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ALBUQUERQUE STREET PAPER VALUE CHAIN DEVELOPMENT

by

JEFFREY HERTZ

BACHELORS IN ENGLISH
&
BACHELORS IN ANTHROPOLOGY

THESIS

Submitted in Partial Fulfillment of the
Requirements for the Degree of

Masters of Arts
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ABSTRACT

Title: Albuquerque Street Paper Value Chain Development
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Degree to be Awarded: Masters in Community and Regional Planning

Rationale for conducting this research project was based upon prior experiences with the street paper community. The first objective of this study was to work cooperatively with local experts in the fields of social entrepreneurship, workforce development, social service provisioning, city planning, and journalism to identify barriers and strategies for developing a street paper value chain for Albuquerque. The second objective of this study was to support these experts in self-identifying their involvement as potential actors and/or value chain coordinators in developing a street paper operation in Albuquerque.

While a comprehensive list of barriers to upward mobility for low-income and homeless populations were identified in the study, key findings from the research (related to the first objective of the study) have implications for overcoming those barriers through the operationalizing of a street paper value chain. This includes the identification of a wide variety of barriers and strategies to completing each value creation process involved in the street paper value chain. This also includes the identification of particular barriers and strategies to operating within local industry-specific and sector-specific business environments, the regulatory environment, and the political climate.

Another key finding from the research (related to the second objective of the study) has implications for research participants' and the community's capacity to develop a street paper value chain in the near future. While there are a high number of research participants and community leaders who are interested in the concept of a street paper value chain and who have all the expertise to develop one, most of them are already operating at their highest capacity and have a limited amount of resources and/or time to dedicate to the development of such an operation outside of their current professional responsibilities.

This study is part of a growing body of research on value chain analysis and how it applies to the development of street paper operations. Future research could focus on examining the demand side of a street paper value chain through content analysis with a street paper product prototype.

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I. Introduction

Problem Statement: At the start of the 21st Century, local, state, and federal governments have all struggled to respond to market failures in education, employment, and housing that create economic vulnerability and homelessness by providing public goods and services. These public goods and services are intended to address these inequalities through redistribution strategies. In other sectors, for-profit businesses receive criticism for their business practices in trying to employ the homeless while non-profit organizations struggle to respond to homelessness in a way that balances their economic and social objectives (Teasdale, 2009). Even though some of these redistribution strategies have been more successful at addressing market failures in the informal economy than others, repeated information asymmetry found in informal micro-economic transactions often give rise to some of the most innovative approaches to addressing unemployment and homelessness (Barbaroux, 2014). For example, in response to negative public perception of panhandling and homelessness that has kept pedestrians and motorists from giving monetary donations to people holding a sign on street corners, street paper operations practicing social entrepreneurship have placed street papers in people's hands as way of improving information symmetry between a buyer and a seller.

Social entrepreneurship - the practice of responding to market failures with transformative, financially sustainable businesses aimed at solving social problems - has emerged at the nexus of the public, private, and non-profit sectors (Wolk, 2007). While social entrepreneurship is not a new phenomenon, the field has experienced enormous growth over the past 15 years, receiving increasing recognition from journalists, philanthropists, researchers, and policymakers as an important and distinctive part of the nation's social, economic, and political landscape (Wolk, 2007).

This study specifically explores how a street paper operation in Albuquerque could respond to market failures in education, employment, and housing that create economic vulnerability and homelessness.

What is a Street Paper?

For the purposes of this study, a street paper has been defined as a community-based publication providing street vending micro-entrepreneurial opportunities for Albuquerque's low-income and homeless community. The following unique features of other street papers are being assessed in this study:

1. Before beginning work, vendors go through a low-barrier application, interview, and training process.
2. Vendors are not required to have an ID to apply and do not need to have a back ground check.
3. Vendors sign a code of conduct outlining their vending procedures and rules.
4. Vendors purchase each copy of the paper for 25 cents and ask for $1+ in donations. (While the cost of purchasing each paper and the amount of donations that are asked for vary across all street paper operations, the very process of street vendors investing in their respective number of copies to solicit back out for donations does not).
5. Vendors are self-employed – the operation holds the business license and pays taxes.
6. Under the First Amendment, vendors are not required to purchase the City's solicitation permit.

Key Words

- *Street Vendor:* A street vendor is a person who offers goods or services for sale to the public without having a permanently built structure, but sometimes a small temporary, mobile stall (National Policy on Urban Street Vendors, 2004). Street vendors could be stationary and occupy space on the pavements or other public/private areas, or could be mobile, and move from place to place carrying their wares. For the purposes of this study, it is important to note that a street vendor who is selling street papers should not be confused with a panhandler just because he/she is not using a structure or stall and appears to be holding up a sign to solicit donations.
- *Information Asymmetry:* Traditional microeconomics theory assumes that information sets regarding goods and services available on the market are complete and perfect (Barbaroux, 2014). Under these market conditions, transaction costs are at zero and both

the buyer and seller have an equal amount of information about the transaction. For the purpose of this study, this concept has been used to draw contrast between the acts of panhandling and street vending in terms of the different degrees of information asymmetry that ensue during each microeconomic transaction type.

- *Value Chain:* The internal processes or activities a company performs "to design, produce, market, deliver, and support its product (San Miguel, 1996). Traditionally, value chain analysis is used to assess how effective for-profit companies or firms are at identifying and meeting consumer desires. Supply chain analysis, on the other hand, is used to assess how cost-effectively they are at bringing products and services to the market. By assessing both the supply and demand side of the supply/value chain via value chain analyses, for-profits should be able to identify low-cost and/or differentiation strategies (defined below) that enable them to establish a financially sustainable operation. While the goal of this study was to fully examine both the supply and demand sides of a street paper value chain (defined below), complications in research participant selection and sampling limited the scope of the study to primarily examining the supply side of the value chain.
- *Street Paper Operation:* For the purpose of this study, the term "street paper operation" is used to imply that the entity being assessed is operating as a non-profit organization, but is also engaging in social entrepreneurship. In this respect, the use of the term *operation* is intended to imply that even though street paper operations assume the legal structure of a non-profit organization, they still think like for-profit companies or firms in order to keep their operations financially viable.
- *Primary Value Creation Process:* Primary value creation processes of a street paper value chain involve those that relate directly to creating street newspapers or magazines, distributing them, and offering after-sale services to support these products. These are the value creation processes performed by the organization to add value to their products and services in bringing them to the market (San Miguel, 1996).
- *Support Value Creation Process:* Support value creation processes of a street paper value chain relate to assisting the primary activities in a way that enables the organization to achieve competitive advantage. These value creation processes do not actually add value

to products and services directly, but allow the operation to run more effectively (San Miguel, 1996).

- *Street Paper Value Chain:* There is currently no use of this term in the value chain development literature. For the purpose of this study, this term is used to describe the series of value creation processes a street paper operation performs to bring street paper products and services to the market and to sustainably provide value for customers.
- *Social Entrepreneurship:* Social entrepreneurship – the practice of responding to market failures with transformative, financially sustainable innovations aimed at solving social problems – has emerged at the nexus of the public, private, and nonprofit sectors (Wolk, 2007). The social entrepreneurship literature also discusses how social enterprises need to be able to balance the execution of their economic and social objectives.
- *Value Chain Analysis:* A strategic tool to measure the importance of the customer's perceived value of a product (San Miguel, 1996). While value chain analyses are typically conducted retroactively in order to improve a company's chances of acquiring competitive advantage in the industry, for the purposes of this study, value chain analysis has been applied prospectively. The intention behind this is to identify activities that would need to be completed in order to bring street paper products and/or services to the market.
- *Low-Cost Strategy:* The value chain development literature defines "low-cost advantage" as a stage when a firm enjoys a relative cost advantage if its total costs are lower than the market average (San Miguel, 1996). The relative cost advantage enables a business to do one of two things: price its product or service lower than its competitors in order to gain market share and still maintain current profitability or match the price of competing products or services and increase its profitability (San Miguel, 1996). For the purposes of this study, the term "low-cost strategy" is used to describe the particular strategies that a street paper operation might employ to acquire low-cost advantage in the market.
- *Differentiation Strategy:* The value chain development literature defines "differentiation advantage" as an event that occurs when customers perceive that a business unit's product offering (defined to include all attributes relevant to the buying decision) is of higher quality, incurs fewer risks and/or outperforms competing product offerings (San Miguel, 1996). For the purposes of this study, the term "differentiation strategy" is used

to describe the particular strategies that a street paper operation might employ to acquire differentiation advantage in the market.

- *Value Chain Equity:* A value chain is comprised of the series of inputs that add value to a product and/or service as it reaches its final form and is sold to the consumer. Value chain equity focuses on whether the value of those inputs is evenly distributed across each of the value creation processes involved in its production. For example, depending on the customer, the value of a full-time employee's layout design in generating entertainment value among street paper product customers could be said to bring more overall value to the customer's experience than the amount of value that a street vendor contributes through his/her distribution of street paper products. While distribution is a very small (and very short) portion of the value chain, it could potentially be one of the most valuable portions of the value chain once public perception of homelessness has been improved and customers' value of face-to-face interaction has been augmented. For the purposes of this study, the term value chain equity has been used to describe desired outcomes of upward mobility among street vendors (such as building assets). Considering the fact that one of street paper operations' biggest critiques is their inability to support their street vendors in building assets (as opposed to just liquid income), this term becomes particularly important. While value chain equity is not definitively defined in the value chain development literature, applying the concept of value chain equity to a street paper value chain can be used as a way to consider economic inequalities in relation to the overall resources and value being produced by a street paper operation and its ability to provide its street vendors upward mobility opportunities.
- *Narrative (Vignette):* Qualitative researchers are always trying to find ways to present their findings in ways that resonate with their audiences and lead to thoughtful action among stakeholders involved in the study. Many qualitative researchers have created "vignettes" as a means of presenting their findings. Vignettes, grounded in the data and created by the researcher, balance the semantic and expressive dimensions of the text and, thus, serve as contextualized carriers of the lived experience of research participants (Vocht and Mardjan, 2016). In consideration of the target audience for this study, the term "narrative" has been used instead of "vignette." In order to comprehensively capture what could be the lived experience of a prospective street vendor participating in

a street paper value chain, separate narratives have been created for each value creation process. Each of these narratives are presented in the third person point of view, but are all centered around a single main character (a prospective street vendor) who has been assigned the pseudonym ("Joe").

- *Creative Placemaking:* The concept of placemaking has been defined in a wide variety of ways depending on the body of literature. For the purposes of this study, the term "creative placemaking" has been used to describe the partnerships that ensue between the public, for-profit, and non-profit, and community sectors to strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities, in particular (Gadwa & Markusen, 2010). When applied to street vending, creative placemaking could be said to animate public and private spaces, rejuvenate structures and streetscapes, improve local business viability and public safety, and bring diverse people together to celebrate, inspire, and be inspired (Vazquez, 2010).
- *Experience Economy:* While economists use a variety of terms to describe the different types and stages of the economy, including the agrarian, industrial, and service economies, one of the most recent terms used is the experience economy. This term describes the types of businesses that have begun charging for the transformational value that an experience offers customers, such as education (Pine & Gilmore, 1999). For the purposes of this study, this term has been used to describe the transformational value that street paper products and services provide customers.
- *Slow Journalism:* While the concept of slow-journalism has been around for the past 10 years or so, it has appeared more in the media than it has in academia (Masurier, 2016). Much of this has been prompted by the problems wrought by an ever-increasing speed in the international news cycle and the need for a new way of thinking about and producing quality journalism. While distributing news through a printed publication is considered to be a self-defeating approach to competing in the industry, for the purposes of this study, this concept has been preserved to emphasize the alternative/supplemental value that this form of journalism is offering news consumers and how it is meeting the information needs of their communities.
- *Value Chain Actor:* Any individual who contributes value to the street paper value chain through a particular point of entry into a particular value creation process (or series of

value creation processes). For the purposes of this study, this term has been broadened to include anyone working within the street paper operation to a volunteer offering his/her services from outside the street paper operation.

- *Value Chain Coordinator:* While the term "value chain actor" is used in this study to emphasize that anyone within a local community has the potential of contributing to a street paper value chain, the term "value chain coordinator" is used to describe an individual who has taken on more responsibilities in the value chain and who has assumed various roles over a longer period of time. Rather than defining the concept of a value chain coordinator, the value chain development literature identifies a series of roles that a value chain coordinator would need to be able to perform to qualify as such (Kelly, 2014). These include the following:

    1. Holder of values – intentionally including low-income individuals, for example, and focusing on shared ownership.
    2. Connector – bringing together resources, gathering members around mutual business.
    3. Researcher and big picture holder – helping others see the whole system, knowing where the gaps are and how to fill them, contributing to knowledge building.
    4. Leader/innovator – encouraging experimentation, acting as steward, being leader of the system.
    5. Communicator – internally mediating disputes and keeping value chain players up to date, externally promoting the value chain to the larger society.

Rationale: One form of social entrepreneurship that has not been thoroughly studied is the street paper movement. Although there is a strong body of literature surrounding social entrepreneurship, homelessness, workforce development, social service provisioning, journalism, and city planning, very few studies lie at the nexus of all these bodies of literature.

Objectives: The first objective of this study is to assess the barriers to upward mobility experienced by Albuquerque's low-income and homeless populations. The second objective is to identify activities needing to be completed in each value creation process of a street paper

value chain in order to bring street paper products and services to the market. The third objective is to identify the barriers and strategies to completing each value creation process. The fourth objective is to research participants' future involvement in developing a street paper operation.

Research Questions:

1. *What are the barriers to the following forms of upward mobility for Albuquerque's low-income and homeless populations: a) improving livelihood and employability, b) advancing into the mainstream labor market, c) building assets, d) finding housing, and e) advocating for systemic change?*
2. *In each value creation process of the street paper operation, what are the specific activities that could be completed by research participants and members of the community at large to create value? How could each value creation process support this population in overcoming these barriers? What is the current capacity among research participants and members of the community at large in executing these value creation processes? What are the barriers to executing each value creation process among research participants and members of the community at large? What low-cost and differentiation strategies could the street paper operation employ to not only overcome those barriers, but to become financially sustainable and competitive in the market?*
3. *What is the current industry-specific business environment, sector-specific business environment, regulatory environment, and political climate for developing a street paper operation?*
4. *What is the potential level of involvement among research participants who want to move forward with developing a street paper operation?*

Research Design: This research consists of an ethnography of Albuquerque experts currently working in the fields of social entrepreneurship, workforce development, social service provisioning, city planning, and journalism. This research consists of four stages. Stage 1 involved reviewing the relevant bodies of literature in the context of street paper development. Stage 2 involved constructing a set of questions based upon the literature to ask all research

participants involved in individual interviews. These individual interviews were aimed at generating knowledge that would contribute to value chain development. Stage 3 involved analyzing data collected from individual interviews in order to construct a prospective value chain map and to identify potential barriers and strategies for developing that node in the value chain. Stage 4 involved developing narratives about each value creation process to help inspire future involvement among research participants, value chain actors, and value chain coordinators. Stage 5 involved identifying next steps.

Limitations in the Research: Value Chains are all about the demand side of the economic transaction and the values of the customers, and even though this was frequently discussed by research participants, most of them approached the interview from the perspective of a value chain actor participating on the supply side of the street paper operation.

Literature Review: Considering the fact that street paper operations lie at the nexus of a wide variety of bodies of literature, value chain analysis has been chosen as the primary tool for assessing the viability of a street paper operation supporting these populations overcome their barriers to upward mobility. This literature review explores the following bodies of literature:

- *Value Chain Analysis:* There is no universally accepted approach to conducting value chain analyses (Donovan, Franzel, and Mithofer, 2013). The literature on supply chain management, however, offers a research methodology that is suitable for analyzing the way in which street paper operations bring street paper products and services to the market (San Miguel, 1996). Considering the fact that street paper operations are social enterprises that are concerned about both generating profit as well as building trust and capacity within the community, they lie the intersection of both private and public value chains (Rapceviciene, 2014). While there is a significant body of literature examining how private value chains create economic value within a community, there is little research examining how public value chains create social value. The most effecitve value chain coordinators are those that have support and networks in both sectors, and possess the qualities and characteristics needed to achieve both of these ends (Kelly, 2014). One of the best ways to inspire value chain coordinators and to lead them to

action is to present value chain analysis findings in the form of narratives. This is an alternative approach to presenting findings that is grounded in results, but balances the semantic and expressive dimensions of the text in a way that encourages action among value chain actors and coordinators (Vocht and Mardjan, 2016).

- *Homelessness:* Before researchers try to understand the underlying motivations for certain behaviors exhibited by low-income homeless people, they need to understand their complex set of needs that need to be met before they can be integrated back into the community (Teasdale, 2009). While local, state, and federal governments struggle to respond to market failures by providing public goods and services (and addressing inequalities through redistribution), the non-profit sector has struggled to respond to homelessness in a way that balances their organizations' economic and social objectives (Teasdale, 2009). In particular, social service providers who claim to understand these complex set of needs rely on quantitative data about clients' mental and behavioral health in order to both diagnose their local homeless issues as well as secure the funding needed to address those issues (Robertson, 1991). The New Mexico Coalition to End Homelessness, a non-profit membership organization whose mission is to assist communities in creating solutions to end homelessness, also manages the statewide, centralized assessment and database for allocating resources to social service providers, workforce development centers, and affordable housing developers (New Mexico Coalition to End Homelessness, 2013). Meanwhile, for-profit businesses employ market-based strategies to stimulate the economy and create jobs, but exist because their owners seek profitable return on investment and are often compelled to prioritize shareholder returns (Wolk, 2007). Across all three of these sectors, traditional institutions and legal structures limit organizations, companies, and agencies in their ability to respond to the acute needs of the homeless.

- *Social Enterprise:* Social enterprise is the practice of responding to market failures with transformative, financially sustainable businesses aimed at solving social problems (Wolk, 2007). There is now widespread consensus that social entrepreneurs represent a unique sector that can respond to social needs that municipalities have never experienced

before (Bornstein and Davis, 2007). Although the literature on the impact of social enterprise on overcoming the barriers to upward mobility for low-income and homeless populations remains underdeveloped (Teasdale, 2009), social enterprise has emerged at the nexus of the public, private, and nonprofit sectors (Wolk, 2007). Out of all of the different types of social enterprise that have emerged since the 1970s, one of the most understudied social ventures is the non-profit street paper organization. In the same way homelessness intervention programs have utilized unique features of their non-profit legal structure to optimize their value chains (ex. to apply for grants, donations, etc.) and even respond to shrinking government budgets by participating in the local legislative process (ex. street paper operations developing advocacy programs for their vendors), social enterprises are beginning to utilize unique flexibilities of independent contracting in order to optimize their value chains and respond to market failures in ways that can create systemic change. Street vendors also play an important role in attracting philanthropic funding (MacIndoe and Sullivan, 2014) and represent the next wave of urban entrepreneurship in the way they challenge the definitions of formal market structures, traditional job descriptions, the way that goods and services are distributed throughout the urban environment, and how communities value them (Cohen and Munoz, 2016).

Legislative advocacy is being executed particularly successfully in Seattle, Washington with Real Change News' street vendors. While traditional economists tend to think of economic development according to a linear logic, a more non-linear logic to understanding economic development is being operationalized through civic-based social entrepreneurship (Deleuze & Guattari, 1987). This can be found in the way that street vendors are engaging in legislative advocacy to create systemic change in the way that homelessness is addressed in their municipality. Engaging in legislative advocacy also creates the opportunity for street vendors to perpetuate business and regulatory environment reform (White, 2008).

