge and other privileges:

1. Selling the magazine while under the influence of drugs or alcohol.
2. Soliciting donations or funds above the \$1 cover price of the magazine or soliciting funds in *STREETSMARTS*' name without permission.
3. Selling *STREETSMARTS* without the proper I.D. Badge (I.D. Badge always must be plainly visible).
4. Fighting with other vendors over sales pitches or territories.
5. Using racist, sexist, or foul language while selling *STREETSMARTS*.
6. Verbally or physically harassing the public or anyone who refuses to buy the magazine.
7. Using aggressive sales pitches, obstructing the public way or selling papers in off limit areas.
8. Selling other products or papers while wearing the *STREETSMARTS* I.D.
9. Selling or giving away hats, aprons or any other article included in the *STREETSMARTS* sales equipment.
10. Supplying magazines to non-badge persons or suspended vendors.
11. Selling fake or old magazines as current copies of *STREETSMARTS*.

12. Threatening staff or another vendor.
13. Panhandling or refusing to give up a purchased magazine.
14. Fighting or arguing within the *STREETSMARTS* office.
15. Fighting with other vendors over sales pitches or sales areas.
- 16 Refusing to give up your badge to a staff member.
17. Committing a crime while wearing the *STREETSMARTS* I.D.

I UNDERSTAND AND AGREE TO ABIDE: BY THESE CONDITIONS.

Signed:

Date:

Remember that the general public is our lifeline. People have a "choice" whether to buy our one and only product, *STREETSMARTS* magazine. You are the main representative of *STREETSMARTS* to the public. Your actions and attitudes will determine the success or failure of this project. We are on your side. Help us make *STREETSMARTS* a true success for everyone. *It's All Good!*

---

## **ORIENTATION ATTENDANCE PROCEDURE**

### **1. New vendor**

When a new vendor attends orientation for the first time, he/she must complete the following:

- Intake form
- Code of Conduct packet (Independent Retailer Agreement, Vendor Code of Conduct)
- Sign-in form

All individuals must attend three consecutive three-hour orientation sessions to become a *STREETSMARTS* vendor.

## **2. After completing orientation sessions**

A person receives an orange temporary badge after attending three consecutive orientation sessions. The Vendor Services Manager will refer to the sign-in forms and individual attendance forms to determine if an individual attended all sessions. At this point, a file is made for the new vendor containing all forms the vendor has completed.

## **3. After selling 100 magazines**

When a person sells 100 *STREETSMARTS* magazines, the following must be done:

- Turn in his/her orange badge for a white badge.
- Check file to make sure all necessary paperwork has been completed Intake, Independent Retailer Agreement and Vendor Code of Conduct.
- Make sure that at least one vendor photo is in the person's file.

## **4. Attendance book**

Before each orientation session, a Vendor Services member mark each person who signed the orientation sign-in form in the individual attendance book. It is the vendor's responsibility to remember to sign-in for orientation by 10:10 A.M. If he/she is late or forgets to sign in, he/she does not receive credit for attending that orientation session.

## **5. Vendors who stop coming to orientation**

A vendor with a temporary badge who stops coming to orientation will be put on hold and his/her badge will be taken. A list of the people who are on hold will be given to the cashier so that he/she can put a hold on their papers in the computer. The vendor is required to make up the missed orientation sessions before he/she receives his/her badge.

## **6. People who come to orientation until they receive an orange badge**

A person who comes to orientation until he/she receives a training badge and then stops will be put on hold and his/her badge will be taken until he/she meets with the Vendor Services and begins attending orientation regularly.

---

### ***Grievance Procedure***

Should a vendor feel that he/she is unfairly treated by the Vendor Services Manager or Community Support Team Manager, he/she can appeal the case to the Vendor Services Committee.

The procedure is as follows:

1. The vendor must write a letter [staff will assist, if necessary] to the vendor services manager requesting a hearing with the Vendor Services Committee. The vendor must also include details of the alleged charges against him/her, why the allegations are false or unfair, and why he/she should be immediately reinstated.
  2. The vendor services manager will then present the letter to a member of the vendor services committee (preferably a vendor) who may act as the vendor's advocate. He/She will request a hearing with the committee and shepherd the vendor through the grievance process.
  3. Should the vendor be granted a hearing with the vendor services committee, the vendor and the staff person will be called to briefly "present their cases" concerning the charges against the vendor and the punishment the vendor incurred. The vendor should also produce any documentation or witnesses at this time to refute the charges against him/her. The vendor will also have to answer questions asked by the committee body (the vendor services manager in particular) concerning the case.
  4. After each side has presented his/her case, the two primary parties (the *STREETSMARTS* vendor and the VSM/CSTM) will be asked to leave. The remaining committee members will vote on whether to make a recommendation for vendor reinstatement to the vendor services manager. However, it is only a recommendation, the final decision is determined by the vendor services manager.
-

## **STREET SMARTS ' VENDOR ORIENTATION — S ESSION O UTLINE**

### **Orientation Session —Hour One**

*Introduction of Orientation Content*

*StreetSmarts Community Support Team Member/Active StreetSmarts Vendor*

- I. Orientation Process
  - A. Topics
  - B. Procedure
  - C. Sign-In
  - D. Consecutive Attendance
  - E. Temporary Badge/Permanent Badge
  
- II. New Vendor Forms
  - A. Rules and Consequences
  - B. Code of Conduct
  - C. Legal Restriction
  - D. Independent Retailers
  