- *Employment:* Low-income and homeless populations experience a wide variety of barriers to employment (National Transitional Jobs Network, 2012). At the heart of social enterprise lies customized employment opportunities that are being tailored to fit

the needs of low-income and homeless populations. Customized employment is intended to provide a flexible process for establishing a relationship between employers and employees that meets the needs of both (Office of Disability Employment Policy, 2017). It can bring people from diverse populations, including those with disabilities, into the workplace to contribute their untapped talents to businesses. Much of this is dependent on the stipulations that are found in contracts established between employers and employees (CIPS, 2013). In a day and age in which journalists are struggling to find more financially secure careers, news production cooperatives are establishing unique contracts with their employees/member-owners that encourages collective asset-building (Boyle, 2012). Beyond the relationships established between employers and employees, startup non-profit organizations wishing to engage in social enterprise often employ the strategy of acquiring fiscal sponsorship in order to access philanthropic dollars and alleviate themselves of administrative overhead without having to acquire 501c3 status on their own (Trust for Conservation Innovation, 2014).

- *Street Level Activity:* One industry that provides great opportunity for establishing flexible contracts between employers and employees is the street vending industry. For example, street vendors selling street papers operate as independent contractors working with street paper operations. Much of this is possible under the regulatory environment in which street paper vendors leverage their First Amendment Rights to sell street paper products in the public right-of-way. These rights, however, only grant street vendors with a certain amount of protections, depending on the municipality in which they live and the political climate in which they are operating (Sarmiento, 2015). While a municipality's regulatory environment and political climate greatly influences the amount of protections street vendors have, oftentimes negotiations over whether or not the public right-of-way is a suitable place for engaging in micro-entrepreneurship take place on a case by case basis and in an organic fashion (Loukaitou-Sideris & Ehrenfeucht, 2011). Establishing street vending programs is one approach to streamlining the way in which street vending is regulated, but this often requires a great deal of inter-departmental and inter-sectoral collaboration coordination (Dyrness, 2001).

- *Journalism:* Along with the rise of of community journalism in the 21st century (Sundaram, 2008) , the industry has also experienced the rise of the "journalpreneur" (Deifell, 2009). Considering the fact that contemporary journalists are experiencing disruption in the industry with the evolution of information technologies (Organization for Economic Cooperation and Development, 2010), establishing street vending programs that support street vendors selling street papers might be a strategy for bringing life back to the industry. While distributing news through a printed publication has become an archaic, costly, and self-defeating approach to competing in the industry, others would contend that "slow journalism" still has its place in communities and possesses a differentiating value that allows it to be competitive in the market (Masurier, 2016). By focusing on delivering services to their readers rather than simply selling them a product, street paper operations and street vendors have the opportunity to transform their marketing strategies from pursuing transactional activities aimed at producing short-term economic value to being more of a rapport-building activity producing long-term social value (Graham, 2015).

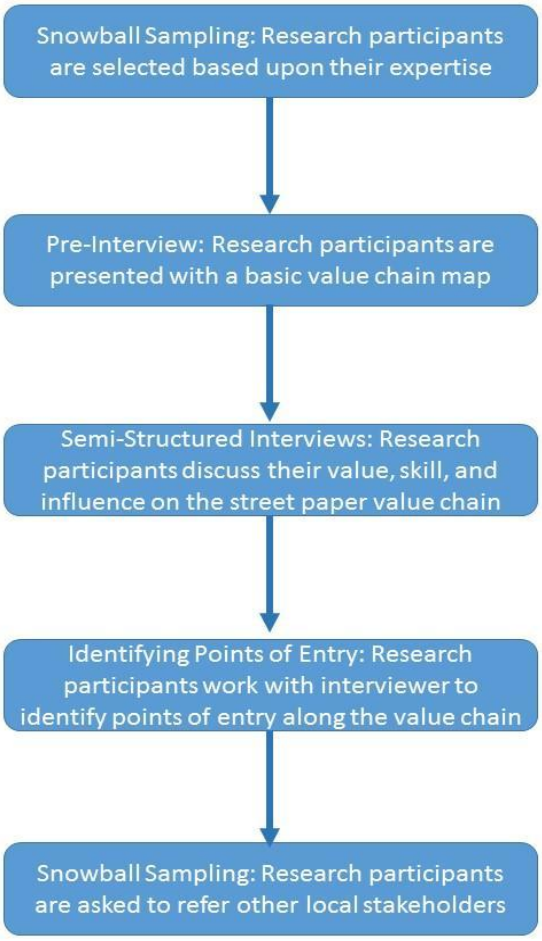
- *Creative Placemaking and the Experience Economy:* Street vendors selling street paper products in public spaces and promoting community journalism also have the potential to contribute to placemaking (Vazquez, 2012). These street-level transactions are also contributing to the experience economy (Barton, Koslow, & Beauchamp, 2014). By selling street paper products in public spaces where customers are able to digitally capture their experiences on their smartphones and other technological devices, street vendors are crowdsourcing volunteer labor from the community to create a digital sense of place and affiinity towards a common cause (Warren, 2014). In co-creating content with their customers, street vendors are generating data that can be used to further inform the production of content for future publications (Cherubini and Nielsen, 2016). Beyond collecting unique point of sale data that will open up new data analytics opportunities, this process is also addressing the digital divide that is ensuing between people who do and do not have access to information technologies nor the technological literacy to operate them (Craig, 2015).

II. Research Methodology

Research Design: There are profound differences between the following three methods of analysis used for conducting case study research: grounded theory, the extended case method, and the interpretive case method (Burawoy, 1998). The extended case method, in particular, is an ethnographic approach to conducting qualitative research and is very much aligned with the objectives of value chain development. Value chain development began in 1985 with the goal of identifying strategies for firms to acquire competitive advantage in their industries (Porter, 1985). While this analytical framework has been applied to the rapidly changing news production industry (cite), it has not specifically applied to the development of street paper operations as a social enterprise aimed at addressing homelessness. The extended case method is a method of analysis that focuses on a detailed study of concrete empirical cases with a view to extract general principles from specific observations (Burawoy, 1998).

Value Chain Analysis: Value chain analyses can be conducted either retroactively or prospectively. A prospective value chain analysis was conducted in this study with the goal of acquiring a better understanding of how a street paper operation could be developed in Albuquerque. This included conducting individual interviews with local stakeholders who could potentially participate in the development of a street paper value chain. These individual interviews were conducted with the goal of identifying barriers and strategies for completing each value creation process along the value chain as well as assessing the industry-specific business environment, sector-specific business environment, regulatory environment, and political climate in which the street paper operation would have to operate. Individual interviews were conducted in a semi-structured manner and were intended to cultivate a collaborative knowledge production process. Individual interviews included questions inquiring about each research participant's expertise, employment status, and potential value contributed to the street paper value chain.

Value Chain Analysis Process: The following value chain analysis process flow was executed for this study:



Participant Observation: Participant observation was an integral first step in this study's methodology. Participant observation was employed as a means identifying the problem to be studied, the sample needing to be selected, and the interview questions to ask each research participant. A few specific situations, events, and meetings that were observed include the following:

- Day to day interactions with people living on the street while riding the bus and bicycling to work in the Downtown area of the city informed the development of individual

interview questions exploring the challenges experiences by low-income and homeless people trying to navigate the city's Continuum of Care.

- Day to day sightings of the Mayor's Better Way Program that involved a van staffed by St. Martins Hospitality Center aimed at providing immediate income-earning opportunities
- Day to day informal street outreach groups like A Light in the Night Community Outreach providing homeless people with everyday necessities such as socks, deodorant, and toothbrushes.
- City Council meetings, neighborhood association meetings, and other public meetings where the primary discussion was surrounding social service provisioning, workforce development, and affordable housing development north and south of the Downtown area. These discussions mostly involved residents, business owners, and local officials who had a vested interest in the Downtown area.
- Participation in the City and County's Behavioral Health Initiative helped inform the development of interview questions related to the region's Continuum of Care. Attendance at the Supportive Housing and Community Supports Subcommittee meetings were particularly informative in identifying gaps in the Continuum of Care.

Snowball Sampling: Snowball sampling is a common technique in which research participants who have been interviewed recruit future research participants from among their networks and fields of expertise. This is a common sampling technique employed in community-based research. This sampling technique was chosen because of its alignment with the goals of conducting a prospective value chain analysis for developing a street paper operation among local stakeholders in Albuquerque.

The most successful value chain analyses recruit research participants who have expertise in a variety of disciplines and who could potentially identify a point of entry into multiple value creation processes along the value chain. This improves the likelihood that more saturation will be identified among research participant responses during the data analysis stage of the study. Research participants were specifically selected for their expertise in the fields of social entrepreneurship, workforce development, social service provisioning, city planning, and/or

journalism, but many of them possessed skill sets and expertise in additional fields. Considering the fact that there are ten value creation processes that comprise a street paper value chain, and the goal of a value chain analysis is to acquire the most comprehensive knowledge about every value creation process in that value chain, it was assumed that at least ten research participants needed to be involved in the study. With the goal of confirming knowledge contributed to each of the value creation processes, recruitment involved identifying at least two or three research participants to contribute knowledge to each value creation process.

Although the intended snowball sampling technique that was employed did not recruit a perfectly equal distribution of two or three research participants to contribute knowledge to each value creation process, the 30 interviews that were conducted accounted for all ten value creation processes and resulted in a great deal of saturation among research participant responses coming from different subject positions.

Individual Interviews: Research participants were provided with a basic value chain map (Appendix 1) with all of the traditional value creation processes prior to each of their semi-structured individual interviews. This was intended to provide research participants with the basic knowledge of what a street paper value chain would look like and to help them identify where they might identify a point of entry into that value chain.

Semi-structured individual interviews were conducted with thirty research participants - all local experts in the fields of social entrepreneurship, workforce development, social service provisioning, city planning, and journalism. Information gathered from participant observation directly informed the construction of interview questions. While some interview questions were repeated in all interviews, others were tailored to elicit specific knowledge from each research participant. The goal of each interview was to identify the kinds of value, skill, and influence they could all contribute to the street paper value chain. Using the basic value chain map, research participants worked closely with the interviewer to identify their most suitable points of entry along the street paper value chain. Answers from individual interviews were then used to construct the prospective value chain map (Appendix 2). Research participants were then asked about other local stakeholders and experts who they thought need to be interviewed for the study.

III. Data Procurement

Data Collection: Information gathered from individual interview questions were captured via note-taking and audio tape-recording. Value chain mapping was used to identify value chain processes involved in the value chain, particular activities that would need to be completed in each value creation process, barriers to completing those activities, strategies for completing those activities, and potential points of entry for research participants and the community at large.

Confidentiality: Confidentiality was not maintained between and during individual interviews because of research participants' statuses as autonomous, professional experts and "self-subjects" in this research. Due to the non-invasive nature of interview questions and their focus on eliciting information on expertise rather than personal experience, research participants are cited as authors of their own input and ideas. This was also done with the goal of being able to share collective insight among research participants in order to perpetuate capacity-building, rapport-building, and networking.

Data Analysis: Audio recordings were used to capture qualitative data collected during individual interviews. Audio recordings were then transcribed and uploaded to an Atlas.ti Hermeneutic Unit – a software program used for analyzing textual and graphical data. After all of the data was compiled the data was then coded. All codes were assigned to particular quotations from individual interviews and were based upon an iteratively-designed codebook. After all of the individual interviews were fully coded, queries were run with the goal of identifying different types of associations between the data. More specifically, queries were run with the goal of identifying saturation in responses among research participants with different subject positions.

IV. Interpretation of Results

After running an extensive series of queries, a variety of associations were drawn between various elements of the final codebook (Appendix 3). The most prominent of these associations include the following:

- **Subject Positions:** The relationship between various elements of each research participant's subject position were particularly interesting. These elements include the sectors, industries, and organizations in which he/she worked, his/her current employment status, his/her expertise, his/her potential points of entry along the street paper value chain, and his/her potential involvement in the street paper operation. A summary of counts of each of these elements are presented below. The most saturation found in each category includes the following: 11 research participants working in the for-profit sector, 5 working in social service provisioning, 18 working full-time, 7 working with expertise in non-profit development, and 27 wanting to provide some sort of support in human resource management along the street paper value chain. To view a comprehensive list of research participants involved in the study along with all elements of their subject positions, see Appendix 4.

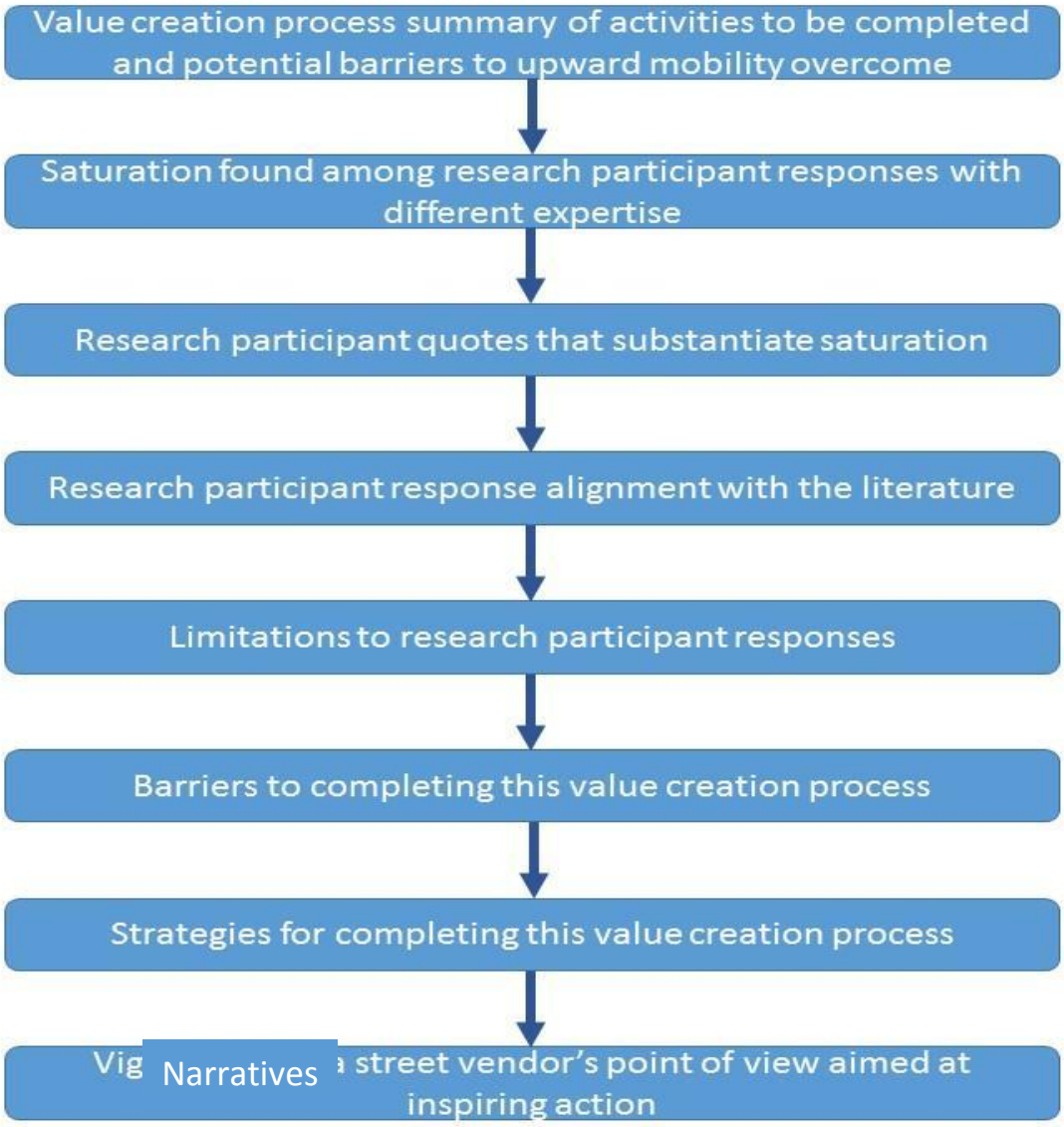
Counts in Each Category	Sector	Industry	Organization/Agency/Business	Employment Status and Title	Expertise	Value Creation Processes
	For-Profit - 11	Social Service Provisioning - 5	N/A (Intentionally sampled for broad representation)	Full-Time - 18	Non-Profit Development - 7	Human Resource Management - 27
	Public - 7	Creative - 5		Director - 5	Reporting - 7	Business Environment - 21
	1099 - 2	Journalism - 4		Part-Time - 4	Business Development - 6	Firm Infrastructure - 21
	Informal - 1	Housing - 3		Volunteer - 4	Social Media Strategy - 6	Research and Development - 20
		The Arts - 3		Retired - 3	Affordable Housing Development - 5	Production - 19
		Business Incubation - 2		Independent Contractor - 3	Board Development - 3	Distribution - 19
		Healthcare - 2			City Planning - 3	Procurement - 19
		Religious Community - 2			Printing (of any kind) - 3	Marketing - 18
		Creative Writing - 2			Case Management - 2	Service - 17
		Advertising - 2			Legislative Advocacy - 2	Design - 8
					Administrative Advocacy - 2	Technology Development - 4
					Strategic Planning - 2	
					Photography - 2	
					Creative Writing - 2	
					Advertising - 2	

- **Overcoming Barriers to Upward Mobility Through the Completion of Value Creation Processes:** Another compelling association that was drawn from the queries is

the relationship between identified barriers to upward mobility and the potential to overcome those barriers through the completion of various value creation processes. While research participants identified Human Resource Management and Research and Development as being the value creation process that has the most potential in overcoming barriers to upwards mobility, Procurement and Design were identified as having the least potential. There was also a great deal of overlap in the different types of barriers to upward mobility that could be overcome with different value creation processes. To view a comprehensive list of potential barriers to upward mobility that could be overcome with each value creation process, see Appendix 5.

- **Prospective Value Chain Development:** In order to construct a prospective street paper value chain, results from individual interviews were cross-referenced with the basic value chain map outlining a traditional newspaper value chain (Appendix 1) that was presented to each research participant before participating in individual interviews. The relationships identified between three different elements of the value chain were particularly insightful: primary value creation processes (delineated by blue blocks), support value creation processes (delineated by different colored arrows), and value chain actors/coordinators (delineated by orange blocks). While primary value creation processes are represented as being "nodes" of the value chain, support value creation processes are represented as being "linkages" of the value chain. Value chain actors/coordinators, on the other hand, are represented as both nodes and linkages in the way they apply agency to the value chain. One of the most insightful results of this study that is presented in the map is the high number of value creation actors/coordinators that reside outside of the street paper operation (delineated by the black square). These value creation actors/coordinators are typically independent contractors, students, interns, volunteers, or other individuals who are not fully employed by the street paper operation. To view the final prospective street paper value chain that was constructed from the results of this study, see Appendix 2.

V. Presentation of Findings: The following format was developed to present the findings of this study. This format was developed with the intention of identifying how the results from individual interviews either confirmed, expanded upon, or contradicted existing research and how they contribute to various bodies of literature.



Narratives (or vignettes) are included at the end of each value creation process in order to provide a more experiential sense of direction for future value chain actors and coordinators to take action. Narratives/vignettes are "stories from evidence" that are valuable for creating an expression of the lived experience of research participants and future value chain actors and coordinators (Vocht and Mardjan, 2016). For the purpose of capturing and presenting a third person account of a street vendor, a common pseudonym has been used in all narratives. This pseudonym is "Joe".

Research Question 1. What are the barriers to the following forms of upward mobility for Albuquerque's most economically vulnerable people: a) improving livelihood and employability, b) advancing into the mainstream labor market, c) building assets, d) finding housing, and e) advocating for systemic change.

Barriers to Upward Mobility: Research participants found while some barriers to upward mobility are specific to one "rung of the ladder," there are others than apply to many rungs.