- III. Procedures
  - A. Badges Placed on Hold
  - B. Missed Orientation
  - C. Replacement of Lost Badges
  - D. Office Rules
  
- IV. Community Support Team Member
  - A. Role in *StreetSmarts*
  - B. What CST does
  - C. Members experience as a vendor
  
- V. Open Discussion

### **Orientation Session — Hour Two**

*Self-Sufficiency/Work Empowerment Center*

*StreetSmarts' Vendor Services Manager*

- I. Vendor Services Department
  - A. What do we do?
  - B. Services offered by other organizations
  - C. Information and Referral Board
  - D. Special Announcements

II. Self-Sufficiency

- A. Education, Work Experience, Housing, Health, Income, Social
- B. Work Empowerment Center
- C. Individual Self-Sufficiency Plan (ISP)
- D. Goal and Objectives

III. Reminders

- A. Sign-In
- B. Attendance
- C. Rules and Consequences
- D. Posted Information (Jobs, Office Info, etc.)

IV. Open Discussion

- A. Questions
- B. Issues Regarding *StreetSmarts* or Selling

V. Sales Presentation Project

- A. Group individuals into pairs and have them work together to find an article/ad that interests them. Have one person from the pair perform a presentation that sells the paper with the article they just read. This should help them identify ways to sell the paper and in turn get them away from the "Help the Homeless" sales pitch.

**Orientation Session — Hour Three**

*You Are Important*

*University of Miami Cooperative Service*

I. Introduction

II. Human Treasure Hunt

III. Do You See Yourself As...

IV. Do You See Yourself More As A\_\_\_\_or A\_\_\_\_?

V. Law of Expression

- A. What Do You Say When You Talk To Yourself?

VI. Lessons For Life

VII. Four Kinds Of People

**Orientation Session — Hour Four**

*Outreach*

*StreetSmarts Community Support Team Manager*

- I. Community Support Team
  - A. Role at *StreetSmarts*
  - B. Manager's Role
  - C. How it effects vendors
  
- II. Badges on Hold
  - A. Rules and Consequences
  - B. Missed Orientation
  - C. Termination
  
- III. Territorial Issues
  - A. Open Sales Locations
  - B. Finding a Location
  - C. Sharing a Location
  - D. Disputes Over Locations
  - E. Restricted Locations
  
- IV. Public Complaints
  - A. Issues Public Addresses to *StreetSmarts*
  - B. How Complaints are Handled
  - C. How Complaints Effect Vendors
  
- V. Open Discussion

**Orientation Session — Hour Five**

*Editorial Content*

*StreetSmarts Managing Editor*

*(Pass out a back issue of the paper to use at the beginning of orientation, collect at end.)*

- I. What is *StreetSmarts*?
  - A. Mission
  
  - B. Magazine/Product

1. Articles

a. news stories about social problems and creative solutions to those problems

b. articles about people who help others profiles about *StreetSmarts* vendors

c. reviews of movies, plays, etc. that address social issues in a creative way

d. articles of general interest, humor, self-help and how they help sell the magazine

e. how to best work with English and Spanish front and back covers

C. Make *StreetSmarts* work for you

1. Vendor Services

2. Know Your Product - Read the Paper

II. Where does the magazine come from?

A. How did the paper come to be stacked up behind the cashier's counter?

B. Source of Ideas

1. Staff

2. Editorial volunteers

3. Readers

4. Vendors

III. Who puts the magazine together?

A. Staff editors

B. Volunteers

1. Students/interns

2. Pros from places like New Times and The Herald

C. Readers

1. Letters to the editor, guest commentaries, etc.

C.Vendors

1. Vendor Profiles
2. Heard on the Curb
3. Poetry
4. Commentaries

IV. What is in *StreetSmarts*?

- A. Problems and Solutions
- B. Where to help
- C. Where to get help
- D. Arts and Entertainment (StreetScene)
- E. Columnists
- F. Advertisements
- G. General Information

V. Read *StreetSmarts*

- A. Teasers on cover table of contents
- B. Practice sales based on article the vendor reads

VI. Closing

- A. Reminder: You can participate in *StreetSmarts*.
- B. People are watching, so **sell** the paper
- C. You are all professional salespeople

**Orientation Session — Hour Six**

*Communication*  
University of Miami Service

- I. Communication
  - A. What Are You Saying
  - B. Make Your Message Clear
  - C. Do I Own It?
    - 1. "I" vs. "You"
  - D. Repeat Message
  - E. What Did I Say?
  - F. What Did My Body Say?
  - G. How Did I Feel?
  - H. Am I Listening?
    - 1. Eye to Eye Contact
    - 2. Don't Interrupt
    - 3. What Did I Say?

**Orientation Session — Hour Seven**

*New Horizons*  
*StreetSmarts' Publisher*

**Orientation Session — Hour Eight**

*Risk and Protective Factors*  
*University of Miami*

- I. Introduction of Risk and Protective Factors
  - A. Importance of Identification
  - B. Effect of Daily Life

C. Activity

1. Briefly discuss what one concern is on a daily basis

II. Risk and Protective Factors Definition

A. Comparison of Risk and Protective Factors

B. Risk Factors

1. Individual or environmental hazards that enhance a person's ability to resist stressful life events and promote competence

C. Protective Factors

1. Individual or environmental safeguards that enhance a person's ability to resist stressful life events and promote competence

III. What are Risk Factors?

A. Individual

B. Family

C. Community

IV. What Are Protective Factors?

A. Individual

B. Family

C. Community

V. Relationship of Factors to Social Skill Development

A. Communication

B. Self-Esteem

C. Decision Making

D. Values

E. Anger

F. Stress

G. Peer Pressure

VI. Conclusion

A. Importance of Resiliency Skills

**Orientation Session — Hour Nine**

*Self-Esteem Presentation*

*StreetSmarts' Publisher*

I. Introduction

A. Vendor Introduction/Goals

B. Overview of Session

II. Definition of Self-Esteem

A. Confidence in Yourself

III. The Importance of Self-Esteem

IV. Developing Confidence In Yourself

A. How-To Guide

B. Checklist of Positive Qualities

C. Role Play

1. 1 Obnoxious + 1 Tolerant Goal: Tolerance Against Accommodation

D. Contrarian Game

1. One person disagrees with whatever the other person says. Second person tries to find common ground in the disagreement. No matter how small the common ground is the second person has to find it.

E. Statue Game

1st Person - Takes a Position  
2nd Person - Compliments/Adds a Second Position  
3rd Person - Explains What The Other Two Are Doing  
Goal: Vendors Must Support Each Other

F. Zip Zap Zup

G. Wrap-Up

### **Orientation Session — Hour Ten**

*Sale Presentation*

*StreetSmarts' Advertising Manager*

- I. Introduction
  - A. "Sell Yourself To Me" (Intro Game)
- II. The Importance of Effective Selling
  - A. Review of Self-Esteem
- III. Behavior Breeds Behavior
  - A. Dealing With Hostile Customers
  - B. Role Play
    - 1 Seller/1 Buyer (Buyer is Very Rude)
  - C. Symphony of Pet Peeves
- IV. Knowing Your Product
- V. Sales Pitch Technique
  - A. Impression of *StreetSmarts* Vendors

### **Orientation Session — Hour Eleven**

*It's Your Money*

*StreetSmarts' CPA*

- I. What Is Money?

- A. Medium Of Exchange
- B. Product Of Time
- II. Wants Vs. Needs
  - A. Examples
    - 1. Food
    - 2. Lodging
    - 3. Clothing
  - B. Role Of Advertisers
- III. Impulse Buying
  - A. Recognizing and Dealing
- IV. Money and Time
- V. Goals
  - A. Short-Term
  - B. Long-Term
- VI. Where Does Your Money Go?
  - A. Record Keeping
  - B. Budgeting
    - 1. Past Experience
    - 2. Present Circumstances
    - 3. Future Goals
- VII. Simple Budget Format
- VIII. Income Tax and Social Security Discussion
- IX. Closing
  - A. From Survival To New Lifestyle

B. Pride and Self-Esteem As Independent Business Persons

C. Your Future and Destiny Are In Your Hands and You Can  
Make It

**Orientation Session — Hour Twelve**

*Open Forum*

*Streetsmarts' Staff*

---

## INDEPENDENT RETAILER AGREEMENT

The undersigned "Streetwise" Magazine Sales Vendor (hereafter "vendor") hereby agrees that he/she is not an employee of *StreetSmarts* Magazine or StreetSmarts Coalition, Incorporated, but rather an independent retailer of the company. Vendor hereby agrees to pay his/her own income and payroll taxes and hereby agrees to indemnify and hold harmless *StreetSmarts* Magazine or StreetSmarts Coalition, Incorporated, from any and all claims by the Internal Revenue Service, the Social Security Administration and/or the State of Florida:

### WAIVER OF CLAIMS

The undersigned and his/her heirs, executors, agents, and assigns agree to waive any and all claims for accident, injury, or other damage against *StreetSmarts* Magazine or StreetSmarts Coalition, Incorporated and/or their agents, employees, estates, heirs and assigns. Should the undersigned breach this agreement, he/she agrees to pay the legal fees and court costs of *StreetSmarts* Magazine or StreetSmarts Coalition, Incorporated in any demand, claim, cause of action or other proceeding.

Print Vendor Name:

Number:

---

Signed:

Date:

---

## ***STREET SMARTS* ' VENDOR SERVICES REPORT CODE**

### **Assistance Provided**

<u>Housing Assistance:</u>	Vendor Services Department provides information and/or referrals to individuals seeking housing
<u>Substance Abuse Referral:</u>	Vendor Services Department provides referrals to individuals seeking treatment for substance abuse
<u>Education Referral:</u>	Vendor Services Department provides referrals to individuals interested in programs to aid in furthering their education
<u>Health Care Referral:</u>	Vendor Services Department provides referrals to individuals seeking low-fee health care
<u>Entitlement Assistance:</u> and/or benefits	Vendor Services Department provides information and/or referrals to individuals regarding their eligibility for benefits
<u>Socialization Assistance:</u> and/or education	Vendor Services Department provides information and/or referrals to individuals seeking support groups, education groups or counseling services
<u>Employment Assistance:</u> and/or	Vendor Services Department provides information and/or referrals to individuals seeking employment outside of <i>StreetSmarts</i>
<u>Shelter Referral:</u> and/or	Vendor Services Department provides information and/or referrals to individuals seeking a shelter (day, evening, transition)
<u>General Counseling:</u> to (territorial	Vendor Services Department provides general support to individuals regarding <i>StreetSmarts</i> - related issues (territorial disputes, difficulty selling, etc.)