Saturation: Research participants with expertise in social service provisioning, community service operations, workforce development, and case management contributed the most knowledge to identifying barriers to the following five areas of upward mobility:

a. *Improving Livelihood and Employability*
    - Regulatory and Administrative Environment
        - Loitering
        - Spanging (street vernacular term for aggressive panhandling)
    - Demands on Mental and Behavioral Health
        - Lack of human contact
        - Mental illness
        - Hopelessness and lack of purpose
        - Fear of losing public benefits
b. *Advancing Into The Mainstream Labor Market*

- Market
  - Shift from labor-based economy to knowledge-based economy that requires a high-level of education and expertise
  - Professionalization of fields that require ample education and expertise
  - Limitations with supply and demand
- Job Postings
  - Limited access to job postings
  - Lack of updated information on employment
- Public Perception
  - Lack of understanding about one's livelihood
  - Inability to keep up appearances
  - Poor relationships with local businesses
- Point of Entry
  - Criminal background
  - Poor access to transportation
  - Inability to find a champion or sufficient case management
  - Inability to market oneself
  - Lack of stable address or phone
  - Difficulties with documentation
  - Ineligibility and program requirements
- Terms of Employment
  - Inflexible job description and responsibilities
  - Inability to stay in compliance with job responsibilities and conditions

c. *Building Assets*

- Access
  - Inability to access and secure mainstream banking
- Asset Building
  - High startup costs for developing a small business or engaging in other forms of micro-entrepreneurship
  - Inability to save

d. *Finding Housing*
    - Market
        - Lack of deeply affordable housing supply
    - Housing Assistance
        - Inability to procure pay stubs, letters of support, and other documentation required to obtain a Section 8 Housing Voucher or other form of housing
        - Inability to find a champion or sufficient case management
        - Inability to acquire enough money to pay for rent

e. *Advocating For Systemic Change*
    - *Process*
        - Misrepresentation or lack thereof when testifying in the legislative process
        - Lack of political clout
        - Lack of organizational support
    - Knowledge
        - Lack of understanding about legislative advocacy
        - Lack of experience in establishing testimony

Literature: The complex series of barriers identified by research participants expand upon the literature on the need for more transitional jobs to serve low-income and homeless people (National Transitional Jobs Network, 2012).

Limitations: While employment was the most widely discussed form of upward mobility among research participants, other forms of upward mobility such as asset-building and advocacy for systemic change were not discussed as much. This warrants future interviews with experts in barriers to some of the more difficult forms of upward mobility.

Research Question 2. In each value creation process of the street paper operation, what are the specific activities that could be completed by research participants and members of the community at large to create value? How could each value creation process support this population in overcoming these barriers? What is the current capacity among research

participants and members of the community at large in executing these value creation processes? What are the barriers to executing each value creation process among research participants and members of the community at large? What low-cost, differentiation, and/or focus strategies could the street paper operation employ to not only overcome those barriers, but to become financially sustainable and competitive in the market?

Research and Development: Research participants identified the following activities that need to be completed in order to carry out this value creation process: conducting individual interviews with local stakeholders; collecting and analyzing data from interviews; translating results into findings; coordinating focus groups around findings; translating findings into a business plan among focus groups; using business plans to leverage funding; allocating funding towards staffing and prototyping a most viable product and/or service; collecting customer feedback; product and service development; pricing. These activities would support prospective street vendors in overcoming the following barriers to employment: the inability to build assets; the inability to access and secure mainstream banking.

Saturation: Research participants with expertise in journalism, business development, non-profit development, civic engagement, project management, and board development contributed the most knowledge to executing this value creation process. A few examples of their responses include the following:

"Every organization makes decisions, both good and bad. But what matters most is how they show stability. You have to ask yourself the question, is this paper supposed to serve as a transitory stepping stone? When people leave, do they retain equity? You have to weigh individual upward mobility and organizational stability." - Marianne Dickinson

"The homeless would have to be genuinely involved – it couldn't just be them doing the delivery – there needs to be an opportunity for them to be engaged at every level. It can't be the kind of thing where people sort of contribute, but really others do the whole job – makes it less valuable than when they are genuinely engaged." - Marit Tully

"When approaching investors, you have to have a budget and 3 things need to happen in order to get things off the ground. First of all, there needs to be some sense of urgency and seriousness about it. Do something with it – get something done. Secondly, you wanna know that there is trust – you want to call investors exactly two weeks later like you said and demonstrate your record of working fast and well. Thirdly, you want to follow what is working and what is growing – you need prioritization of what you have learned from your beta project." - Joe Cardillo

Literature: Research participants emphasized that the street paper operation's capacity to sustainably accomplish its economic and social objectives depends on its ability to sustainably bring quality street paper products to the market and provide street vendors with services to overcome barriers to all stages of upward mobility. This confirms the literature on non-profit's struggle to respond to homelessness in a way that balances their organizations' economic and social objectives (Teasdale, 2009). Much of the street paper operation's success will depend on its ability to leverage existing resources and programming among local organizations already working to end homelessness, provide workforce development, and/or producing local news. Much of its success will also depend on street vendors' ability to quickly establish relationships with value chain coordinators and make contributions to the executive and/or editorial boards. These relationships need to be established as early as possible in the research and development phase of the operation. A great opportunity to do this would be at the time in which local process consultants are facilitating focus groups aimed at establishing a business plan, editorial focus, and specific language to be shared among all stakeholders. This confirms the literature on the need to identify process consultants who are well-embedded within their communities and who are well-aware of changing business environments (McKay, 2001). Focus grouping is also an opportunity to gauge stakeholder interest and commitment and to identify value chain coordinators among street vendors. This confirms the literature on identifying value chain coordinators and their various roles at different stages in the development of an operation (Kelly, 2014). Focus grouping outcomes need to lead to business planning and editorial focus development that is aligned with the funding priorities of local foundations and local investors like McCune Foundation, United Way, Kellogg Foundation, Simon Charitable Foundation, and Albuquerque Community Foundation. This confirms the literature on non-profit journalism

operations' need to be strategic in targeting local investments (Kaplan, 2016). Given the potential educational deficits among prospective street vendors identified by research participants, capacity building activities would be critical to ensuring effective engagement and participation in street vending programs. This emphasis on educational deficits was not covered as thoroughly in the literature.

Limitations: No interviews were conducted with potential investors capable of contributing significant startup capital to the street paper operation. Although there were a few research participants with expertise in academic research who were involved in the study, further research is needed to identify the potential opportunities of incorporating different academic departments in the development of a street paper (including the role of service learning). Furthermore, although there were a few research participants with expertise in app development who were involved in the study, further research is needed to identify the barriers and strategies to developing a point of sale app that incorporates QR code technologies.

Capacity: Although Albuquerque could be seen as a resource-deficient municipality in many different industries and sectors, intentional pooling together of resources to achieve economies of scale has proven to be a viable strategy in executing local initiatives involving the experience economy. This confirms the literature on creative placemaking in which New Mexico is listed as a state that does not depend on large concentrations of people in a small service area in order to generate incremental economic development (Vazquez, 2012). With the exception of building large cultural centers, common creative placemaking efforts involve incorporating inexpensive programming and/or reducing barriers to creative expression (Vazquez, 2012).

Barriers: While for-profit news production companies seeking competitive advantage in their industry prioritize the development of products that guarantee a high return on investment, non-profits advocating for systemic change in employment, social service provisioning, and housing prioritize the development of a service needed and valued among their constituencies. Social enterprises like a street paper operation have the challenge of resourcefully developing quality content by employing limited human capital that is yet to be activated and/or realized. This differs from other for-profit operations that are only concerned with meeting their bottom line

and that possess human capital with a great deal of education and/or expertise. This content needs to draw enough sales to meet the operation's double bottom line (sustainably publishing street paper products and having enough surplus to operate street vendor programs). Specific barriers to developing a viable street paper operation and acquiring initial sales from the first cohort of street vendors include the following: a) street vendors not having existing relationships established with local business owners and pedestrians; b) street vendors knowing little about the rules and etiquette of street vending; and c) street vendors understanding little about the product being sold. Even once these barriers are overcome, collecting customer feedback is another difficult task considering the fact that traditional street paper transactions involve the exchanging of cash and a physical product – both of which are not digitally monitored by either the street vendor or the street paper operation. This makes it difficult to utilize point of sale data and customer satisfaction data in a way that informs the iterative process of designing, producing, and distributing future street paper products and street paper operation services. This data is also essential for leveraging future funding for the street paper operation.

Strategies: While traditional print news operations are being forced to go digital in order to compete with other more progressive operations in the news production industry, this disruption in the industry is also providing them with the information infrastructure to better monitor their customers' satisfaction in a way that allows them to quickly "pivot" their products and/or services. Street paper operations struggling to create an exceptional product with their limited human capital and limited information infrastructure, on the other hand, have the opportunity to gain competitive advantage through differentiation strategies like offering its street vendors' services like skills building and workforce development. Under these conditions, a few specific strategies for more effectively completing this value creation process could include: a) identifying alternative legal structures (such as a for-profit cooperative or b-corporation) that balance street vendor asset development and street paper operation viability in the startup phase; b) involving street vendors in board development and ensuring proper representation; c) working closely with local strategic planners early in the research and development process in order to address any organizational issues (in areas like human resource management and firm infrastructure) that might arise; d) creating supplemental revenue streams through innovative fundraisers and pop-up events that provide immediate income for street vendors and dependable

long-term income for further developing street vendor programs; e) identifying a pricing strategy that sets an initial price on products that supports street vendors' lack of capital and a markup price that leads to profits and their ability to reinvestment in future products; f) developing information technologies that simultaneously monitor street vendor sales and allow them to co-produce social media content with consumers; g) launching the street paper operation at street-based events; and h) utilizing point of sale data and customer satisfaction data in order to align the street paper operation's value propositions with local foundations' and investors' funding priorities.

Getting Oriented with the Street Paper (Narrative): Joe has been trying to find work in Albuquerque since he arrived a few months back. Even though he has been able to get his hands on some food and shelter walking north and south of downtown, every time a service provider tries to connect him with an employment opportunity the required background check disqualifies him for the position. The best employment opportunity Joe has found thus far is the Better Way Van that pays $9 an hour for picking up trash, but as soon as he is done for the day, he is dropped off on the street again without any follow up support to find another job opportunity and/or a motel voucher. When Joe starts looking for other employment opportunities on his own, he finds that very few employment programs in Albuquerque offering immediate income earning opportunities that require little to no working experience or that don't require a background check.

Then, one day while picking up trash again, Joe learns about a self-employment opportunity with a startup street paper operation that does not require a background check and that is launching its pilot project at the upcoming SummerFest events. Easily accessible and accomplishable street vendor training is being offered at Art Street – an open studio that Joe has stopped by a few times just to get out of the heat, off of the street, and into an environment where he feels comfortable. Joe has only ever created art just for the fun of it, but the Director at Art Street encourages him to start writing and drawing with the goal of one day getting his work published in the street paper.

During his training to become a street vendor, he is given street vending paraphernalia, which includes a QR code on his street vending badge for customers to scan to purchase products on their smartphones. During Joe's training, the street vendor trainers also talk to him about your First Amendment rights and that he is not required to obtain a solicitation permit through the City like other street vendors. They also say that because Joe is working under the umbrella of the operation, he does not need to acquire an additional business license.
After completing the training, the street vendor trainers ask Joe if he is already well-acquainted with any local business owners and who will be participating in SummerFest. Before working with the street paper operation, Joe spent most of his time on Central Ave. in the Downtown area developing a few relationships with business owners. The street vendor trainers say that should potentially be his "turf." During the SummerFest event downtown, Joe sticks to his turf and sells products to event attendees – engaging in face to face interaction with customers, developing salesmanship skills, and becoming more familiar with the content of his products. In the process of making his sales, Joe is collecting point of sale data that monitors his own performance as a street vendor while also contributing to the street paper operation's performance measures. Taking selfies with customers helps further establish his presence on his turf while also building the street paper operation's reputation and credibility.

After completing the event, Joe goes back to Art Street where he discusses point of sale data and social media content with street vendor staff. Staff works with Joe to further improve his skills and to explain how his performance enables the operation to apply for future funding sources. At the end of the day, staff offers Joe incentives for recruiting other street vendors, further claiming his turf, and establishing stronger relationships with business owners. Over time, Joe learns how this funding will further support the development of street vendor programs that will help him work his way into the mainstream labor market and find the jobs he was originally looking for. After spending a great deal of time at Art Street working on writing and drawing before and after his shift, Joe starts contributing content to the publication and working with the editorial board to suggest some topic ideas.

Design: Research participants identified the following activities that need to be completed in order to carry out this value creation process: facilitating collaboration between graphic designers and street vendors in identifying the most suitable medium and materiality for the product (via mock-ups); facilitating collaboration between graphic designers and editors in determining the layout design of the product (via mock-ups made with Adobe InDesign); using layout design in order to establish templates for businesses and organizations to "drop" their advertisements into; using Adobe Photoshop to develop infographics, symbology, and other graphic elements of the publication that improve the product's interactivity and usability; facilitating collaboration between graphic designers and local app developers to establish a user interface. These activities would support prospective street vendors in overcoming barriers to employment such as the professionalization of fields that require ample education and expertise.

Saturation: Research participants with expertise in street vending, human-centered design, journalism, the arts, and non-profit development contributed the most knowledge to executing this value creation process. A few examples of their responses include the following:

"The smartphone is the best analogy for you to use to describe the development of your platform. Platforms distract the complexity of it all. To think about the street newspaper and to think abstractly about to what extent can it function as a platform, there is some value there. If this newspaper can abstract the complexities in areas like homelessness and land use planning it can function as a mechanism to get people engaged civically." - Henry Rael

"While newspapers have value for their news, magazines are specialized for speaking to particular interests. Their difference in form speaks to the changing ways we receive information. They don't have more value than the other, but they are both caught up in the same issue of the fact that we are not buying printed content anymore… People are responding to publications for different reasons. People care about this change." - Renia Ehrenfeucht

"The layout of the paper should essentially create a grid for advertisers to drop their ads into. You have to weigh the pros and cons of design capabilities and time required to input the ads.

Does this call for the integration of the ad department and the editorial department? There is a fine line there, but it is all about establishing credibility." - Marianne Dickinson

Literature: Research participants emphasized that street paper design needs to be able to provide the framework for balancing the creation of a quality product and providing the service of self-employment and training for street vendors. This confirms the literature on how design provides the fundamental information to execute a desired process and result (Graham, 2015). Interviews further confirmed the literature that notes design is a high cost value creation process and the need to enhance consumer participation as a means of differentiating products and lowering production costs (Graham, 2015). Furthermore, interviews expanded upon the literature, indicating that street paper product design not only has the potential of making street papers more interactive, but can also create more feedback loops to gauge circulation and reader sentiment that extends beyond the traditional form of a letter-to-the-editor (Organization for Economic Cooperation and Development, 2010). Research participants also confirmed the literature on how human-centered design supports the experience economy by accommodating customers' experiences and transformations in the distribution of street paper products and services (Barton, Koslow, & Beauchamp, 2014). Interviews expanded upon the literature on how Americans are dedicating more income to experiences (Barton, Koslow, & Beauchamp, 2014) by specifying that they are dedicating that income to pedestrian-oriented activities such as spectating street performances and participating in pop-up retail events. More particularly, pedestrians are participating in pop-up retail events like screenprinting that blend the supply and demand side of the value chain (Thallmaier, 2015).

Capacity: While there are ample design firms and individual experts available for services in Albuquerque (many of whom are establishing brands for multiple organizations and neighborhoods like the Bricklight District), these services could account for some of the highest labor costs associated with publishing a street paper product. There are also a high number of freelance designers who are performing this value creation process for small-scale, independent publications, but the high demand for their services limits their availability and commitment to each project.

Limitations: While numerous research participants with expertise in design, advertising, and human-centered design were interviewed, none of these research participants had actual expertise in designing an app's user interface. These research participants identified other organizations within the community who possess the expertise necessary for addressing this gap. An example of a community group that might be interested in providing support in this area would be Code for Albuquerque.

Barriers: Design is one of the most expensive value creation processes involved in a street paper value chain because it involves a variety of professional costs, equipment costs, and time. It is also a value creation process that is highly reliant on other the outcomes of other value creation processes like procurement and highly influential on value creation processes like production and marketing. Specific barriers to completing this value creation process effectively include the following: a) the high costs of purchasing design-oriented software; b) the high costs associated with hiring a part-time or full-time staff member who is responsible for ensuring content is "print ready"; c) challenges associated with training street vendors on how to use this software, d) the extended time required to procure content among journalists and "package" it among editors and designers; e) addressing the informational and entertainment demands of customers; and f) designing content and layouts that are culturally sensitive to customers.

Strategies: Because the value creation process of design is so integrated with production, ensuring that journalists, designers, and editors work closely with one another is essential for the timely completion of these value creation processes. Much of this depends on the street paper operation's decision to produce either a newspaper or a magazine. While magazines require more linkage between designers and producers of content, newspapers require more on the production side of things and less on design. Under these conditions, a few specific low-cost strategies could include: a) establishing different "templates" for producing content, "dropping" advertisements into a pre-determined location, and "packaging" it all in InDesign software; and b) ensuring that procurement of content is streamlined via email, text messaging, and other mediums that are accessible to all participants. A few specific differentiation strategies, on the other hand, could include: a) developing geographically-driven sections of the street paper product instead of traditional sections such as news, sports, and business; b) developing more

interactive content such as maps and diagrams instead of just text in the form of articles and poems; c) incorporating more "white space" (blank space) in the layout of the street paper product that is more inviting for customers to create content/add value to the product (as opposed to the product being completely full of text and more obsolete); d) utilizing both on- and off-line mediums for distributing content and eliciting feedback; e) ensuring that app developers and designers are working closely with one another to develop content and layout as pictured on a smartphone screen (as opposed to a physical product).

Finding Ownership Over Design (Narrative): When Joe first started working with the street paper operation as a street vendor, he sold initiated each transaction by having a customer scan a QR code located on his street vending badge that directed his/her customer to a webpage. This customer would then select a certain amount to donate to Joe before he/she received a digital "copy" of the product on his/her smartphone. That was during the startup phase of the operation when funding did not permit the printing of physical copies of the street paper.

Now, the street paper operation is having Joe work closely with staff members who focus on not only designing the layout of content in digital copies of the street paper, but also focus on exploring the materials involved in printing the publication and how it might feel in street vendors' hands when selling it on the streets. Before going out to his turf everyday, staff members invite Joe to discuss how to make the product more interactive, easier to carry, more engaging for customers. Staff members also discuss how to incorporate a variety of other design elements that distinguish it from other newspapers and magazines. Staff members working with Joe have also established "templates" for local businesses and organizations to "drop" their advertisements into. These templates are also being used to help Joe and other street vendors "drop" their poems and other writing into the final printing of street paper products.

These designers not only work with these local businesses and organizations, but also with the editor in aligning the design with the editorial focus of the publication. These designers are also working with the app developer who originally created the app that scans Joe and other street vendors' QR codes in order to further develop the app in a way that leads to more sales.

Production: Research participants identified the following activities that need to be completed in order to carry out this value creation process: source development, source management, content production, content packaging and curation, editing, and printing. These activities would support prospective street vendors in overcoming the following barriers to employment: inflexible program design; mental illness; hopelessness and lack of purpose.

Saturation: Research participants with expertise in journalism, the arts, and community development contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"Street papers are claiming space and a pathway for reflection. It is important for the street vendors to see the value in this." - Renia Ehrenfeucht

"I have dabbled into it but I have never had any professional training. So I don't really know what is needed, but I feel like there is a lot to learn. I guess the skills that you need most are being able to listen and observe. It is hard to say if these things are learned or are innate. It depends on who you ask. I know my strengths have grown out of being in an environment where I have had the chance and the opportunity to just try things out without risk." - Dan Majewski

"When it comes to source development, a lot of that gets captured in the heads of reporters and needs to be shared. Dan McKay has been covering City Hall for a long time, for instance. It is all about understanding an ecosystem. And if you want to find out how to get more protected bike lanes in your community, there is usually one person who knows how to do this. It is all about finding this subject matter experts. It is sometimes challenging getting ahold of your interviewees, but then we finally do and we chat and have a really good time. Then you consider them your friends. It happens organically. It's more about being able to articulate what you are interested in and want to talk about with others." – Joe Cardillo

Literature: Research participants emphasized that production has been greatly impacted by modern changes in information technologies used to collect, manage, curate, and share content as

well as the pressures of the international 24 hour news cycle (Organization for Economic Cooperation and Development, 2010). Interviews also indicated that these changes have make it more difficult for people who do not have access to these technologies to participate in this value creation process. These responses resonate with the literature on the growing need for "slow journalism" by emphasizing the need for more accessible points-of-entry into the value creation process of production among lower-income populations (Masurier, 2016). Research participants also emphasized that changes in means of production have also had a major impact on news operation's business models, often leading to understaffed newsrooms and overworked journalists, thus, confirming the literature on news in the information age and how it has changed trends in news publishing (Organization for Economic Cooperation and Development, 2010). This confirms the literature on how disruption in the industry is creating the need to explore other opportunities for cultivating a culture of citizen journalism and the process of co-creating content and meaning through more simplified technologies (Graham, 2015). This also confirms the literature on the need to acknowledge the new roles and responsibilities of journalists and to support the rise of the "journalpreneur" (Deifell, 2009).

Limitations: While many research participants with and without expertise in journalism and art discussed the structural barriers, executional barriers, and strategies surrounding content production, only one or two of them discussed the process and role of editing in the value creation process of production. This gap in the research calls for further investigation of how editing should be completed in a street paper value chain. Another area of research that was not fully discussed by research participants was printing. While many research participants referred to printing in their individual interviews, this important element of production warrants further investigation of structural barriers, executional barriers and strategies associated with printing. This will be particularly important considering the high costs associated with the modern shift to digital media.

Capacity: In a day-and-age in which the value creation process of production in the news industry is calling for more community-driven forms of journalism, traditional news operations are struggling to find ways to employ their journalists and find opportunities for them to create different types of value. In this market failure, there lies an opportunity for journalists to serve

as mentors – to be the stewards of journalistic practices. While there are many novice news reporters who are beginning their careers in the field of journalism, local publications are experiencing difficulties funding their work. To compound issues with funding, printing costs are high because the process of procuring ink, paper stock, and printing equipment is not efficient. Research participants identified Santa Fe and Denver as better places for printing publications due to their economies of scale. Research participants did identify opportunities for partnering with local publications like the Alibi and the Albuquerque Journal, however, in order to decrease the cost of printing.

Barriers: This value creation process involves a wide variety of complex activities that all need to be completed in a well-coordinated fashion over a certain period of time designated by the street paper operation. Specific barriers to completing this value creation process effectively include the following: a) finding stability in journalism only makes it more difficult for journalists to take risks and do their best reporting; b) customers' preference for breaking news as well as more sensationalized news; c) costs associated with utilizing video as an alternative medium for reporting news are high; d) more in-depth, investigative reporting requires a longer source development process; and e) source development and identifying subject matter experts might be difficult for novice journalists and those who lack the social networks to establish relationships among the community.

Strategies: Even though print journalism is an industry that is experiencing a great deal of creative destruction, journalistic practices should be further explored for creating skills development opportunities and a ladder of upward mobility for Albuquerque's populations living at the lowest economic ladder. Under these market conditions, a few specific strategies could include the following. These are a variety of low-cost, differentiation, and focus strategies, but some of them could be classified as a combination of strategies: a) utilizing existing production of art, poetry, and other content already being developed by homeless people at venues like Art Street; 2) redefining journalism to give the community at large an opportunity to produce content; 3) finding low-barrier opportunities to include street vendors in content production (even if it is just contributing ideas for stories); 4) utilizing staff reporter expertise not only to bring a product to the market but also to provide the service of mentorship; 5) compensating

street vendors with bus passes, credit at local businesses, and free papers; 6) partnering with local printing operations and experimenting with alternative printing practices to cut down on costs and/or engage customers in the production process; and 7) utilizing source development as an opportunity to reintegrate street vendors back into the community.

Getting Involved with Production (Narrative): After hitting the streets, establishing his turf, and consistently selling each issue of the street paper, Joe now has the opportunity to become more involved in attending content scheduling meetings, attending local writing and art workshops at nearby studios to further develop his skillset, and/or contributing content to be placed in the next street paper product. While contributing poetry, art, and other creative content is the lowest-barrier opportunity to getting more involved in the street paper operation, Joe can take on a role with more responsibility by signing up to be involved in source development and content production. This involves connecting Joe with a local journalist and for him/her to provide mentorship out in the field. Together, the two of them seek potential interviewees and local subject matters experts based upon the stories that been scheduled at meetings. Some of the lowest-barrier opportunities for getting involved in content production include talking to social service providers and updating information on meal times, shelter openings, etc. Higher-barrier opportunities include writing reviews of services and case management based upon direct experiences. When it comes time for Joe to be compensated for his work, he will be offered the choice of collecting monetary compensation or credit at local businesses partnered with the street paper operation. For instance, he might want to take $10 worth of credit at a local laundromat that placed an advertisement in the last issue of the street paper instead of receiving $10 from the street paper operation directly. He also might want to use that credit on bus passes to help him navigate the city and to further market his street paper products.

Distribution: Research participants identified the following activities that need to be completed in order to carry out this value creation process: pricing, transporting printed products to distribution points, street vendor pickups, street vendor sales, rapport building, social networking, and street vendor recruitment. These activities would support prospective street

vendors in overcoming the following barriers to employment: loitering; spanging (street vernacular term for "aggressive panhandling"); and poor relationships with local businesses.

Saturation: Research participants with expertise in journalism, human-centered design, street vending regulation, and law enforcement contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"Skills I would like to develop include a better sense of communication and being more sociable with other people. It would be great to gain knowledge on how to explain what the paper is about and to promote it among the community." – Tyler Hamilton

"If I was running a ma and pa brick and mortar business on Central and somebody was street vending in a similar block, I'm not sure how far my tolerance would go for that. A lot of these folks don't have to pay rent, room and board, insurance - even though they still pay for their business license." - Pat Davis

"To do this well, we have to be sure we are not providing police officers the opportunity to use this paper as a tool to engage in a negative conversation or interaction. If cops start seeing everyone carrying these papers ending up in the medians and panhandling, that is a petty misdemeanor. But that is a reason to stop them and that leads to more arrests or whatever the case. If it becomes the pretextual reasons you talk to someone you see walking around in a neighborhood and there has been some illegal activity lately and so you use that as an opportunity to approach that person that could be bad. They could say I want to check his permit and get his name." – Pat Davis

Literature: Research participants discussed how the distribution of street paper products is the value creation process that has the most opportunity for addressing information asymmetry that is commonly seen in informal micro-economic transactions between buyers and sellers. Even though panhandling does not involve a "buyer" and a "seller," research participants discussed panhandling as an informal micro-economic transaction where one party has more (or better)

information than the other. This confirms the literature on how informal micro-economic transactions that often involve information asymmetry often end up stimulating innovation and micro-entrepreneurial opportunities (Barbaroux, 2014). Research participants emphasized that these entrepreneurial opportunities do not come without a cost, however, and that nearby local merchants will most likely be opposed to an increase in street vending. This confirms the literature on the need to establish street vending programs that include local brick and mortar representation on their local government advisory boards (Dyrness, 2001). Furthermore, research participants advised that local law enforcement be included on these advisory boards for the sake of creating an inter-departmental and inter-sectoral street vending program that contributes to creative placemaking in a way that balances two, often conflicting, needs among local stakeholders: self-actualization and safety (Vazquez, 2012). Beyond the act of distributing street paper products in public spaces, research participants added that the content of these products will greatly influence the way in which street vending is received by the community at large. A few research participants emphasized that one approach to stimulating more engagement and support from pedestrians, in particular, is to design street paper products to be more interactive rather than obsolete. This confirms the literature on customer co-design (Thallmaier, 2015).

Limitations: While many research participants with expertise in journalism and workforce development discussed the economic and social opportunities associated with distributing street paper products on the street, very few of them discussed the complexities of street vendors purchasing their street paper products for an upfront cost and then selling them to customers for a marked up cost. Considering the fact that this study included only qualitative research, more quantitative research needs to be conducted to identify a price point that is mutually beneficial for each street vendor (as a small business owner) and the street paper operation as a whole. Furthermore, research participants did not discuss the linkage between the value creation processes of production and distribution and how this influences pricing and circulation. Although many research participants discussed the need for feedback loops and ways to monitor circulation, further investigation of the relationship between production and distribution will provide more insights on how to optimize resources.

Capacity: Overall, research participants identified this value creation process as being the one that possesses the most untapped potential within the community – both from the supply and demand sides of the value chain. While panhandling, poor public perception of the homeless, and information asymmetry is pervasive among the community and perpetuates the poor investment in supporting our local homeless population, distributing street paper products reminds the community at large that there is an ample amount of pent-up human capital in Albuquerque that needs to be better activated and legitimized. This value creation process also reminds the community at large that there are many opportunities for redeveloping the way that goods and services are distributed throughout the community and the urban built environment. One of the major barriers to completing this value creation process, however, is the pervasiveness of mental and behavioral health issues experienced by Albuquerque's most economically vulnerable population.

Barriers: While this value creation process creates some of the most valuable opportunities for street vendors, it also involves some of the most significant barriers for street vendors if adequate training and skills development is not provided. This value creation process also involves the highest quality labor from its street vendors. Although this value creation process differentiates the street paper operation from more traditional news production operations, it is also one of the most costly value creation processes in that it is not being distributed online. Specific barriers to completing this value creation process effectively include the following: a) added expenses associated with supporting street vendors instead of distributing the publication through less costly avenues like dispensers and/or online sales; b) pushback from brick and mortar merchants & poor relationships with local businesses; c) law enforcement misinterpretation and/or lack of understanding about street vendors leveraging their First Amendment Rights; and d) lack of adequate feedback loops to gauge circulation and response from readers.

Strategies: The journalism industry is obviously drastically changing due to the rise of modern information technologies that are expediting the speed by which information goods are distributed. Although this makes it more difficult for street paper operations to compete with other news production operations that are no longer paying for high printing costs, it also compels them to be more innovative in the way that they distribute their street paper products.

Under these market conditions, a few specific low-cost strategies could include the following: a) decentralizing points of distribution at social service providers and/or third places (in order to cut down on transportation costs); b) offering bus passes and/or leveraging existing shuttle buses to support street vendors traveling to their turf; c) using geospatial information system software and street vending local knowledge identify "hot spots" for improving sales; and d) selling street paper products through a digital online platform (for example, through a QR code integrated with a point of sale system) would cut down on printing costs; e) Under these market conditions, a few specific differentiation strategies could include the following: a) leveraging street vendors' First Amendment rights to bridge the socio-economic gap and improve public perception towards low-income and homeless people; b) being proactive in developing relationships with local brick and mortar business owners; c) approaching these same business owners about placing advertisements in street paper products; d) use street vendor sales as an opportunity to contribute to placemaking; and e) integrate questionnaires into the publication in order to elicit content and other feedback from the readers.

Hitting the Pavement (Narrative): Depending on where Joe's turf is located, he begins picking up street paper products at various locations around the city. These locations include service providers where Joe is already receiving services, small businesses that are also distributing street paper products via dispensers, and the street paper operation's main headquarters. In order to acquire copies of the street paper, Joe has to present his street vendor badge at each location. He will also need to have a certain amount of money to invest in more street paper products and sell them back out for a marked up cost.

After picking up his street papers, Joe might be able to walk out to his turf, but he can also use a bus pass that he acquired from the street paper operation's main headquarters. Once he gets out to his turf, Joe says hello to business owners and customers coming in and out of nearby small businesses – further developing relationships that help support future sales. He also develops these relationships with the goal of getting local business owners to start placing advertisements in future street paper products. Every once in a while, neighborhood police officers and security guards on foot and on bike approach Joe at his turf. Joe shows them his badge and explains to them that he is a street vendor leveraging his First Amendment rights to

sell street paper products in the public right-of-way. Meanwhile, he sees other people on the street who are either "flying a sign" (exercising their First Amendment rights to solicit donations with writing on a sign and who police officers cannot prosecute) and others who are walking directly up to pedestrians with an open hand (who police officers are prosecuting).

Meanwhile, pedestrians, bicyclists, and motorists are approaching him at his turf, buying a copy of a street paper product, and/or scanning the QR code on his badge (if they don't have cash). Face to face interaction lies at the heart of these street side moments and, in some instances, Joe even performs a short poem after selling a street paper product. He receives extra tips for his performance and even takes a few photos with customers. Customers post these photos on social media and use a variety of hashtags, geocoding, and other features that promote Joe's services and location. Joe also uses distribution as an opportunity to poll customers on their opinions about local issues. This involves walking customers through a short survey that is located in the street paper products. If customers do not want to take the poll with Joe, he also lets them know that they can take the poll online on the street paper operation's website.

After each long day out on his turf, Joe can either hold onto his left-over street paper products or he can take them back to his nearest distribution point. He also uses his time traveling to and from his turf to share street paper products with other people in need and/or to recruit them to become street vendors. Joe accumulates more credit with the street paper and/or receive more street paper products for free every time he recruits a new street vendor.

Marketing: Research participants identified the following activities that need to be completed in order to carry out this value creation process: selling advertisement space to local businesses and organizations, the placement of those advertisements in street paper products, and the street vendor's ability to market those products in the public right-of-way. These activities would support prospective street vendors in overcoming the following barriers to employment: inability to market oneself and the inability to keep up appearances.

Saturation: Research participants with expertise in non-profit development and advertising contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"The purpose of marketing is in my view one of two things. The light side of marketing is telling someone a story about what your product is and what it does and if it is an object of value or an object of function. The dark side of marketing is about telling a story that makes people crave something, crave your product - that creates an emotional connection between your audience and the product you are trying to shell." - Adam Rubenstein. "

"I don't know what would be the best way to promote programs. I think from a non-profit perspective, that is hard for me to answer. I don't know if nonprofits would be interested in purchasing ads. I don't know if folks would purchase the ads just to support the project. They might have to feel like that if they're spending money on it like they might have to see some real benefit. But if they felt this was raising the profile of the work that they're doing in the community or helping folks better understand their history, now that might be worth an investment. But I think, it's hard to answer that question without knowing exactly what it would look like." – Lisa Huval

"The street paper needs to be something that would do honest reviews of service providers and provides accountability. It should also include discussions on where money is coming from. Neighborhood associations, in particular, want to know more about how decisions are made and how funding is done. When you talk to providers, they say some people are being held accountable and some not."- Marit Tully

Literature: Research participants emphasized that in today's day and age marketing strategies need to move away from being transactional to being more relationship-building. This confirms the literature on how community journalism is generating more technological and social connectivity between producers and consumers (Graham, 2015). Interviews also indicated that marketing is becoming less of a professionalized service and more of a crowdsourced opportunity. This confirms the literature on "emotional philanthropy" as stimulated by

placemaking (Warren, 2014). Research participants added, however, that marketing and placemaking need to be culturally sensitive in order to address the wishes of the City and County's diverse community. This expands upon the literature on the "digital divide" that usually refers specifically to access to information technology infrastructure – research participants emphasized that those who are unable to access and master information technologies find themselves social excluded and economically disadvantaged (Craig, 2015).

Limitations: While multiple research participants involved in the project were experts in journalism and marketing, no researchers had any direct experience in the advertisement industry (beyond coordinating media trades with smaller scale, grassroots publications). More specifically, no research participants working in the fields of social service provisioning, workforce development, and affordable housing development had any expertise related to advertising.

Capacity: Considering the fact that there were a high number of research participants who were willing to use social media to market the street paper operation, an important strategy for completing this value creation process would be leveraging existing social networks among value chain coordinators and the community at large. Research participants who discussed this value creation process emphasized how, particularly in the non-profit sector, marketing is one of the first line items cut from an organization's budget and/or is categorized under outreach.

Barriers: While information technologies make it easier for customers to participate in the process of marketing products and services and significantly decrease costs, there are still a number of structural and executional barriers to completing this value creation process. Specific barriers to completing this value creation process effectively include the following: a) for-profit businesses are overwhelmed with advertising and do not know the best way to allocate their resources towards promoting the products and services; b) non-profits lack the funding to advertise their services; c) the street paper operation needs to be sure that it is culturally sensitive to the way in which it markets its products and services; d) non-profits need reviews of their services that simultaneously raise their profile while also holding them accountable to nearby businesses and residents; and e) street vendor's lack of access to information technologies.

Strategies: Marketing has experienced major changes in both the print and digital media industries due to the prevalence of social media and other information technologies that significantly decrease the cost of advertising. Street paper but they may be able to promote local businesses and organizations in a way differentiates all of their digital competitors. Under these market conditions, specific low-cost strategies include the following: a) outsource marketing to the community at large through the co-creation of content between consumers and street vendors on social media; b) engaging in reciprocal marketing and cross-promoting across various social media platforms; c) engaging in media trades with local businesses, news production companies, and other local organizations (while also developing longer-term relationships with them); and d) employing marketing strategies that compels street vendors and freelancers to promote street paper products (rather than paying for it as a professional service). Under these market conditions, differentiation strategies include the following: a) teaching street vendors how to initiate co-production of content with customers via social media; b) providing the non-profit sector with public relations and communications services (similar to Media Desk); c) activating existing markets in the creative economy and the arts industry by highlighting local artists' processes in articles that appear in street paper products; d) creating a street paper "shop" that includes a variety other merchandise such as t-shirts and hats; and e) developing "good cop stories" that restores relationships between street vendors and law enforcement and also restores confidence and trust among the community at large.

Bringing Street Paper Products and Services to the Market (Narrative): Before picking up his street paper products to go out and sell for the day, Joe grabs a locally screen-printed t-shirt that has a featured piece of art to wear while out on his turf. The piece of art is either produced by a street vendor or a local artist who contributed work to the street paper operation (and either received some form of compensation or credit for their contribution). This t-shirt includes a printed QR code with a link leading to the street paper operation's webpage and/or the featured artist's webpage.

While out on his turf, rather than simply reciting his typical "rap" to sell his street paper product of the day, Joe works with some of the street paper operation's staff to identify a poem

or a song to sing, recite, and perform. While he is out activating his turf and creating a sense of place among surrounding brick and mortar establishments, Joe is also establishing longer-term relationships with their business owners. Over the last few weeks, Joe has established a strong relationship with the owner of Deep Space Coffee, in particular, who is not only purchasing a small amount of advertising space in the street paper (and coordinating media trades) to promote his business, but who has also started providing Joe with some history of the building for him to share with customers walking by. This background information has helped Joe establish more intimate interactions with his prospective customers. The business owner has also provided Joe with free coffee that further promotes his business when Joe is drinking it outside his storefront.

In the vary act of selling his street paper products, Joe is also directly showcasing the skillsets he has been developing from workforce development specialists from organizations like St. Martins Hospitality Center and Tenderlove Community Center who have partnered with the street paper operation. At the same time that he is showcasing his new skillsets, Joe is also pointing out articles and reviews to customers who want to learn more about the history, funding, and development of programs established by these local workforce development organizations and social service providers.

In the process of completing his sales, Joe might not have a smartphone but by requesting to take a selfie with his customer's smartphone, the two of them are able to co-produce content that can be geolocated and hash-tagged in a way that further promotes his turf and street paper products. An example of a post might include the cross-streets at which Joe sold a street paper product along with a hashtag of his "street tip of the day." After co-producing content with customers, Joe can point them in the direction of various social service providers, art studios, and other places where canned food and/or art supplies can be dropped off.

Service: While research participants working in the for-profit and non-profit sectors define service as the activities required to maintain a product and/or service's performance after being brought to the market, research participants working in the public sector define service as the

activities required to build trust and confidence among constituents. Research participants identified the following activities in private sector value chains that need to be completed to carry out this value creation process: training, after-sales services, and advocacy. Research participants identified the following activities in public sector value chains that need to be completed to carry out this value creation process: outreach, collecting commendations and complaints, investigating data on a case, and holding public hearings. These activities would support prospective street vendors in overcoming the following barriers to employment: inability to market oneself; inability to advocate for systemic legislative change.