**Services Obtained**

Housing: Individual obtained some type of housing other than a shelter

Employment: Individual obtained some type of employment outside of being a *StreetSmarts* vendor

Substance Abuse: Individual received some type of treatment for substance abuse

Shelter: Individual obtained some type of shelter (day, evening, transitional)

Education: Individual obtained some type of education services

Socialization: Individual obtained some type of support group, education group or counseling services

**INTAKE FORM**

*The information requested in this intake is confidential and will be used only by authorized StreetSmarts staff in the performance of their duties. None of this information will preclude the applicant from being employed with StreetSmarts. This information will be used by StreetSmarts to help us provide you with outside services you may be seeking.*

Date:

1. **Vendor name:**
2. **Badge number:**
3. Vendor's status:           New           Active  
   Inactive           Probationary
4. Social Security Number:
5. Sex:     Male    Female
6. Date of birth:
7. Race:    Caucasian           African American  
   Asian American Latin American  
   Native AmericanOther
8. Military Status:     Veteran                           Non-Veteran
9. What is your marital status?  
                                   Single/Never Married     Widowed     With partner  
                                   Married                           Separated     Divorced
10. Do you have any children?     If yes, how many?  
       Where are they living at this time?

At home

With relatives

In foster care/state custody

Grown/out of house

## **STREETSMARTS' QUALITY ASSURANCE TEAM**

### Business Survey

Team member: \_\_\_\_\_ Date: \_\_\_\_\_  
Time: \_\_\_\_\_

The *StreetSmarts* Quality Assurance Team was recently developed in response to the problems many individuals, businesses and communities have been having with *StreetSmarts* vendors and individuals who illegally perpetrate *StreetSmarts* vendors. The purpose of the team is to ensure quality in the areas of sales training and implementation, vendor recruitment and business, community and consumer relationships. Each team member is assigned a specific geographical sales territory. The member who has asked you to complete this survey will be your direct contact person and is open to any suggestions and/or concerns you may have regarding *StreetSmarts* and our vendors. Please take several minutes to complete the following questions. Thank you for your time and cooperation. We look forward to working with you in the future.

Business:

Address:

Contact Person:

Phone:

1. Do you have any *StreetSmarts* vendors selling at this location? Yes No  
If so, do you know the vendor? Yes No

2. Have you ever had a problem with a vendor? Yes No

If so, please give a brief description of the situation and his/her badge number if known:

3. Overall, what is your opinion of *StreetSmarts*?

4. Do you think the *StreetSmarts* Quality Assurance Team is an effective response to the problems caused by legitimate and illegitimate vendors? Yes No

Comments:

5. In support of the Quality Assurance Team, would you like to advertise in our magazine?

Yes

No

Thank You and Have a Great Day!

## **STREETSMARTS' VENDOR RULES AND CONSEQUENCES**

1 ) **Rule:** Vendors shall not sell the paper while intoxicated.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

2 ) **Rule:** Vendors shall not solicit donations of funds above \$1 cover price of the magazine.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

3 ) **Rule:** Vendor shall not sell *StreetSmarts* without the proper I.D. badge.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

4 ) **Rule:** Vendor shall not fight with other vendors over sales pitches or territories.

**Consequence:** 1st Offense: Both vendors come in for conference w/CST  
2nd Offense: 2 week suspension  
3rd Offense: Removal from sale site

5 ) **Rule:** Vendor shall not use racist, sexist or foul language while selling *StreetSmarts*.

**Consequence:** 1st Offense: 30 day suspension  
2nd Offense: Dismissal

6 ) **Rule:** Vendor shall not verbally or physically harass the general public or anyone who refuses to buy the paper.

**Consequence:** 1st Offense: 30 day suspension  
2nd Offense: Dismissal

7 ) **Rule:** Vendor shall not use aggressive sales pitches, obstruct the public way or sell papers in off-limit areas.

**Consequence:** 1st Offense: 2 week suspension

2nd Offense: 30 day suspension  
3rd Offense: Dismissal

8) **Rule:** Vendor shall not sell other products or papers while wearing the *StreetSmarts* I.D.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

9) **Rule:** Vendor shall not sell hats, t-shirts, bags or any other articles that come with the *StreetSmarts* Sales Kit.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

10) **Rule:** Vendor shall not supply magazines to non-badged or suspended persons.

**Consequence:** 1st Offense: 60 day suspension  
2nd Offense: Dismissal

11) **Rule:** Vendor shall not sell fake or old papers.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

12) **Rule:** Vendor shall not threaten staff or other vendor.

**Consequence:** Immediate Dismissal

13) **Rule:** Vendor shall not panhandle or refuse to give up purchased paper.

**Consequence:** 1st Offense: 30 day suspension  
2nd Offense: 60 day suspension  
3rd Offense: Dismissal

14) **Rule:** Vendor shall not fight or argue within the *StreetSmarts* office.

**Consequence:** 1st Offense: 2 week suspension  
2nd Offense: 30 day suspension  
3rd Offense: Dismissal

15) **Rule:** Vendors shall not argue with each other in public.

**Consequence: (Both vendors)**      1st Offense: 30 day suspension  
2nd Offense: Dismissal

16 ) **Rule:** Vendor shall not refuse to give badge to staff member.

**Consequence:**    Immediate Dismissal

17 ) **Rule :** Vendor shall attend one All Vendor's Meetings per month.