Saturation: Research participants with expertise in constituent services, social service provisioning, community service operations, and advocacy contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"While non-profits provide direct service to the local community, they often don't have the luxury of doing advocacy work – many times because it is overly political." – Javier Benavidez

"Our Block by Block Ambassadors provide a community service that is both front of the public eye and also at the back of it. At the same time, we are the eyes and ears of APD – we let them know if we see anything " - Diandra Cole

"I think we would have a lot more clout when we advocate if we could involve people who directly benefit from the kind of services we're advocating for. I also think it's hard to establish a direct contact between the coalition and the people we are serving. Some of our members are service providers, and they managed services that are directly provided to some of the populations we're talking about. But, we're sort of a step removed from that. And so we have to rely on our membership to help make that connection, and it's difficult." – Kate Hildebrand

Literature: Research participants discussed how street paper operations might fit the definition of both private and public sector value chains. This confirms the literature on profit as the primary focus in private sector value chains and how people, service, and trust are the primary focus in

public sector value chains (Rapceviciene, 2014). In particular, research participants discussed how street paper products could simultaneously create an income-earning opportunity for its street vendors while also providing education on local civic engagement issues for its readers. This expands upon the literature on the growing need for journalism as an industry to provide the service of addressing the information needs of local communities (Fancher, 2011). Research participants also discussed the opportunities for street vendors to provide their communities with other services such as hospitality, environmental maintenance, and "eyes on the street." This confirms the literature on "urban entrepreneurship" who are challenging the definitions of formal market structures and traditional job descriptions and forcing people to reframe their thinking around the interactions between place, individuals, and institutions (Cohen and Munoz, 2016).

Limitations: While there is definitely overlap in service-oriented activities between these different sectors, this is the value creation process where value chain analyses can possibly conflate comments made by research participants due to their different use of the word "service."

Capacity: While many street paper product customers might not expect the best service to be provided by street vendors based upon appearances and stigmas, street vendors who establish their "turf," establish relationships with surrounding businesses, and learn their own "rap" will be more likely to be seen as offering a great service to customers, their street, and the city at large: placemaking. Furthermore, street vendors who have built rapport with the community at large might be able to develop the political clout to provide their fellow citizens with a far more impactful service: engaging in legislative advocacy by testifying in front of City Council on behalf of legislation that directly impacts their fellow low-income and homeless community.

Barriers: While there is definitely overlap in service-oriented activities between these different sectors, this is the value creation process where value chain analyses can possibly conflate comments made by research participants due to their different use of the word "service." Specific barriers to completing this value creation process effectively include the following: a) lack of a commonly used language by value chain coordinators acting in both public and private value chains; b) difficulty in coordinating social service provisioning (the City and County Continuum of Care) in a way that ensures client compliance with program requirements; c) lack

of visibility and awareness of the value of services provided by people working in the streets; d) difficulty in employing feedback loops that elicit commendations and complaints while also restoring trust; and e) difficulty of coordinating advocacy efforts among street vendors, social service provider representatives, and other advocates.

Strategies: Marketing has changed in both the print and digital media industries due to the prevalence of social media and other information technologies that significantly decrease the cost of advertising. Street paper but they may be able to promote local businesses and organizations in a way differentiates all of their digital competitors. Under these market conditions, specific low-cost strategies include the following: a) identifying other street-oriented services that could also be provided by street vendors (such as offering hospitality to tourists and coordinating neighborhood cleanups with active neighborhood association representatives); b) legitimizing existing (often invisible) services provided by the low-income and homeless individuals; and c) utilizing existing political capital and credibility acquired by more established organizations to better coordinate advocacy efforts. Under these market conditions, specific differentiation strategies include the following: a) clearly identifying street vendors to ensure their services are well-understood among the public and to notify law enforcement of their association with a credible non-profit organization; b) integrating the Civilian Police Oversight Agency Commendation and Complaint form into street paper products to make it more accessible to low-income and homeless people who lack access to the online form; c) establishing mechanisms for third party submissions of Commendation and Complaints forms to receive feedback from the community and restore trust; and d) integrating the civic engagement and land use development questionnaires into street paper projects to provide a unique service to the City.

Providing Service to Individual Customers and the Community-At-Large (Narrative): While selling street paper products on the street corner, Joe not only completes the deal but also provides customer service for each customer. For instance, if the customer wanted to learn more about how the street paper operation works, Joe could direct the customer to the section of the paper where operations are discussed or he could direct the customer to the street paper operation's website.

Beyond providing service to individual customers, Joe also provides a service to the community-at-large by announcing an upcoming City Council meeting in which he and his fellow street vendors will be advocating on behalf of a piece of legislation that could create a stronger street vendor program for Albuquerque. Joe's advocacy for the street paper program involves delivering anecdotal evidence in his testimony explaining how street vending activates the streets and how his work provides him with a sense of dignity. In coordinating his testimony with other street vendors' testimony, the group advocates for incentives for other types of street vending and the establishment of more street vending districts throughout the City that are like the Old Town Portal Market.

To support street vendors and other citizens wishing to participate in the advocacy effort, street paper products include a template for developing a two minute testimony to City Council. All customers and street vendors who wish to participate in the advocacy effort will have the opportunity to learn from local organizations like Crossroads for Women and Southwest Organizing Project who have already established good rapport and credibility with the City Council. While using the templates to coordinate testimony across organizations, users of the tool will also be taking a look at the City Planning Department's questionnaire, developed by their Citizen's Academy.

After using the testimony template to coordinate their advocacy efforts, street vendors take left over copies of street papers out to their turf and surrounding areas to share with other homeless people who have not yet joined the street paper operation. Joe also directs new recruits to a page in the paper that includes the Civilian Police Oversight Agency's commendation and complaint form. Joe guides them in the process of filling out the form and ensure their trust in the process of providing community input.

Procurement: Research participants identified the following activities that need to be completed in order to carry out this value creation process: the identification, sourcing, access, and management of external information; the collection of food, supplies, and other goods to support street vendors; and the procurement of proper documentation needed to link street vendors to other services. These activities would support prospective street vendors in overcoming the

following barriers to employment, advancing them into the mainstream labor market, and connecting them with housing opportunities: poor access to transportation; difficulties with documentation; inability to procure pay stubs, letters of support, and other documentation required to obtain a Section 8 Housing Voucher or other form of housing.

Saturation: Research participants with expertise in journalism, workforce development, and civic engagement contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"If the street paper operation is truly to be successful and authentic, the homeless would have to be genuinely involved. It couldn't just be them doing the delivery – there needs to be an opportunity for them to be engaged at every level. It can't be the kind of thing where people sort of contribute, but really others do the whole job – makes it less valuable than when they are genuinely engaged." – Marit Tully

"The biggest challenge we face is being sure everyone has the proper paperwork they need to obtain employment. We have a lot of people who lose their IDs, drivers' licenses, social security cards, etc." – Jeff Garrett

"People are conduits of ideas and values. Being a good writer is being a good listener. What makes you a medium is being able to catch and receive energy and then being judicious, intentional, and strategic in how you employ it back out into the community. There is a reason we have two ears, two eyes, and only one mouth: so you can listen twice as much as you speak." - Hakim Bellamy

Literature: Research participants identified a wide range of long-term benefits that come with establishing streamlined procurement methods in a street paper value chain. This confirms the literature on supply chain management and some of the seven core benefits identified (CIPS, 2013). Benefits that research participants discussed the most include the following: reduced risk, greater added value, increased efficiency, and innovation. Multiple research participants identified that the most unique aspect of this value creation process is the low-barrier, low-risk

contract that is established between street vendors and street paper management. This confirms the workforce development that self-employment, as a form of customized employment, is becoming more and more common in the US (Office of Disability Employment Policy, 2017). This also confirms the value chain analysis literature that the roles and responsibilities of the value chain coordinator are always evolving (Kelly, 2014). Research participants discussed how important it would become for street vendors to serve as conduits of information – to accrue institutional knowledge over the course of their tenure as well as developing the institutional memory to pass on to future street vendors. This further confirms the literature on value chain coordinators, stating that these individuals play five different roles: 1) holder of values; 2) connector; 3) researcher and big picture holder; 4) leader/innovate; and 5) communicator (Kelly, 2014). This focus on individuals being conduits of information differs from the literature on Albuquerque homelessness and social service provisioning that places this responsibility on institutions (Robertson, 1991). According to this literature, "professional" providers are able to take advantage of the local homeless situation because they are viewed as experts and authorities on homelessness, and because they amass data, which leverages funding for their programs. This, in turn, stands against the self-sufficiency and self-determination of "non-professional" street vendors wanting to acquire their own information and resources to share within their own networks and a more non-institutionalized street paper operation.

Limitations: While many research participants discussed transaction costs associated with distributing street paper products and services, transportation costs were not thoroughly addressed by research participants in this study. This procurement issue warrants future investigation of transportation costs associated with procuring materials like paper and ink for printing street paper products as well as transportation costs associated with moving printed street paper products out to each street vendor's turf to be sold. For instance, even though street vendors might have the option of picking up street paper products from different locations throughout the City, the costs associated with getting each street vendor to a pick-up location has not been thoroughly addressed by research participants.

Capacity: One of the biggest challenges faced by the non-profit and public sectors is the intentional allocation of resources. Much of this has to do with challenges imposed upon

vulnerable populations who lack the proper documentation in order to help them receive those resources and services. This is compounded by the fact that client information is not often shared among agencies and organizations who utilize different funding sources to operate their programs. This is where centralized data collection tools like the Homeless Management Information System (HMIS), street outreach tools like the Vulnerability Index (VI), and intake mechanisms like the Service Prioritization Decision Assistance Tool (SPDAT) were all created to help the local Continuum of Care allocate its resources and services with as much intention as possible. There are philosophical differences of opinion across providers on what constitutes the most intentional allocation of resources, however.

Barriers: Procurement in street paper products value chains is one of the most complex value creation processes in that it involves the acquisition of a wide variety of external resources in the process of producing an information good. The timeframe in which this value creation process is completed has become increasingly more compressed with the rise of information technologies (and also less accessible to low-income populations). Specific barriers to completing this value creation process effectively include the following: a) utilizing limited street vendor know-how and labor to identify potential interviewees, solicit information from those interviewees, and write journalistic content for street paper products; b) connecting street vendors with information technologies and software needed to collect and manage journalistic information; c) effectively and equitably allocating services and resources to street vendors based upon each individual's specific needs (by using the Homeless Management Information System and Vulnerability Index Service Prioritization Decision Assistance Tool); and d) efficiently procuring ID's, social security cards, and other documentation needed to obtain employment, services, and/or housing.

Strategies: While traditional newspaper value chains identify transaction costs as a barrier to achieving cost-leadership in the journalism market, research participants emphasized that street paper value chains see them as opportunities to implementing a differentiation strategy. Under these market conditions, specific low-cost strategies include the following: a) identifying a drop-off space and establishing a mechanism for procuring artistic and writing materials to support street vendors in the production of content for street paper products; b) establishing a locker system for street vendors to store their street paper products, documentation, and other goods

while they are out street vending; c) connecting street vendors with case managers and/or peer specialists to help them with their documentation; d) establishing a writer's exchange with other street papers in other parts of the country; e) identifying value chain coordinators among street vendors and the community who are able to procure local information; f) elongating street paper products' life styles by designing them in a way that can be easily repurposed, recycled, and upcycled; and g) using street paper products as directory for helping street vendors navigate the City and County's Continuum of Care as well as a tool for collecting contact information from potential sources for future stories.

Procurement of Documentation, Goods, and Services (Narrative): Having the right documentation has always been one of Joe's biggest barriers in applying for services, employment, and/or housing. The human resource manager at the street paper operation utilizes the HMIS and VI-SPDAT to assess his vulnerability and to document his information in a centralized database that is shared by other social service providers' part of the City and County's Continuum of Care. The management of this documentation will be further supported by case managers and peer specialists supplied by outside social service providers who have partnered with the street paper operation. Joe is also provided with a small locker for him to store his street paper products, homeless documentation, and other goods while he is out working his turf.

Before heading out to his turf, Joe is encouraged to use his own copy of the street paper as a tool for helping him identify other social service providers and employment centers to receive services and resources. He is also encouraged to use his street paper as a tool for collecting and managing contact information from potential sources for future stories.

While Joe and other street vendors are out at your turf, goods are being collected at drop off centers like Art Street where they can go to create art work at any time before or after their shifts. Many of these materials are repurposeable, recyclable, and/or upcyclable and could be used to develop unique future street paper products that have a longer life cycle than traditional printed publications.

Human Resource Management: Research participants identified the following activities that need to be completed in order to carry out this value creation process: employee recruitment; employee compensation and benefits design; skills development and workforce training; conflict resolution; performance monitoring; organizational change; and strategic planning. These activities would support prospective street vendors in overcoming barriers to: the shift from a labor-based economy to a knowledge-based economy; ineligibility and program requirements; lack of human contact; lack of understanding of one's livelihood; mental illness; hopelessness and lack of purpose; inability to stay in compliance; inability to find a champion or sufficient case management.

Saturation: Research participants with expertise in workforce development, community service operations, social service provisioning, and independent contracting contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"Even though it might stabilize people, housing doesn't necessarily give people purpose. Idle hands are the devil's playground. People just can't sit around in an apartment all day." – Jeff Garrett

"If you are the first contact at the front desk, it is your responsibility to find the information behind you. That is the challenge with a lot of people – they only want to know what is in front of them. They aren't serious enough about the other information they need to pass on. They just punch in and punch out." – Kathryn Arndt

"Employees are both assets and liabilities. Job descriptions need to be expanded. People are more than just widgets." – Kate Hildebrand

Literature: Research participants identified a wide variety of barriers to upward mobility for low-income and homeless individuals, but most of them applied to employment, in particular. The complex series of barriers identified by research participants expand upon the literature on the need for more transitional jobs to serve the hard-to-employ (National Transitional Jobs

Network, 2012). While research participants emphasized the need for the street paper operation to establish human resource management programs that are flexible and forgiving, social enterprises often struggle to balance their social and economic objectives (Teasdale, 2009). To exacerbate this issue, research participants asserted that a lack of resources and a lack of experienced case management has debilitated the local healthcare system and left it unable to keep up with demand. When operating under these market conditions and market realities, the literature confirms that at some point in its life span, the street paper operation might have to make the decision of placing more importance on serving its street vendors or creating quality street paper products (Teasdale, 2009). Research participants also acknowledged that even though street vending might be an effective strategy for creating income-earning opportunities for low-income and homeless individuals, it might not be the most comprehensive approach to addressing their complex series of needs. This confirms the literature on social entrepreneurship, positing that even though it has been successful in providing workforce development opportunities for the homeless, it has been unable to generate sufficient surplus to meet this population's broader, more complex social needs (Teasdale, 2009). In the literature on homelessness, Teasdale (2009) asserts that there are a wide range of both rudimentary and complex needs that need to be addressed before homeless people can be successfully reintegrated back into the community: housing needs, support needs, daily living needs, financial needs, and social needs.

Limitations: While a few research participants possessed formal experience in case management and social service provisioning, others only possessed informal experience in volunteering in street outreach. This warrants further interviews with peer specialists, case managers, and a variety of other experts working in the City and County's Continuum of Care who possess longer-term institutional memory.

Capacity: The residents of the City and County have historically been very generous in the amount of volunteer labor they offer to different community-driven initiatives. A great deal of volunteer labor is already being contributed to local agencies, organizations, and efforts aimed specifically at addressing unemployment and homelessness. But as much volunteer labor that is being contributed by the community, much of the community still possesses a poor public

perception, lack of awareness, and lack of desire in supporting the City and County's low-income and homeless community. In this respect, the street paper operation can only strive to change the community's public perception of low-income and homeless people, eventually drawing more volunteer labor from them over the long term.

Barriers: Considering the fact that street paper operations are attempting to self-employ a population that would have high-risk behavioral and/or mental health issues, human resource management should strive to customize its programs to fit the needs of each street vendor on a case-by-case basis. Specific barriers to completing this value creation process effectively include the following: a) street vendors' current or past trauma, mental illness, and/or substance abuse; b) street vendors' poor access to transportation to get to work and other appointments; c) street vendors previous struggles and lack of trust in more institutionalized approaches to obtain services and resources; d) poor public perception of panhandlers overshadowing the public perception of self-employed street vendors who are occupying the same public spaces; e) limited demand for street vending with the City and County's low amount walkability, bikeability, and density; f) lack of support for emerging professionals who are overworked in their fields of workforce development and case management; g) lack of institutional knowledge about the City and County's Continuum of Care among these emerging professionals; h) lack of institutional knowledge and memory among street vendors and staff who were not involved in the research and development of the street paper operation; i) high costs associated with paying for insurance to cover potential street vendor liabilities; j) complexities in compensating street vendors for their work; k) financial vulnerability experienced by street vendors who do not have access to banking; l) major communicative and emotional disconnect between employees and employers in the mainstream labor market; m) lack of financial support and benefits for independent contractors; n) lack of clear expectations and responsibilities as outlined in contracts between self-employees and employers; o) keeping street vendors in compliance with financial education and asset-building programs; p) finding community advocates to produce letters of support for street vendors advancing into the mainstream labor market; and q) coordinating referrals between the street paper operation, social service providers, workforce development centers, and housing agencies.

Strategies: Considering the fact that there is already so much human capital that can be found within the community, both at the individual and organizational levels, the costs associated with providing human resource management and mentorship could potentially be fairly low for the street paper operation. Under these market conditions, specific low-cost strategies include the following: a) design street vendor and freelancer contracts to be as flexible as possible in accommodating their needs and supporting them with incremental upward socio-economic mobility to the mainstream labor market; b) develop a curriculum that cultivates institutional knowledge among employees and self-employees and that also emphasizes the passing on of institutional memory among different cohorts of the operation; c) utilize street vendor salesmanship as a personal and professional development opportunity; d) identify other street-oriented services (such as street sweeping and/or "checking-in" with local businesses) that could be performed by street vendors that continues to instill a sense of belonging and stewardship in them; e) recognize street vendors for their accomplishments and utilize events and fundraisers to facilitate team building; f) complement street vending with financial education that supports their purchasing of street paper products and reselling them back out into the marketplace; g) connect street vendors with an emergency savings account, individual development account, or other financial support by partnering with other local organizations that are providing asset-building opportunities; h) establish clear and simples rules for street vendors to follow abide by both on and off their turf while wearing their street vendor badges; and i) dep-professionalize social services and activate untapped human capital and compassion through the use of civic engagement platforms like CivNet.

Human Resource Management and Street Vendor Program Design for Success (Narrative): When Joe first signed up to become a street vendor and received street vending training, he automatically applied to receive 10 free copies of street paper products. Any time he recruits someone else to become a street vendor and they successfully go through the training, Joe qualifies for 10 free copies of street paper products again. Joe and other street vendors can also be referred from other social service providers, workforce development agencies, case managers, peer specialists, community volunteers, etc. through the writing of a letter of support.

Joe did not need an ID in order to apply and there was no background check. All he was required to sign upon completing his training was a simple Code of Conduct statement. While the HMIS and VI-SPDAT have been the primary assessment tools used by different entities that make up the City and County's Continuum of Care, the street paper operation hopes to identify other information infrastructure to supplement these assessment tools.
Because Joe is clearly marked with his street vendor t-shirt and badge, pedestrians, bicyclists, motorists, and police officers all receive him differently from other panhandlers and people walking the along the sidewalk. Joe's consistent presence at his turf not only establishes long-term confidence and support from surrounding businesses, residents, and people passing by, but also secures him a dependable source of income that he can start saving.

To support him in saving money to find another job or start up his own small business, the street paper operation has partnered with Heading Home and Prosperity Works to connect him with asset-building opportunities. This includes the opportunity to acquire an emergency savings account or an individual development account that not only provides him a safe place to store his money, but also a match for saving a certain amount over a certain period of time.

After proving to be a model for other street vendors who have only recently been recruited, the street paper operation asks Joe to participate in their advocacy program. In this program, he is trained how to combine empirical data with anecdotal experience in order to develop public testimony to testify on behalf of local legislation that might have a significant impact on the workforce development opportunities accessible to his fellow low-income and homeless community.

As Joe acquires more and more institutional knowledge and memory participating in the advocacy program, he is asked to join the street paper operation's staff team if he does not decide to find another opportunity in the mainstream labor market in a different industry. This in-house staff position includes a wide variety of responsibilities that Joe has been developing skills to complete over an extended period of time. Joe is fully-employed with this staff position and also receives a salary and benefits.

Technology Development: Research participants identified the following activities that need to be completed in order to carry out this value creation process: design, construction, maintenance, and innovation surrounding all the hardware, software, and technical knowledge brought to bear in the street paper operation's transformation of inputs into outputs. These activities would support prospective street vendors in overcoming the following barriers to employment: limited access to job postings; lack of updated information on employment.

Saturation: Research participants with expertise in social media strategy, data collection and analysis, and journalism contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"Most homeless people only have cell phones these days. Typically it is just a flip phone – no data plan. But there is lot of text based services out there like ABQ Ride. Each station is numbered and you can text that number and you can find out what time they are coming. There is a lot that can still be done with that. Not everyone has a smartphone, but almost everyone has text. Most people have smartphones – many homeless have smartphones - they have gotten so incredibly cheap. It proves that access to information is almost like a basic need – that it is a prerequisite to anything. I don't know if you have seen a hierarchy of needs someone threw a Wi-Fi on the bottom of it." - Dan Majewski

"Innovate ABQ needs to go beyond tech incubators who are becoming tech wealthy. We need to work on creating wealth that narrows wealth disparity. How do we make things more street oriented – how do we initiate real innovation that captures all of the connectivity that already exists in the community?" – David Vogel

"I love the example of taking a photo with a homeless person and the co-creation of content. On a different, but similar note, I just took a picture of the sign and shared that sign with a hashtag – gave a shoutout to the person who put it out. So far it has reached 200 people and been shared 20 times and it has only been up for an hour. But I am telling a story and it is fitting within the

context of an organization that I happen to work for. It's all about giving the right people access to the right channels, while keeping the story consistent and iterative." – Dan Majewski

Literature: Although street paper operations selling physical products do not have the same luxury of easily assessing their product circulation and reader sentiment with cash, research participants explored ways in which street paper operations could integrate QR codes with point of sale systems to develop the same data-informed processes for their operations. Although this has only been done by a few street paper operations such as Real Change News in Seattle, the literature on editorial analytics emphasizes that digital publishing startups that employ this sort of evidence-based approach to their work are much more competitive (Cherubini and Nielsen, 2016). While being able to employ editorial analytics would certainly keep the street paper operation competitive in the local news production market, research participants emphasized that technology development is not just about developing new technologies, but also teaching its employees and self-employees how to fully utilize those technologies. This confirms the literature on bridging the digital divide that identifies four reasons for digital exclusion in today's day and age: access, motivation, skills, and trust (Craig, 2015).

Limitations: While a great number of social media strategists and other tech-tavvy journalists were included this study, only one research participant is actually competing in the civic-tech industry and has the computer programming knowledge to develop information technologies. This warrants future interviews with other computer programming experts. In particular, app developers should be further investigated.

Capacity: While the current local administration has continually increased investment in technology, entrepreneurship, and innovation, it is difficult to determine how much of this investment will continue to be provided under the next local administration. When considering the current state of the industry, however, even though there are many emerging computer science experts who are seeking entry level work in the app industry, there are also many existing professionals who are in high demand and who would be costly to employ. Depending on the strategy, finding an expert who is willing to donate services to the development of an app

might be difficult. This task might, on the other hand, be a great resume-building opportunity for an emerging professional, depending on how technically complicated the app is to develop.

Barriers: At a time in which information technologies have almost eliminated the need for more basic technologies such as print newspapers and magazines, the street vendors and the street paper operation alike might struggle to keep up with the 24 hours news cycle, but it will also be competing in a different type of market that specializes in providing an outlet for creative expression and longer-term advocacy efforts. Specific barriers to completing this value creation process effectively include the following: a) high demand for computer science experts who are emerging in an rapidly evolving industry that is aimed at increasing profits rather than contributing to a social cause; b) street vendors' lack of access to technology and lack of technological literacy to coordinate data collection and data management in executing journalistic practices; and c) lack of information infrastructure needed to effectively collect data about street vendor performance.

Strategies: Beyond the development of technologies to support the optimization of the street paper operation's ability to convert inputs into outputs, multiple research participants emphasized that the street paper operation had the opportunity to provide literacy and training related to the proper utilization of information technologies. Under these market conditions, specific low-cost strategies include the following: a) finding a developer to donate professional services and add to his/her portfolio for contributing to projects with a social mission; b) identifying information technologies, platforms, and specific features that can procure free services for street vendors, maximize content production among street vendors, their customers, and editorial staff, and optimize overall project management among all street paper operation contributors; c) coordinating content scheduling, reciprocal marketing, and monitoring among editorial staff and social media strategists; and d) utilizing information technologies to collect materials from the community at large to support street vendor content production.

Bridging the Digital Divide (Narrative): Local app developers who are looking to expand their portfolio have been working with the street paper operation to develop technologies that not only make it easier for Joe to sell products, but also making it easier for him to acquire basic

services. For instance, even though Joe can't afford a smartphone, he is able to use his Obamaphone to send text messages to acquire basic City services and also perform a variety of functions with the street paper operation. These services and functions include everything from submitting a poem to setting up a meeting with an interviewee to finding a bus up to your turf.

When it comes to performing functions that require the Internet, Joe finds support from his customers. For instance, when taking a photo with a customer, Joe encourages him/her to not only post it on Facebook, but also to link it with an Action Plan on CivNet. By supporting the creation of an Action Plan, Joe and his customer are not only collaboratively making a call for more Likes and Shares on social media, but are also calling for more purchases and contributions of content from other members of the community. Over time, all of the community members who have used CivNet to contribute content and/or monetary contributions will be notified about upcoming civic events and fundraisers that they are encouraged to attend.

Firm Infrastructure: Research participants identified the following activities that need to be completed in order to carry out this value creation process: strategic planning, deciding on a legal structure, identifying sources of finance and funding, establishing partnerships, project management, and, if needed, mediation. These activities would support prospective street vendors in overcoming the following barriers to employment, advancing them into the mainstream labor market, and connecting them with housing opportunities: inability to secure mainstream banking; high startup costs for developing a small business or engaging in other forms of micro-entrepreneurship; poor access to transportation.

Saturation: Research participants with expertise in non-profit development, business development, strategic planning, advocacy, and public policy contributed the most knowledge to inform the execution of this value creation process. A few examples of their responses include the following:

"A lot of times there's friction between the board and the staff because who's really in charge. We're getting into all the dynamics. So we are doing some planning with them and I think that that's really valuable to the community because I believe a lot of the services that people need

get are delivered by non-profits. So by helping non-profits think through where they are and where they want to go." - Kate Hildebrand

"I have really wanted to keep my business very local. I have a bias that I believe I can do my best work locally because I know this place. I know the people here. I have the context to really do a good job here. I feel a very strong commitment to trying to make my work help make Albuquerque a better place - for people to live and work and raise their kids and all that. Once you start separating yourself from a community, it only makes it that much harder to pass on that knowledge." - Kate Hildebrand

"There is a lot of administrative overhead with having a 501c3. Another option is partnering and asking for a fiscally sponsored project from an entity like SINC - …. SINC is structured in a way that lets them leverage their status to receive grants. Typically they have an administrative fee to run your books, cut checks and file papers for you - they encourage you to think of staff costs and raising money to support staff to push these heavy administrative functions - this is a capacity building approach - we need to think of how to do we create minimal structures in a really challenged state where there is not a ton of philanthropic dollars." – Henry Rael

Literature: Research participants emphasized that the new media crisis is an opportunity to bring alternative legal structures such as cooperatives to the industry, and in so doing, can revive the social and democratic role of modern day media. This confirms the literature on news production cooperatives and their core competencies of being more trusted businesses, more resilient competitors, and more accountable to their members (Boyle, 2012). Other strategies for improving a street paper operation's firm infrastructure, as identified by research participants, include establishing within-sector and cross-sector linkages. This confirms the literature on non-profit fiscal sustainability aimed at achieving efficiencies in service delivery and stretching philanthropic dollars (MacIndoe and Sullivan, 2014). Research participants expanded upon the literature, however, emphasizing that these partnerships also enable local organizations to share their facilities. Research participants also identified acquiring fiscal sponsorship from a local non-profit incubator as being a strategy for enabling the street paper operation's diversely representative board to focus more on achieving its social mission rather than having to address

its economic responsibilities. This emphasis on addressing the complex needs of its board expands upon the literature on fiscal sponsorship that only emphasizes the value of fiscal sponsors complementing program leadership with cost-effective administrative services (Trust for Conservation Innovation, 2014).

Limitations: Although multiple research participants discussed alternative legal structures such as worker cooperatives and b-corporations, none of them had experience working under these particular legal structures. This warrants future interviews with experts who have worked under legal structures that extend beyond the traditional for-profit and non-profit organizational structures.

Capacity: Local non-profit incubators like SINC do a great service to the local non-profit sector that is comprised of a wide variety of organizations doing great work in the community, but all of them are constantly competing for resources and not coordinating their efforts. Passing on the administrative responsibilities to another party enables organizations' boards to focus on achieving their social mission rather than struggling with the financial and political realities that keep most non-profits from doing their best work. Support from the philanthropic community coming from charitable foundations like McCune Foundation are becoming more and more important as government funding is continually being cut. At the individual level, low-income and homeless people are struggling to start small businesses like food trucks, but with a little more direction, they will find that they do have access to small business development and training organizations like WESST. At the street level, both passive (that leverages individuals' First Amendment Rights to fly a sign) and aggressive panhandling (that does not) are pervasive throughout the City and County, but street vending is not being utilized nearly as much as it could be. Beyond leveraging their First Amendment Rights through street vending, the street paper operation needs to identify opportunities for their street vendors to not only earn an income, but to build also to assets. This is possible if the street paper operation were to establish partnerships with other local organizations and financial institutions.

Barriers: Most street paper operations end up relying on their non-profit status to apply for grants and other contributions that keep them financially viable. Oftentimes, identifying the

right firm infrastructure to support the economic and social objectives of the operation is one of the most important decisions its leaders will make. Specific barriers to completing this value creation process effectively include the following: a) proactively making an initial assessment of the street paper operation's board dynamics as well as forecasting how it might change over time so as to ensure its long-term viability; b) establishing an editorial focus that simultaneously sensitive to the needs of its street vendors and enables the street paper operation to apply for grants and other kinds of funding that makes the operation financially viable; and c) non-profits' traditional reliance on volunteerism and other forms of sweat equity in order to keep them financially viable.

Strategies: While most research participants identified the street paper operation as operating under the traditional legal structure of a non-profit organization, a few research participants explored opportunities for the operation to assume more innovative legal structures. In the end, research participants identified the importance of firm infrastructure in balancing the needs of the operation as a whole and the needs of its street vendors. Under these market conditions, specific low-cost strategies include the following: a) identifying alternative legal structures that balance street vendor asset development and street paper operation viability over time; b) continuing to leverage independent contracting as a tool for providing low-barrier self-employment opportunities for incoming street vendors that places little risk on the street paper operation, but also finding opportunities for more experienced ones to become actual employees; c) developing strong relationships and collaboration between street vendors and other members on the board to establish consensus around a common editorial focus that will last over time; d) establishing a work plan, including a Capacity Statement that holds the street paper operation accountable to its goals; e) combining the editorial and executive decision-making process in order to ensure that street vendors are involved in different segments of the value chain; f) bolstering partnerships, information infrastructure, and transportation infrastructure with other social service providers, workforce development centers, and affordable housing developers needed to connect accomplished street vendors with the right employment opportunities and housing assistance situated along the City and County's Continuum of Care; g) utilizing existing spaces to support the procurement of art supplies and other goods and to establish a sense of belonging among street vendors; h) establishing strong partnerships with local for-profits who are already engaging

in innovative fundraising; i) enabling accomplished street vendors to leave the street paper operation with some equity (depending on which legal structure was originally identified); and j) ensuring volunteers are highly noted for their efforts in order to retain their involvement over time.

Organizational and Legal Structure (Narrative): If Joe was one of the first street vendors to get involved in the street paper operation, he was able to attend focus groups aimed at strategic planning, establishing the editorial focus, etc. These focus groups were also lead by local process consultants who were already embedded in the community and who had established strong relationships with the street paper operation's staff members.

Now, Joe is working as an actual employee who is in charge of registering new street vendors with the street paper operation. These new street vendors' status as independent contractors places more risk and liability on them than on the street paper operation and Joe's longer term career as a new employee. While Joe receives work compensation every couple of weeks as a staffed employee, incoming street vendors who are working their turf as Joe once did do not have to wait to make an income. While Joe once received bus passes to help him navigate the City's built environment and bureaucratic processes, now the street paper operation has given him a bicycle to help him get back and forth from home to work. Before leaving the street paper operation for another job in the mainstream labor market and/or moving on into more sufficient housing, Joe has the opportunity to bring some equity with him. Joe can also set up an individual development account, if he hasn't already. With the right housing and right savings in place, Joe finally has the space and security to help him develop his own small business and/or go back to school for more education.

3. What is the current industry-specific business environment, sector-specific business environment, regulatory environment, and political climate for developing a street paper operation?

Industry- Specific Business Environment: Research participants identified a wide variety of industries that make up the industry-specific environment for a street paper operation: journalism, street vending, mobile foods, the Arts, advertising, printing, tech, micro-finance and banking, housing, and tourism. The journalism and street vending industries were discussed the most by research participants.

Saturation: Research participants with expertise in journalism, social service provisioning, business development, non-profit development, public policy, and civic engagement contributed the most knowledge to understanding the industry-specific business environment for a street paper operation. Here is an example of a response:

"I think that the people of Albuquerque would rather buy a paper than give to a panhandler. And then I think businesses would follow suit." – Renia Ehrenfeucht

Literature: Research participants discussed how current public perception of street vending makes it difficult for street vendors to compete with brick and mortar establishments. The literature on business environment reform identifies how improving business regulations that apply to specific industries could be a viable strategy for strengthening the street vending industry (White, 2008). Research participants also identified that street vending street papers, in particular, is employing a market-based strategy that is rooted in the industry-specific business environment but is activated through First Amendment Rights. This confirms the literature on sidewalks being a public space embedded with conflict and negotiation (Loukaitou-Sideris & Ehrenfeucht, 2011).

Limitations: Although much of this study was focused on bolstering the street vending industry, none of the research participants involved in this study had direct experience in street vending. This warrants future interviews with experienced street vendors who better understand the industry-specific business environment in which street vending has to take place.

Barriers: Barriers to competing in the journalism and street vending industries include the following: a) developing a career in journalism is becoming increasingly more difficult and news

production operations need to find ways to better support their journalists; b) costs associated with producing and sharing with video might be difficult for the street paper operation to afford; c) deciding whether or not to include advertisements in street paper products can make or break the street paper operation's business model because of the way in which ubiquitous advertisements are negatively perceived in today's journalism industry; and d) identifying the most profitable locations for street vending needs to be based upon local knowledge of existing street vendors and panhandlers as well as the outcomes of geographic information system analyses

Strategies: Strategies for competing in the journalism and street vending industries include the following: a) placing a street vendor in the journalism trade that provides him/her with good working environments and social opportunities to support his/her personal and professional development; b) selling street paper products provides street vendors with an opportunity to reevaluate working class culture and the street vending industry at large; and c) street vendors can leverage their First Amendment rights (as a low-cost launching point for selling street papers) in order to earn an income, but should be able to work with other community partners to eventually sell other products like art and food to enter the mainstream labor market.

*Business, Regulatory, and Political Environments (Narrative): *Refer to the end of this section for a narrative that captures the industry- and sector-specific business environment, regulatory environment, and political climate all at once.*

Sector-Specific Business Environment: Research participants identified a wide variety of sectors that make up the sector-specific environment for a street paper operation: non-profit, for-profit, public, 1099, and informal sectors. The non-profit sector and the City and County's Continuum of Care, in particular, were discussed the most by research participants.

Saturation: Research participants with expertise in social service provisioning, non-profit development, and public policy contributed the most knowledge to understanding the sector-specific business environment for a street paper operation. Here is an example of a response:

"In the effort to end homelessness here in Albuquerque, Bernalillo County, and the state of New Mexico, I don't think that we can become less dependent on governmental funding sources. I guess my feeling is that if we're going to end homelessness, government at all levels, local, state, and federal, has to play a major role in making that happen. We're not going to end homelessness solely through the private sector. If it's more of a private or creative endeavor that's trying to fund affordable housing, how do you guarantee that it can pay for housing, some 10 or 20 or 30 years out? So in the end, it all really comes down to political will." – Lisa Huval

Literature: Research participants emphasized the need for street vendors to be able to move out of the street vending industry and into other areas of the mainstream labor market eventually. Research participants added that this advancement out of the street vending industry may only be possible for street vendors if they are able to build up individual assets. This aligns with the literature on sector-specific business environment reform, in which one of the recommendations is providing low-income people with better access to finance (White, 2008). Research participants emphasized that another strategy for improving the sector-specific business environment is to look beyond the characteristics of the street vendor as an independent contractor and to look at the characteristics of the street paper operation as a social enterprise. This confirms the literature on social enterprise and its advantages of being able to call for business ethics, demand efficiency, and demand accountability all at the same time (Wolk, 2007).

Limitations: Although many research participants had expertise in working in the non-profit sector, none of them had direct experience working in the emerging field of social entrepreneurship. Considering the fact that there are more and more local non-profits that are establishing social entrepreneurial arms to bolster their income (such as Tenderlove Community Center), future interviews should be conducted with local emerging social entrepreneurs.

Barriers: Barriers to operating in the non-profit sector and the City and County's Continuum of Care include the following: a) non-profits are always going to have to balance the direct service that they offer to the local community and their advocacy for systemic change in the way they receive and allocate resources; b) non-profits have to be resourceful with their funding and employ a business-mentality in order to maintain their viability, especially when it comes to dedicating funding towards advertising; c) it is difficult for any individual social service provider to identify gaps in the Continuum of Care and to serve alternative populations because all of them are using a centralized coordinated assessment of their clients; d) non-profits have to rely on volunteers and external funding sources in order to stay viable; e) employees working in the non-profit sector have lower wages, less benefits, and instability in employment; and f) passing on institutional knowledge is difficult in the non-profit sector.

Strategies: Strategies for operating in the non-profit sector and the City and County's Continuum of Care include the following: a) applying for fiscal sponsorship from non-profit incubators like SINC could greatly decrease administrative overhead; and b) non-profits competing for press opportunities on limited funding should engage in reciprocal marketing.

*Business, Regulatory, and Political Environments (Narrative): *Refer to the end of this section for a narrative that captures the industry- and sector-specific business environment, regulatory environment, and political climate all at once.*

Regulatory Environment: Research participants identified two areas where the City and County's regulatory environment might have a significant impact on the street paper operation's ability to bring street paper products and services to the market: loitering and panhandling.

Saturation: Research participants with expertise in street vending regulation and public policy contributed the most knowledge to understanding the regulatory environment in which a street paper operation would have to operate. Here is an example of a response:

"I would be interested in seeing if there is proactive legislation that we can pass to more clearly define and protect that First Amendment right. Selling newspapers is interesting because it is in a public place – public corridors – and not in your face or on your doorstep. These people are already out on the streets. Even though it is a right to be on certain street corners and doing that kind of work, it would be interesting if we could define it in such a way that makes constituents feel better about things. Can we do it in a way that defines areas and where this should be encouraged?" - Pat Davis

Literature: Regulatory environments vary from municipality to municipality, but research participants emphasized that when it comes to panhandling, in particular, law enforcement all around the county is surely utilizing all of its control and direction to implement anti-panhandling ordinances. Considering the fact that cities around the country have been bolstering their regulation of panhandling, this confirms the literature on street-level regulation on the need for street vendors to understand their cities' regulatory environments surrounding panhandling and street vending (Dyrness, 2001). Research participants also discussed the challenges and opportunities for advocating for more designated spaces for street vending. Some of these challenges include the city's lack of sufficient foot-traffic, sidewalk space, and density. This confirms the literature on selecting ideal locations for establishing street vending districts (Dyrness, 2001).