**Consequence:**      Paper sales will be put on hold until the vendor attends either  
the next orientation or the next All Vendor's Meeting.

18 ) **Rule:** Vendor shall not steal any items from the *StreetSmarts* of office.

**Consequence**      Immediate Dismissal

19 ) **Rule:** Vendor shall not be involved in any criminal activity while wearing the  
*StreetSmarts* badge.

**Consequence:**      Immediate Dismissal

---

## CONSEQUENCE FORM

Name  
Badge Number  
Rule Broken

First Offense (Description)

Date  
Staff Member Signature

Second Offense (Description)

Date  
Staff Member Signature

Third Offense (Description)

Date Staff Member

## **STREETSMARTS ' VOLUNTEER MENTOR PROGRAM**

**Purpose:** The purpose of the Volunteer Mentor Program is to offer additional support to participants involved in the Work Empowerment Center.

- Requirements:**
- 1) The program participant must complete the Action Plan in the Work Empowerment Center process.
  - 2) The program participant must agree to be linked with a volunteer mentor.
  - 3) Volunteers must complete a Volunteer Mentor Application and sign a Statement of Confidentiality form.
  - 4) The volunteer and program participant together must sign a Volunteer Mentor Program Agreement which outlines the specific efforts to be completed by both individuals.
  - 5) Volunteers must sign a Statement of Confidentiality.
  - 6) Volunteer Mentors must attend quarterly volunteer meetings.
  - 7) Volunteer Mentors have the option to attend Bi-weekly volunteer meetings, but are not required.

**Process:** To become a *StreetSmarts* Volunteer Mentor, prospective volunteers must first speak with the Vendor Services Manager. Interested individuals will schedule a meeting with the Vendor Services Volunteer to complete all necessary documents. After application review, the Volunteer Mentor will meet with the program participant with whom he/she has been linked.

**Description:** A Volunteer Mentor is an individual who works with a Work Empowerment Center program participant to provide additional encouragement and support toward the individual's achievement of established goals and objectives. The Mentor would be in contact with the program participant at least once a week via phone or in

person. The Mentor is expected to provide assistance to the program participant by aiding in the development of strategies to best achieve objectives.

EDITORIAL CONTENT

HERE ARE SOME OF THE CATEGORIES INTO WHICH **STREETSMARTS'**  
STORIES FALL :

Activism

Arts and Culture

Annual Dade County Homeless Survey

Celebrity Nexuses with the Homeless and Poor

Civil Rights

Direct Action

Fiction

Food

Homeless Artists

Homeless Encampments

Homeless People's Stories

Homeless Service Agency Success Stories

Homeless Women

Housing Issues

Humor

Linking Other Issues

Local Leaders

Mental Illness

NIMBYism

No Loitering and Other Applicable Laws

Shelter Shortage

South Florida Homeless History

Street Kids

Substance Abuse and Treatment

Tenant Talk

Travel, especially articles about South Florida for tourists here

Veterans  
 Wandering  
 Welfare "Reform"  
 Working

---

STORY IDEAS FOR *STREET SMARTS*' FIRST FEW ISSUES (EXCLUDING GENERAL INTEREST STORIES WHICH ARE NEEDED TO BUILD AND KEEP A WIDE AUDIENCE )

• **A Force for Hope** . The story of a new magazine for the dispossessed. Its purpose. Its viewpoint. Its foundation.

• **Firsthand: A Story of Hunger and Poverty in Downtown Miami** , written by homeless person.

• **Counting Success 345 at a Time** : The Remarkable Story of Downtown Miami's New Homeless Shelter (Community Partnership for the Homeless).

• **History of the Homeless in South Florida** . They've always been here. A look at early 1900s, Miami in the Depression, and the circumstances leading to the homeless tax now funding homeless services.

**Street Life Gallery** : A look at the poor through the eyes of artists and photographers. We also plan to give homeless people cheap cameras to use as they wish, then invite a gallery to present this portfolio of **Miami, Through Homeless Eyes**.