Limitations: Although there were multiple research participants involved in this study who had expertise in regulatory environments, only one of them were in a position to actually reform that regulatory environment.

Barriers: Barriers to street vending created by loitering and panhandling regulation include the following: a) merely trying to navigate the public right-of-way without having a place to go provides law enforcement with justification for charging an individual with loitering and/or panhandling; b) street vendors who are not well-marked risk the threat of being charged with loitering and/or panhandling; and c) charges for loitering and/or panhandling are categorized as a misdemeanor that results in jail time and/or a fine that most low-income and/or homeless people cannot afford.

Strategies: Strategies for overcoming and/or reforming the local regulatory environment include the following: a) advocating for legislation to support the street vending industry is a catalyst for improved coordination between different City departments, local business owners, and local place-based organizations; b) working closely with local community groups and research institutions to advocate for proactive legislation that supports street vending will provide the street paper operation with a foundation for success; c) taking on a bipartisan approach to advocating for legislation that supports street vending will better ensure the effort's success; d) through a combination of effective informal and formal communication, education, training, and intervention, street vendors, law enforcement officers, and consumers should all be able to create a safe regulatory environment for supporting the street vending industry; and e) advocating for specific parts of the City and County to accept street vending could be a strategy for approaching local officials.

*Business, Regulatory, and Political Environments (Narrative): *Refer to the end of this section for a narrative that captures the industry- and sector-specific business environment, regulatory environment, and political climate all at once.*

Political Climate: Research participants identified four areas where the City and County's political climate might have a significant impact on the street paper operation's ability to bring street paper products and services to the market: panhandling, homelessness, the press, and law enforcement.

Saturation: Research participants with expertise in social service provisioning, affordable housing development, street vending regulation, and public policy contributed the most knowledge to understanding the political climate under which a street paper operation would have to operate. Here is an example of a response:

"You will want to write stories about local providers and the City, but can you say anything critical without destroying relationships? These contracts need to be negotiated and agreed upon ahead of time." – Marianne Dickinson

Literature: Research participants emphasized that there are often conflicting views of spatial mobility and the way that panhandlers, homeless people, and street vendors utilize public space. On the one hand, you have spaces conceived by city planners and local government as being more politically negotiated and, on the other hand, you have low-income people conceiving of those spaces as being more economically negotiated. This encounter between these two conceptions of space confirms the literature on the political complexities of street vendors who are seen as subverting local governmental law in certain instances (Sarmiento, 2015).

Limitations: Although two research participants involved in the study had direct experience of working in local government, both of these research participants worked in the City Council Office and both were Democrats. This warrants future interviews with members of local government who are on the other end of the political spectrum and who also have experience working in the Mayor's Office (where most of the political climate develops).

Barriers: Barriers to developing a street paper operation under the four identified elements of the City and County's local political climate include the following: a) Mayor Richard Berry's "Better Way Campaign" has changed the local culture of giving by discouraging pedestrians and motorists from donating money to individual panhandlers and instead donating it directly to non-profits providing social services ; b) federal budget cuts are making it difficult for local government to address complex homeless issues; c) privatizing initiatives to end homelessness can happen much more quickly, but they often do not end up being very sustainable (for example, tiny home villages heavily rely on in-kind donations in order to cover operational costs); d) there is already a lack of trust between local government and local news production outlets; e) a street paper operation will most likely find it difficult to write constructive criticism about local issues without unsettling local government; and f) there is already a lack of trust between the community and the Albuquerque Police Department.

Strategies: Strategies for developing a street paper operation under the four identified elements of the City and County's local political climate include the following: a) leveraging civic liberties and human rights to sell street paper products in the public right-of-way and to use as

tools for advancing the efforts of the street paper operation and advocate for legislative change; b) using street vending as a tool for improving the community's public perception of the homeless and, in turn, the local government's; c) identifying an editorial focus that covers homeless issues in a way that maintains relationships with both local government and local social service providers; and d) using street paper products to not only improve relationships between homeless people and police officers, but for raising the overall profile of the Albuquerque Police Department through the development of constructive, positive content.

**Business, Regulatory, and Political Environments (Narrative): Before working with the street paper operation, Joe was homeless for months - passing from one town to another and hoping to find any sort of employment opportunity that could help him get into a motel or another form of housing. When Joe hopped off the Greyhound bus coming in from Los Angeles, he saw panhandlers outside of Alvarado Transportation Center being firmly asked by transit security officers to move along. As Joe walked around the Downtown area, he noticed other panhandlers flying signs on freeway off-ramps. Although the occasional driver offered a couple of dollars to these panhandlers, Joe noticed that most pedestrians, bicyclists, and other drivers were not very receptive. At other places in Nob Hill, Downtown, and the UNM area, Joe saw people engaging in more aggressive panhandling. While some surrounding businesses like Satellite Coffee appeared to be supporting panhandlers and homeless people with small donations and feedings, many others didn't appear to be putting up with panhandling outside their storefronts either, and, at times, the owner came out and asked them to move along.*

Over the next few days of finding free meals at parks and sleeping in the Downtown area, Joe saw more than just panhandlers, but also street vendors trying to sell drawings on the side of the street. These street vendors didn't appear to have licenses to sell their products, but the police didn't seem to be giving them any issues. One day Joe went down to Old Town where they had a designated space for street vendors to sell really nice jewelry. Joe asked if he could try to sell something down there as well, but security guards in the area said that they had to get a license to sell in Old Town and that he could only sell a specific type of jewelry. When Joe headed back to the Downtown area in the evening, food trucks were everywhere and wherever they were located pedestrians and bicyclists seemed to follow.

Over the next few weeks, Joe ran across a few flea markets in parking lots and in vacant lots near local businesses. It appeared that the street vendors there had established good relationships with the businesses nearby. Joe was inspired by these street vendors and wanted to find a way to start selling a product, but had no money saved up and was relying on the service providers and shelters to get his food every day. The last thing he wanted to do was start panhandling.

This was when he found out about the street paper operation. The rest was history…

4. What is the potential level of involvement among research participants who want to move forward with developing a street paper operation?

Saturation: While research participants who were involved in multiple organizations and/or agencies typically possessed more expertise in local initiatives and efforts, they also tended to be the most overly committed. Research participants who tended to be the most overly committed, however, also possessed the most qualities that would be valued by the street paper operation. Here are a few examples responses:

"My time is so limited. I am already having to write one story a month and I am having a hard time. I am a dad and I have basic needs - whatever is paying the most at the time elevates those needs and the things I need to do. Otherwise, I am certainly on board with this project." – Hakim Bellamy

"When it comes to making this a community-based publication, I think that the more upfront you and your contributors are with each other in terms of your time commitments, the better. It's all about being on the same page." – Adam Rubenstein

Literature: Research participants discussed a wide variety of values they would look for when trying to identify a core group of like-minded people for developing a street paper operation.

Values identified by research participants are much aligned with the literature on the desired characteristics of value chain coordinators (Kelly, 2014). These qualities include the following:

- Holder of values
- Connector
- Researcher and big picture holder
- Leader/innovator
- Communicator

Research participants that possessed the most of these qualities (or all of them) include the following:

- Dan Majewski – Economic Development
- David Vogel - Freelancer
- Lisa Huval – New Mexico Coalition to End Homelessness
- Pat Davis – City Councilor
- Ona Porter – Prosperity Works
- Hakim Bellamy – Mayor's Office iTeam

Limitations: Only two research participants involved in this study were homeless at the time they participated: one homeless person operating within an institution and one that had not. Overall, however, five research participants reported having been homeless at one point in their lives. This high percentage of homelessness experienced by research participants indicates that there are opportunities to include representation on the street paper operation's Board that includes people who have experienced homelessness in the past.

Potential Levels of Involvement: Research participants possessed a wide variety of levels of commitment that include the following:

- Almost all research participants committed to further contributing to the R&D process.
- Most research participants committed to providing free consultation at particular stages of the R&D process.

- Close to half of research participants committed to participating in the production of content for the street paper. Some of these research participants committed to constructing "templates" for others to use to develop content. A few research participants committed to providing support in developing the editorial focus of the street paper and attending editorial meetings over time to schedule content.
- Close to half of research participants committed to developing, posting, and/or sharing content on social media to contribute to efforts in marketing the operation.
- A few research participants from the for-profit and non-profit sectors committed to providing mentorship in writing to street vendors.
- A few research participants committed to facilitating one-time strategic planning activities in the form of focus groups or other workshops.
- No research participant committed to assuming a part-time or full-time position with the operation.

Potential Street Vendor Recruiters: Effective street vendor recruitment is not only essential to human resource management, but also to the overall success of the street paper operation. All of the research participants (and their respective organizations) listed below possess value chain coordinator qualities that are valuable for participating in street vendor recruitment:

- Jeff Garrett – St. Martins Hospitality Center
- Mindy Grossberg – Albuquerque Art Street
- Javier Benavidez – Southwest Organizing Project
- Diahndra Grill – Just Write
- Ilse Biel - Peace and Justice Center
- Amy Malick – Women's Group of Empowerment
- Katheryn Arndt – Women's Group of Empowerment
- Diendra Cole – Block by Block
- Tyler Hamilton – Other potential street vendors

VI. Next Steps

Research and Development is more often than not one of the most crucial stages of the value chain in ensuring the survival and sustainability of a street paper operation. In a sector, industry, and business cluster that is constantly changing, a startup street paper operation must be as intentional as possible in executing its business plan, further developing its products and services, and fostering the business and regulatory environments to allow the operation to scale.

The following steps have been identified:

1. ***Mobilizing A Small Group of Like-Minded People:*** Researchers need to familiarize value chain coordinators with research questions, results, and findings. They also need to establish a consistent language among value chain coordinators that takes academic concepts into consideration, but is rooted in local cultural and linguistic sensitivities.
2. ***Connecting the Dots:*** Researchers need to identify and reach out to all key stakeholders, organizations, and agencies who were not involved in the research project and/or who were referenced by research participants in their individual interviews.
3. ***Educating and Recruiting Prospective Street Vendors:*** Researchers need to encourage local social service providers to educate and recruit prospective street vendors to get involved in upcoming focus groups.
4. ***Focusing and Grouping:*** Researchers need to coordinate focus groups aimed at building rapport, trust, and capacity among all key stakeholders, organizations, and agencies. These focus groups are to be facilitated by value chain coordinators who have become experts in value chain analysis and strategic planning. In particular, representatives of the Art Street Committee, Albuquerque Strategic Collaborative, and New Mexico Coalition to End Homelessness need to be included in this process.
5. ***Further Research:*** While much of this study was focused on bolstering the street vending industry, none of the research participants involved in this study had direct experience in street vending. For this reason, further research with experts in street vending is warranted. Furthermore, due to the fact that research participants primarily discussed the supply side of the value chain and did not fully discuss what would be considered valuable by consumers,

further research with potential customers is warranted. One strategy for conducting this next round of research is to conduct a content analysis with a street paper prototype.

6. ***Developing a Business Proposal:*** Researchers need to work with value chain coordinators to analyze data collected during the focus groups. Researchers then need to integrate findings from both the thesis project and subsequent focus groups into the development of a business proposal.
7. ***Building Credibility:*** Researchers need to acquire sponsorship and become a member of the International Network of Street Papers. Reaching out to street paper representatives working within the region (The Voice in Denver, Colorado and Mi Valedor in Mexico City, Mexico) might be a good strategy for accomplishing this.
8. ***Establishing Firm Infrastructure:*** Researchers need to present the business proposal to SINC to apply for fiscal sponsorship to support the short term goals of the emerging street paper operation. Researchers also need to establish the Editorial/Executive Board among committed value chain coordinators. This Board should focus its efforts on further proving and solidifying the non-profit's vision and editorial focus while SINC completes all the legal, financial, and administrative paperwork and requirements. Once these logistics have been more thoroughly solidified, the street paper operation should seek autonomous organizational non-profit status.
9. ***Pitching It:*** The new Board needs to present the business proposal to Albuquerque's Innovation Team (i-team) and work with program managers to identify local app developers who would be interested in offering pro-bono development services to create an app that integrates QR Code scanning and point-of-sale systems. Services could also be requested of Code for Albuquerque.
10. ***Fundraising:*** The Board needs to present a proposal to be presented to the Community Supports Subcommittee to compete for funding available through the Behavioral Health Initiative.
11. ***Preparing for the Launch:*** The Board needs to collaborate with local non-profits and Media Desk to align the Board's brand, values, editorial focus, social media strategy, and content scheduling. Promotional videos, social media publishing, and product prototyping should all be occurring concurrently. The Board could utilize the promotional videos to execute a social media strategy that "primes" early adopters of the street paper. They then need to

share the promotional videos with local businesses, business associations, and MainStreet programs that are interested in sponsoring, advertising, and/or contributing content to the prototype that will be piloted during Summerfest.

12. ***Getting Political Support and Starting a New Conversation:*** The Board needs to reach out to City Councilors, the current Mayor's Office, and targeted Mayoral Candidates for sponsorship. The Board also needs to propose utilizing Summerfest as not only an opportunity to pilot the street paper operation's most-viable-product, but also as an opportunity to promote a culture of economic development based upon street activities. This will also begin a conversation about bolstering our regulatory environment to better support and even incentivize street vending.
13. ***Establishing Partnerships:*** Board members need to attend the upcoming INSP Global Street Paper Summit in August 2017 and establish partnerships with street papers operating within the region and cross-post on social media to promote the Summerfest events.
14. ***Creating Community:*** The Board needs to launch pilot projects in Summerfest events located in various areas of the City, including the Heights, Route 66, Downtown, and the Westside. Summerfest's neighborhood-based approach to holding these events will create opportunities to include a geographic element to the product and begin establishing a narrative surrounding the street paper operation to be developed on social media. Sales at these events will enable street vendors to establish deeper relationships with business owners and event attendees. These relationships will further develop the street paper operation's narrative on social media.
15. ***Leveraging Data to Further Develop Street Paper Products, Support Source Development, Inform Advocacy, and Support Partnerships:*** The Board needs to utilize point-of-sale data and social media activity to further develop the most-viable-product. This information can also be used to start developing an Excel spreadsheet used for source development and management. This data can also be used to continue conversations about bolstering our regulatory environment to better support and even incentivize street vending. It could also be used to perpetuate the development of a street vendor program among the City that inspires inter-departmental collaboration and public-private partnerships.
16. ***Leverage Success to Apply for Next Round of Funding:*** The Board needs to leverage data to bolster the business proposal and align with McCune's funding priorities. They also need

to apply for funding in the next available granting cycle (September 30, 2017). Data can also be used to apply for funding from other local foundations. They also need to apply for funding available through United Way's Community Fund. The timeline for this grant process begins November 2017.

17. ***Furthering Value Chain Development:*** The Board can continue to use point-of-sale data to apply for other funding sources and to continually improve and/or develop the street paper operations products and services.
18. ***Cultivating a Business Environment to Support Social Entrepreneurship:*** Eventually all data collected can be used to support the enactment of legislation that will a) incentivize street vending in Albuquerque, b) establish more street vending districts, and c) establish a partnership between the Mayor's i-team and/or the Planning Department's Citizens Academy to support the City in future community-based planning.
19. ***Opening the Umbrella:*** The Board needs to establish a civic brand that broadens the editorial focus of the street paper that invites the community-at-large to participate in community journalism, street vending, and other forms of social enterprise.
20. ***Passing on the Torch:*** The Board needs to retain the knowledge and wisdom of street paper operation founders, including value chain coordinators, key funders, etc. by creating mechanisms by which institutional memory is passed on to new managers, staff, and independent contractors. This will ensure the survival and sustainability of operational standards and performance.
21. ***Securing Financial Sustainability:*** The Board needs to apply for multi-year grants from foundations that the street paper operation has already established rapport and credibility.

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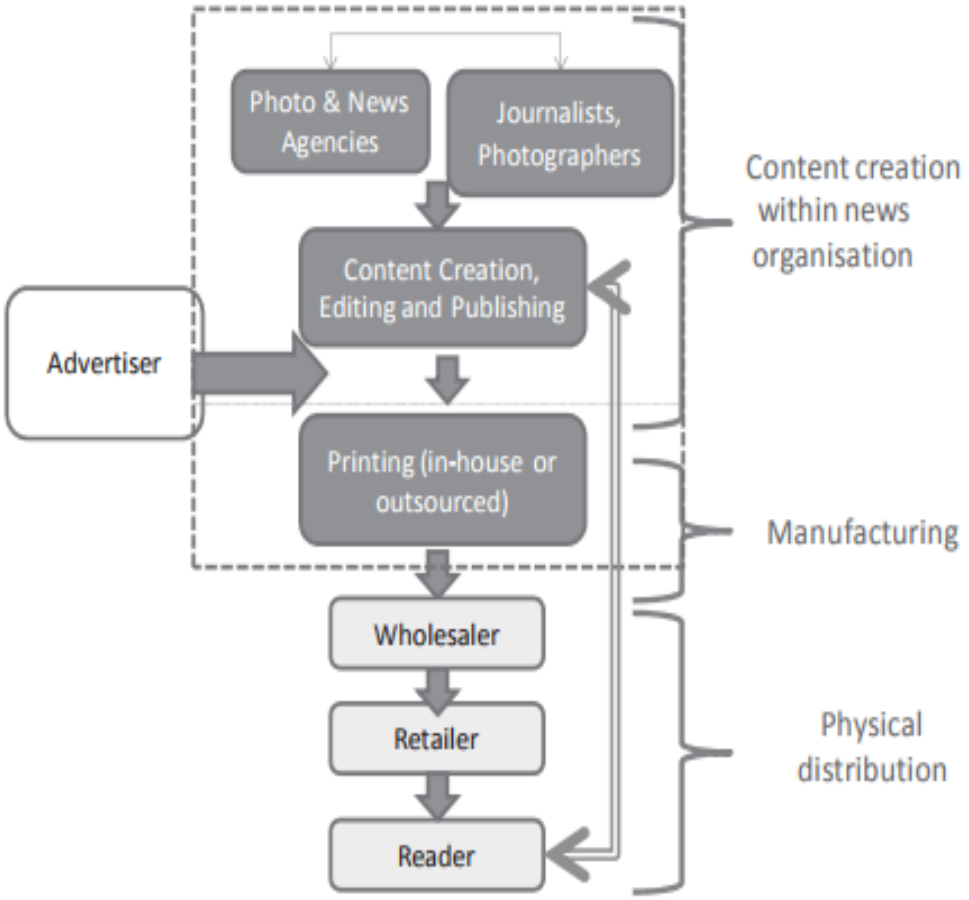
Appendices