**6 Ways to Help End Homelessness:** Easy Things We Can Do Now.

**Questioning Priorities:** Has Institutionalizing Homeless Services Bureaucracy in Miami Helped the Homeless?

**An Idea Gone Global:** Street paper Movement Builds Internationally.

**20 Years of Homelessness in South Florida:** Long-time Activists Reflect on the Past and Present .

**Not Just for Geeks Anymore:** Activist Tools on the Net.

**Kick the Lazy Bum** : Sidewalk Performance Merges Art, Politics.

**New Room for the Poor** : Most Dade Homeless Now Sheltered and Served.

**Hate, Race, and Homelessness:** A New Despised Class Brings Back Hate.

**Beating Down the Doors:** “Operation Home” Proves Direct Action Works.

**Work Enough for Us All:** Ithaca Time-Dollars Story.

**The Homeless Gourmet:** Adventures in South Florida’s Gastronomical Outback.

### **1st Annual Dumpster Awards**

**Cooks Without Kitchens:** *STREETSMARTS’* Recipe Contest Challenges the Senses.

**Dumpster Divas** : Helpful Tips for the Extremely Frugal.

**Food Legends** : People Getting By and How They Got There.

### **Art Through a Homeless Child's Eyes**

**It Was a Wonderful Life** : Explores poverty among the affluent.

**Up From Down** : A woman's story of homelessness and recovery.

**In Search of Community:** Homeless Women Seek Jobs, Housing, Safety.

**Ladies on the Street:** Homeless Women with Nowhere To Go.

**My Dearest Daughter:** A mother's letter from the heart.

**Profits from Poverty** : Must affordable housing mean corporate tax breaks?

**In Spite of Everything:** Anne Frank’s experience echoes through present.

**Keeping the Vision:** Activist Turns Bureaucrat Without Selling Out.

**Nowhere To Go:** Mentally Ill Homeless. Do We Care?

**Welcome to My Country:** Review: A Therapist's Memoir of Madness.

**Treatment, Not Jail** : Is criminal diversion for the mentally ill homeless a solution?

**Drawing Lines** : Anti-Poor Legislation Based On Fear.

**Sensible Compassion:** Downtown Residents Supports Hygiene Center.

**Bathrooms of the World:** A Comparative Guide.

**Where's the Toilet?:** The Three Most Important Words.

**Yes, In My Backyard:** Miami's NIMBY's of the past are successes of the present.

**The Right Questions** : Talking Sense About Miami's Public Toilets.

**"Keep Sweet and Keep a Movin"** : Miami's early pioneer women.

### **Christianizing Miami, Miami's First Missions**

**Homelessness and Everyday Heroes** : A Street Minister Finds Heroism in Survival.

**Kids' Rights at Risk:** Locking Up Runaways Is No Solution to Child Abuse.

**Give Us Respect** : Homeless youth roundtable discussion.

**Running** : Interviews with Miami Street Youth.

**The 35-Pound Monkey:** Heroin Use Way Up, Treatment Scarcer Than Ever.

**Drying Up Downtown** : Good Neighbor Agreement Restricts Alcohol Sales.

**Homeless Vets Get Some Rest and Respect:** *STREETSMARTS*-sponsored Block Parties Raise Money for Down and Out Vets.

**Train Tramps** : A Trio of Travelers Tell Their Story.

**Hopping Freights:** A Practical Guide for the Uncommon Adventurer.

**Punishing the Poor** : Will "reforming" welfare end poverty?

**Welfare Myths/Facts** : Unfounded stereotypes lead to bad public policy.

**Get a Job** : Miami's homeless employment programs.

**Where Are the Jobs?** Facts About Unemployment Services.

**Making a Living:** Local Campaigns Organize for Fair Pay.

## SOME IDEAS FOR EVERY ISSUE /UNDERLINED WITH EXAMPLES

### The Law and the Homeless

Column on homeless legal issues like: **Arrest Me, Now!** — Top vendor José Gorrin's tale of a recent rewarding encounter.

### Books and the Homeless

Book Review: **Each One Teach One: Memoirs of a Street Activist**

Book Review: **How Corporate America Profits from Poverty**

Book Review: **Out of Sight, Out of Mind — Homelessness in Smalltown America**

### Tenant Talk

**Damage Deposit Advice from the Legal Action Center**

**Working for Your Landlord? Get it in Writing!**

Also

- **List of shelters, caregivers for Dade homeless.**
- **List of caregivers** for each of the following: homeless, AIDs victims, substance abuse, mentally ill, severely disabled and inmates — before, during and after incarceration.
- On the TOC page, a **list of the advisory board members, mission/ concept statement and editorial policy** . A dollar graph shows where each dollar in payment for an issue goes, e.g., 60¢ goes directly to the vendor, 22¢ printing, 8¢ production, 5¢ vendor department, etc.
- **Homeless Wish List:** From public bathrooms to respect from others.
- Ad and coupon soliciting ads, contributions and talent for the magazine.
- **54 Ways You Can Help the Homeless** . Column. Way number one: *Understand who the homeless are.* Reprint a chapter of Rabbi Kroloff's book in

each issue

- **Meet the Vendors** . Each month *STREETSMARTS* awards a prize of \$25, a gourmet dinner for two, and a write up in the magazine to the vendor that most exemplifies what the magazine is all about.
- **If You Need Help page** . A tear-out guide to area-wide services including shelters for battered women, clothing, drop-in centers, employment centers, finance help, food, foster care, health care, mental health, overnight shelters, personal care, residential service, SROs, and youth services.
- **Guide to Giving.** “If you have items you would like to donate, the following nonprofit organizations have need.” Automobiles, clothing, food, furniture, household items, office equipment, etc. Sidebar will list organizations looking for volunteers and the type of volunteerism needed.

#### **PROPOSED “EDITORIAL POLICY ”**

Articles appearing in *STREETSMARTS* reflect the opinion and perspective of the author. We encourage the submission of journalism, opinion, fiction, poetry, photography and artwork, and hope to create a forum where the many perspectives that exist regarding poverty and homelessness can find expression. The editorial committee reserves the right to edit any material for length and style. Articles considered libelous or which encourage violence, sexism, homophobia, or racism will not be considered for publication.

PROPOSED LETTER TO AREA JOURNALISM TEACHERS

Prof.  
 School  
 Address  
 Address

Dear ,

Last April a Miami-Dade census found approximately 7,000 homeless persons living in the county. Add Broward and Monroe and you have another 5,500.

Homelessness is a challenge to communities across the nation. In 40 other North American cities “street papers” have created dignified work for the hard-to-employ and homeless. These publications are founded on the principle that most people want to help people who are helping themselves and the fact that many of the homeless want to work, to enjoy employment that offers independence, dignity, flexibility and immediate payment.

Today, some homeless vendors in Chicago make \$500 or more each week selling street papers; the average vendor there earns \$500 a month. December 1st, we plan to be publishing *StreetSmarts*, a biweekly magazine that will provide job training and meaningful employment for South Florida’s unemployed, homeless and dispossessed.

We need your help.

Each 24- to 36-page issue will include articles, photos, illustrations, cartoons and ideas submitted by students like yours. The paper offers an excellent platform for South Florida’s journalism and photography students. And since at least four pages will be in Spanish, it provides an additional opportunity to Spanish-speaking students.

To reach our immediate circulation goal of 10,000, we must feature a variety of appealing ideas and photographs. For our audience of both locals and tourists, we need articles not just about our homeless — although that will be part of it — but about those subjects that interest South Floridians and visitors alike:

- **Interviews of local celebrities spotlighting their ideas about South Florida’s poor, homeless and dispossessed.**
- **Local humor. Dave Berry does it, why not a student of yours?**
- **Articles of general appeal (“Should South Florida parents be concerned about *fill in the blank* ?”).**
- **Any well-written relationship or self-help piece with a Florida axis (“How to make a Miami Valentine Day last all year long”**

- or “How to fly almost free as a courier out of MIA”).  
Local investigative reporting into real wrong doings (“Why is the county jail permanently housing 500 mentally ill?” or speculated (“Death of migrant workers killed by Andrew exposed”).

Other story ideas include eclectic, quirky movie, music and art reviews; human-interest stories about locals falling in love, winning money, going rags to riches, even encountering aliens. Stories for Latin American tourists on what to do/where to go. Strange stuff for a weekly column of the same name. An advice column, perhaps, and a crossword puzzle, weekly puzzler (answers in the next issue), and local photo contest. Interesting, humorous “personal diary” series e.g. “Diary of a bag boy.”

You get the idea.

Articles must be well-written. Writing must be tight, the average article will be only 850 words. The writer must be doubly certain of the piece’s details; we have no budget for fact checkers. All articles will get bylines.

We welcome opinion pieces as well — as long as they’re germane geographically as well as topically — especially those with an edge and attitude you won’t find in mainstream media.

And finally, we need students of yours willing to work with those unemployed and homeless wanting to contribute articles and poetry of their own.

We desperately need great photography as well. Format: at least 4x6, black and white or color with good contrast. Subject matter: just about anything that tells a story relating to South Florida. Photos of the homeless and dispossessed are encouraged. Spend a couple hours at Camillus House or other gathering of the homeless, shoot what moves you; I guarantee it’ll be published.

We’ll need photos to illustrate our articles, e.g. celebrity interviews. Also needed: appealing South Florida “travel” photos for picture-caption stories on local attractions. As *StreetSmarts* well be graphic, we’ll publish any fine photo of just about anything local.

Speaking of graphic, let’s not leave out illustrations and cartoons. We want them. We need them!

We will pay. Not much. Maybe \$50 an article. BAnd students will get important exposure and a chance to grow both their craft and their hearts.

Electronic submissions are encouraged, either e-mail (frank@kaisercom.com) or by floppy, DOS, Windows or Mac. (Ours is a Macintosh office.) We have a

scanner for photographs, illustrations and cartoon.

**POSSIBLE DISPLAY HOUSE AD**

**WRITERS NEEDED!**

If you are homeless, this magazine is a place for your opinions, your thoughts and your ideas. We're not looking for professional writers. However, if you are one, we won't leave you out. What we're looking for are homeless people who have something to say, not how well they spell, punctuate or paragraph!

This paper must print the opinions, thoughts and ideas of homeless people, or we will never succeed as a "street magazine." Currently, many homeless people contribute stories and poems, but we want more; we want this magazine to have a true voice. So, the more of you who bring us your stories, the better our magazine will be. Don't forget, the writer who brings in the first story of the month, is paid \$25.

---

**POSSIBLE HOUSE AD FOR BUSINESS CARD ADS**

*STREETSMARTS* has space for YOUR BUSINESS CARD both on-line and in our print version!! Get the most bang for your buck: Put money in the pocket of a homeless person and support literacy for homeless and low-income adults. Our circulation is approximately 10,000 copies per issue. For the latest information on our Business Card Ad rates, contact *STREETSMARTS* at 305 754 8833.

**Classified Ads**

Announcements  
Ride Shares  
Rentals Wanted  
Houses for Rent  
Apartments for Rent  
Rooms for Rent  
Roommates  
Sublets  
Help Wanted  
Volunteers  
Resumes  
Adult Services  
Pet Services  
Licensed Massage  
Counseling  
Tickets

**ALSO...**

Clothing  
Computers  
Audio, Video & Camera  
Sporting Goods  
Furniture & Home Goods  
Miscellaneous  
Bicycles  
Autos  
Motorcycles  
Trucks, Vans & RVs  
Musicians Std & Avail  
Instruments & Equipment  
Instruction  
Rehearsal Space  
Art Studios for Rent  
Classes/Workshops  
Calls for Work

FINANCIALS


---

**PLANNING & START UP FINANCIAL PROJECTIONS**


---

**Six Month Start-Up  
General and Administrative Costs**

Advertising/Promotion	\$ 1600
Auto/Truck Lease @ \$250 mo.	1000
Dues & Subscriptions	250
Editorial, including photography*	1500
Insurance (employee health, liability, workman's comp., property, etc.)	5000
Job Readiness Attitude Focus, Begin Development	2000
Life Skill Awareness Training, Begin Development	2000
Mail Permits/Licenses/Bank Charges	1000
Office Equipment (Computer Equipment)/Lease	5000
Office Expenses	950
Professional (accounting, legal, consulting)	5000
Proofing/Translation Services	1000
Printing Of Training Materials, Office Stationery, Etc.	3500
Refreshments, Meals For Vendors, Vendors In Training	6000
Rent	6000
Research Design/Implementation For Pre/Post Study	2500
Taxes-Payroll	8000
Telephone	1200
Travel For Training Of Vendors Around State	2500
Utilities	2500
Misc.	2500

**Salaries**

Publisher	14000
Editor	14000
Adv. Manager (last three months)	5000
Circ. Manager (last three months)	5000
Vendor Support/Training Manager	15000
Assistant Vendor Mgrs. (3, part time, homeless, last three months)	9,000
Office Manager	1100
Production Mgr.	<u>5000</u>

**Total Projected Planning & Start-Up Costs  
Through First (Free) Issue** **\$129,100**

---

**FIRST YEAR FINANCIAL PROJECTIONS**


---

**General and Administrative  
Sales and Production Costs**

Advertising	\$ 1800
Auto/Truck Lease @ \$500 mo.	6000
Bank Charges	300
Commission Expense (Advertising)	4000
Professional Dues & Subscriptions	850
Editorial, including photography	15000
Insurance (Employee health @ 1125 mo.; liability, workman's comp, property, etc. @ 230 mo.	16260
Job Readiness Attitude Focus, Daily	12000
Licenses, Vendor and Business	1200
Life Skill Awareness Training for Clients	15000
Motivational Counseling	21000
Office Equipment including Computer Equip./Lease	12500
Office Expenses	4500
Postage	2400
Production Expenses @ \$400/issue	7200
Professional - External audit @ \$7,000; Accounting @ \$600; Legal (pro bono except filing fees, etc. @ \$900; Consulting fees @ \$6,000	14500
Proofing/Spanish Translation Services (Including donated services)	12000
Printing - In calendar year, for example: First four semimonthly issues, 10K with 24 pgs. @ \$1120; next four issues, 15K with 24 pgs. @ \$1200; monthly 15K with 32 pages, May through October, @ \$1650; semimonthly November and December, 15K with 24 pgs. @ \$1200.	23980

Refreshments/meals for homeless vendors	5000
Rent - for 2500 to 4000 sq. ft. downtown Miami @ \$1800 mo. Free distribution points in Overtown, Allapattah, Wynwood/Edgewater, Upper East Side, Little Haiti, Northeast Coconut Grove, Coral Way, East and West Little Havana, Perrine, Goulds, Florida City, and Key West. In Broward: Young Circle, Hollywood; Tent City in Ft. Lauderdale; and St. Laurence Chapel in Pompano Beach.	21600
Research Services - Design/Implementation of pre/post study to determine editorial impact	11000
Repairs & Maintenance	1500
Taxes - Payroll	19000
Telephone - Voice and Electronic @ \$500 Mo.	6000
Training Of Regional and Local Trainers Throughout State	12000
Travel, Local and Intrastate - Annual State Homeless Coalition Convention. Truck upkeep and maintenance @ \$400; auto expense reimbursement for vendor trainer, editorial staff, circulation and advertising managers @ 20¢ x \$850 miles/month	6840
Travel, Out-of-State - Annual North American Street Newspaper Assn. Convention for publisher, editor and vendor services management	1975
Utilities	5000
Vendor expenses - including hats, t-shirts, aprons, change belts, etc. @ \$7 per graduating vendor	11760
Misc.	2500
<b>Salaries</b>	
Publisher	28000
Editor	28000
Adv. Manager	22000
Circ. Manager	25000
Vendor Support/Job Readiness Manager	30000
Office Manager	22000
Production Mgr. (Part time)	15000

Assistant Vendor Mgr. (Part time, homeless)	12500
Assistant Vendor Mgr. (Part time, homeless)	12500
Assistant Vendor Mgr. (Part time, homeless)	<u>12500</u>
<b>Total Projected First Year Expenses</b>	<b>\$482,165</b>

**Sales And Other Income**

Sales, Magazines (18 issues x .30 x 12,500 avg sales)	\$ 3600
Sales, Advertising	20000
Sales, Misc. (Hats, t-shirts, homeless poetry books)	<u>1500</u>
<b>Total Earned Income</b>	<b>\$ 25,100</b>
Government Grants, Corporate Sponsors, Private Donations, Foundation Grants	<u>457065</u>
<b>Total Projected First Year Income</b>	<b>\$ 482,165</b>

**Estimated number of hard-core unemployable poor and homeless employed in South Florida during the first year of publication is 1,000.** (Estimated 2,100 apply for the program; 1,680 graduate from the 12-hour training program; of these at least 1,000 earn significant income, about 250 at any given time.)

**Cost per poor and homeless hard-core-unemployed person earning an income, self-respect and working toward self-sufficiency: \$611 the first year, including *STREETSMARTS* ' start-up costs.**

**StreetSmarts Coalition, Incorporated is a 501(c)(3) not-for-profit corporation organized under the laws of the State of Florida, filed on April 23, 1998. StreetSmarts Coalition Incorporated's Employer Identification Number is 65-0845714**

*END OF DOCUMENT*

---