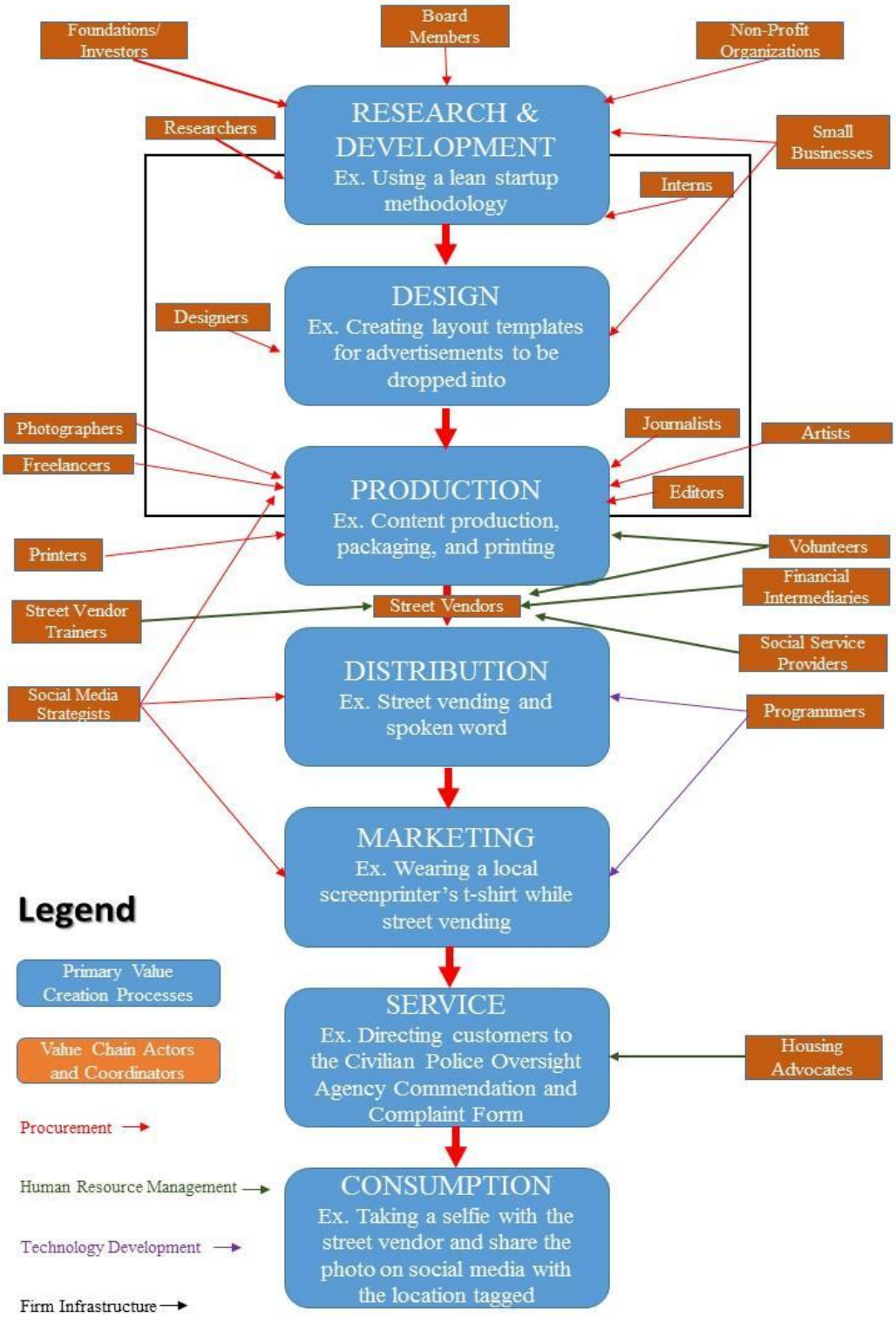
- Appendix 1 Traditional Newspaper Value Chain
- Appendix 2 Prospective Street Paper Value Chain
- Appendix 3 Codebook
- Appendix 4 Research Participant Subject Positions
- Appendix 5 Value Chain Development

Appendix 1 Traditional Newspaper Value Chain

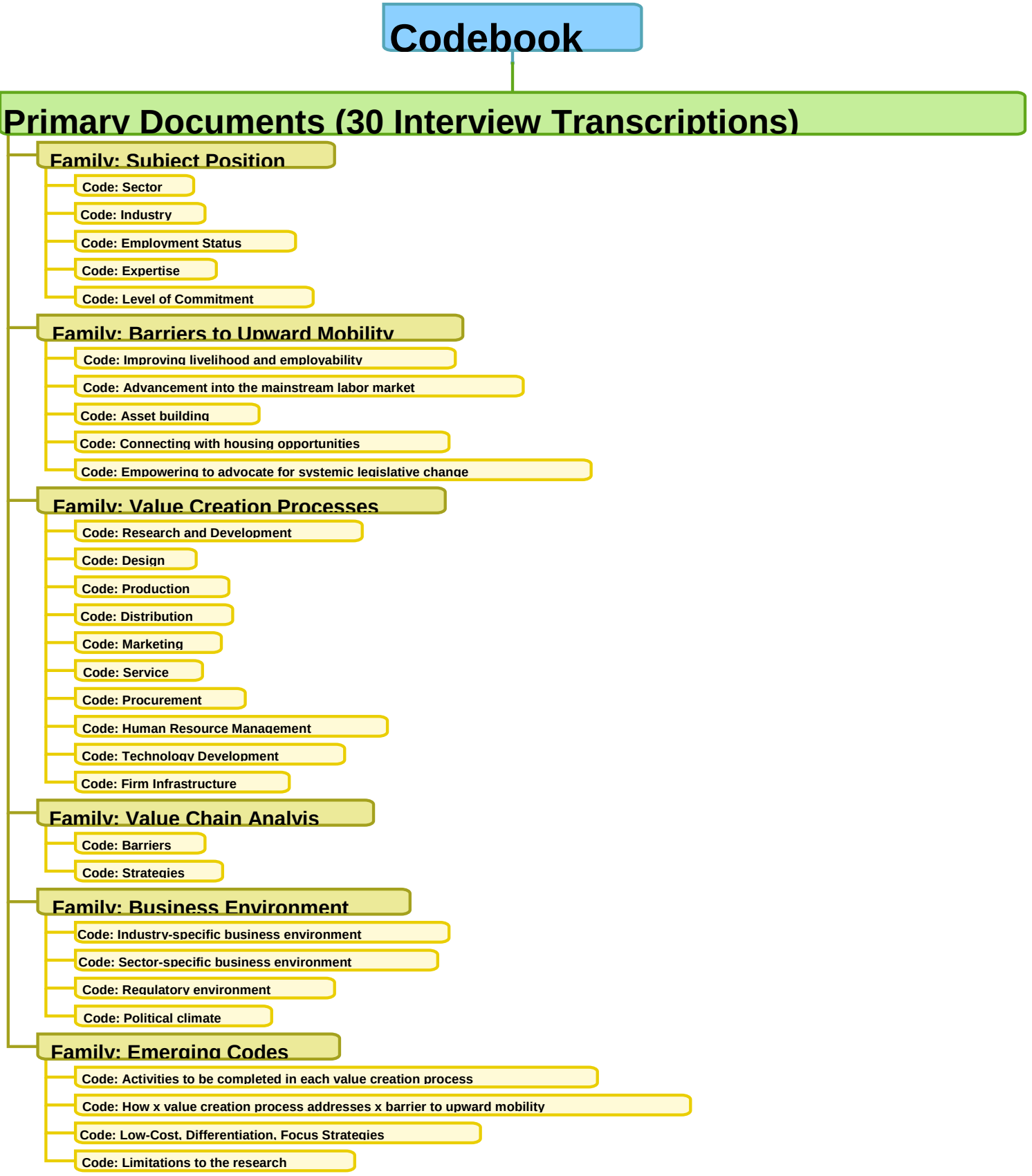


NEWS IN THE INTERNET AGE – © OECD 2010

Appendix 2 Prospective Street Paper Value Chain



Appendix 3 Codebook



Appendix 4 Research Participant Subject Position

Name	Sector	Industry	Organization/Agency/Business	Employment Status/Title	Expertise	Value Creation Processes	Specific Activities Needing to Be Completed
Diendra Cole	For-Profit	Community Service	City of Albuqeruquer Block by Block Ambassador Program	Full-Time Operations Manager	Operations Management, Community Service Management	Distribution, Service, Procurement, Human Resource Management	Street vending training; sourcing content and advertisements from existing publications; developing rules of conduct
Marianne Dickinson	Non-Profit, For-Profit	Journalism, Construction, Housing	Alternative Nob Hill Publication, Cohousing Developer	Retired (working on a variety of local projects)	Reporting, Spot Printing, Advertising, Business Development, Affordable Housing Development, Editorial Oversight, Non-Profit Development	Business Environment, Design, Production, Marketing, Human Resource Management, Firm Infrastructure	Producing content; mentorship in journalistic practices; consultation in strategic planning; support in identifying a local printer
Marit Tully	Non-Profit	Neighborhood Association System, Journalism	Near North Valley Neighborhood Association	Volunteer	Civic Engagement, Reporting, Mentorship	Business Environment, Research and Development, Production, Service, Human Resource Management	Mentoring street vendors in journalistic practices; participating in focus groups
Joe Cardillo	For-Profit, Public	Journalism, Creative, Placemaking	Albuquerque Business First, State Department of Cultural Affairs	Full-Time Reporter, Full-Time Project Manager	Reporting, Niche Journalism, Business Development, Project Management, Mentorship, Source Development, Source Management, Database Management, Interviewing, User Experience Design, Social Media Strategy	Business Environment, Research and Development, Design, Production, Distribution, Procurement, Human Resource Management, Technology Development, Firm Infrastructure	Mentoring street vendors in journalistic practices; producing content templates; leveraging existing social networks and political networks in order to stimulate more engagement from the community at large; supplementing print publications with real-time dialogue on local issues
Henry Rael	Non-Profit	Charitable Foundations	McCune Foundation	Full-Time Program Manager	Non-Profit Development, Business Development, Philanthropy	Business Environment, Research and Development, Design, Procurement, Firm Infrastructure	Assistance in applying for one-time and multi-year grants; consulation in identifying private investors; board development
Adam Moffett	For-Profit	Service	Slice Parlor	Full-Time Manager	City Planning, Small Business Development	Marketing, Distribution, Service, Human Resource Management, Firm Infrastructure	Contributing funding for advertisements; coordinating media trades; donating food to street vendors; connecting street vendors with other employment opportunities (or employing them themselves); participating in an advisory board for the development and maintenance of street vending districts
Ilse Biel	Non-Profit	Social Service Provisioning	Independent	Volunteer	Case Management, Civic Engagement, Affordable Housing Development, Street Outreach, Skills Building, Reporting	Business Environment, Production, Distribution, Procurement, Service, Human Resource Management	Advocating for street vending incentives and regulation through the legislative process; recruiting prospective street vendors from the Albuquerque Peace and Justice Center; training street vendors in sales; producing content

Ona Porter	Non-Profit	Banking, Social Service Provisioning, Business Incubation	Prosperity Works	Full-Time President and CEO	Administrative Advocacy, Legislative Advocacy, Financial Education, Predatory Lending, Resource Development, Asset Building, Micro-Lending	Business Environment, Research and Development, Procurement, Human Resource Management, Service, Firm Infrastructure	Facilitating a partnership between Albuquerque Heading Home and the street paper operation in order to establish Individual Development Accounts for street vendors; advocating for street vending incentives and regulation through the legislative process
Amanda Bustos	Public	Local Government Advisory Boards	Civilian Police Oversight Agency	Full-Time Community Engagement Specialist	Community Engagement, Conflict Resolution, Social Work	Business Environment, Marketing, Production, Procurement, Service, Human Resource Management, Firm Infrastructure	Connecting the Civilian Police Oversight Agency with the street paper operation in order to incorporate the police officer commendation and complaint form into the street paper; contributing "good cop" story ideas to the street paper operation
Argon Hopkins	1099	Creative, Independent Publishing, Advertising	Harwood Art Center, DRY MTN	Part-Time Independent Contractor	Screenprinting, Layout Design, Graphic Design, Advertising, DIY Printing	Business Environment, Research and Development, Design, Production, Distribution, Marketing, Firm Infrastructure	Working closely with the street paper operation editor to develop the layout design for the street paper; screenprinting copies of the street paper publication at fundraising events
Jeff Garrett	Non-Profit	Workforce Development	St. Martins Hospitality Center	Full-Time Employment Specialist	Workforce Development, Job Placement, Social Enterprise Development	Business Environment, Production, Distribution, Procurement, Human Resource Management, Firm Infrastructure	Contributing advertisements/classifieds for day labor opportunities and other job opportunities that might open up; contributing donations received at St. Martins to Art Street and the street paper operation
David Vogel	Non-Profit, For-Profit	The Arts, Healthcare	New Mexico Commons/Central Park New Mexico, Business Paradigm Transformation Project, 516 Arts	Retired (working on a variety of local projects)	Non-Profit Development, Economic Development, Board Development, Strategic Planning, Organizational Learning	Business Environment, Research and Development, Service, Human Resource Management, Firm Infrastructure	Facilitating focus grouping and strategic planning; supporting the operation with board development in times of conflict; connecting the board with potential investors
Kate Hildebrand	Non-Profit, For-Profit, Public	City Planning, Housing	Albuquerque Affordable Housing Coalition, Consensus Planning	Full-Time Independent Contractor/On-Call Contractor	Strategic Planning, Facilitation, Mediation, City Planning, Board Development, Consensus Building, Capacity Building	Business Environment, Research and Development, Human Resource Management, Firm Infrastructure	Facilitating focus grouping and strategic planning; supporting the operation with board development in times of conflict; connecting the board with social service providers and affordable housing developers
Lisa Huval	Non-Profit	Social Service Provisioning, Housing	New Mexico Coalition to End Homelessness	Full-Time Associate Director	Advocacy, Social Service Provisioning, Affordable Housing Development, Resource Development	Business Environment, Research and Development, Marketing, Service, Procurement, Human Resource Management, Firm Infrastructure	Connecting the board with social service providers and affordable housing developers in the research and development phase of the project; writing reviews of social service providers and/or affordable housing developers
Mindy Grossberg	Non-Profit	The Arts, Healthcare	Albuquerque Healthcare for the Homeless (Art Street)	Full-Time Director	Art Therapy, Art Marketing, Skill Building	Research and Development, Design, Production, Distribution, Marketing, Human Resource Management, Firm Infrastructure	Submitting a business proposal for the street paper operation to Albuquerque Healthcare for the Homeless' board for review; identifying Art Street participants who would be interested in street vending; identifying content produced at Art Street that would be suitable to be incorporated into different issues of the street paper

Javier Benavidez	Non-Profit	Social Justice	SouthWest Organizing Project, Center for Civic Policy	Full-Time Executive Director	Legislative Advocacy, Representational Advocacy, Administrative Advocacy, Non-Profit Development, Affordable Housing Development, Social Media Strategy	Business Environment, Research and Development, Marketing, Service, Human Resource Management, Firm Infrastructure	Leveraging existing social networks and political networks in order to stimulate more engagement from the community at large; supplementing print publications with real-time dialogue on local issues
Kathryn Arndt	Non-Profit	Religious Community	Women's Group of Empowerment	Volunteer	Case Management, Transit Oriented Development, Street Outreach, Case Management, Peer Supports	Research and Development, Production, Distribution, Service, Procurement, Human Resource Management	Working as a street vendor; recruiting other peers to work as street vendors; contributing content; writing reviews on case management, social service providers, and/or affordable housing developers; recruiting other street vendors
Charlie Wisoff	For-Profit, 1099	Civic Technology	CivNet	Full-Time Founder	Technology Development, Task Management, Marketing, Social Media Strategy, Coding	Business Environment, Research and Development, Distribution, Marketing, Procurement, Human Resource Management,Technology Development, Firm Infrastructure	Reciprocal marketing; support street paper operation staff (human resource management) in using CivNet to monitor engagement and participation
Dan Majewski	Public, 1099, Non-Profit	City Planning	City of Albuquerque (Economic Development Department) Department	Part-Time Freelancer, Contractor	City Planning, Transit Oriented Development, Land Use Planning, Freelance Reporting, Social Media Strategy	Business Environment, Research and Development, Production, Distribution, Marketing, Procurement, Human Resource Management	Contributing content; leveraging existing social networks and political networks in order to stimulate more engagement from the community at large; supplementing print publications with real-time dialogue on local issues; mentoring street vendors in journalistic practices; producing content templates
Renia Ehrenfeucht	For-Profit	Academia	University of New Mexico Community and Regional Planning Department	Full-time Administrator, Professor, and Researcher	Street Vending Regulation, Public Policy, Affordable Housing Development	Business Environment, Research and Development, Distribution, Human Resource Management, Firm Infrastructure	Facilitating service learning; identifying student interns who are interested in contributing content to the street paper operation
Diahndra Grill	Non-Profit	Education, Creative Writing	JustWrite	Part-Time Co-Founder	Art Therapy, Creative Writing, Cinematography, Non-Profit Development	Design, Production, Distribution, Marketing, Procurement, Human Resource Management, Technology Development	Developing a promotional video to support the street paper operation; coordinating a writing workshops with both JustWrite participants and street vendors
Solve Maxwell	For-Profit	Service	Deep Space Coffee	Full-Time Co-Owner	Small Business Development, Pop-Up Business	Design, Production, Marketing, Service, Procurement, Human Resource Management	Contributing funding for advertisements; donating food to street vendors; connecting street vendors with other employment opportunities (or employing them themselves); participating in an advisory board for the development and maintenance of street vending districts; coordinating pop-up events
Dave Sellers	For-Profit	Higher Education, Culinary Arts, Business Incubation	Street Food Institute	Full-Time Executive Director	Street Vending, Small Business Development, Culinary Arts, Financial Education, Non-Profit Development	Business Environment, Research and Development, Distribution, Marketing, Service, Procurement, Human Resource Management, Firm Infrastructure	Coordinating advertising placement in the street paper for his food truck and food cart students; connecting the board with local business incubators and micro-lenders who could potentially support street vendors starting their own businesses
Pat Davis	Public, Non-Profit	Legislative Branch of Local Government, Journalism	City of Albuquerque (City Council Office), Progress New Mexico	Full-Time Executive Director	Public Policy, Community Policing, Private-Public Partnerships, Law Enforcement, Social Media Strategy	Business Environment, Research and Development, Production, Distribution, Marketing, Human Resource Management, Firm Infrastructure	Working closely with other City Councilors in enacting proactive legislation that establishes street vending districts and/or incentivizes street vending; working closely with local law enforcement in order to promote community policing that supports street vending
Amy Malick	Non-Profit	Social Service Provisioning, Religious Community	Women's Group of Empowerment, Episcopal Church	Volunteer	Case Management, Volunteerism, Street Outreach, Reporting, Public Policy, Public Relations	Business Environment, Research and Development, Production, Distribution, Service, Human Resource Management, Firm Infrastructure	Advocating for street vending incentives and regulation through the legislative process; recruiting prospective street vendors from theomen's Group of Empowerment; training street vendors in sales; producing content
Adam Rubenstein	For-Profit	Creative, Independent Publishing, Advertising	Gourmet Book Design	Part-Time Independent Contractor	DIY Printing, Typography, Art Direction, Production Design, Photography, Curation, Branding, Marketing	Design, Distribution, Production, Marketing, Procurement, Human Resource Management	Helping facilitate media trades with small local businesses he has already connected with through his previous publications
Myla Hambley	Non-Profit	Social Service Provisioning, Social Entrepreneurship	Albuquerque Street News	Retired (working on a variety of local projects)	Board Development, Non-Profit Development, Fundraising	Research and Development, Production, Distribution, Marketing, Service, Procurement, Human Resource Management, Firm Infrastructure	Providing consultation on board development based upon previous experiences of starting a street newspaper in Albuquerque

Hakim Bellamy	Public, Non-Profit	Creative Writing, The Arts, Innovation	Mayor Richard Berry's i-Team	Full-Time Program Manager, Contractor	Poetry, Creative Writing, Reporting, Program Management, Community Development, Public-Private Partnerships, User Experience Design, Innovation	Business Environment, Research and Development, Production, Distribution, Marketing, Service, Procurement, Human Resource Management, Firm Infrastructure	Identifying opportunities for collaborating with the i-Team; posting social media content; contributing content; mentoring street vendors in journalistic practices
Julian Moya	Public	Constituent Services	City of Albuquerque (City Council Office)	Full-Time Special Projects Analyst	Constituent Services, Data Analytics, Data Analysis, Social Media Strategy, Civic Engagement, Photography	Business Environment, Production, Marketing, Service, Procurement, Technology Development	Connecting the board with City Councilors who are interested in sponsoring legislation for developing street vending districts and/or incentivizing street vending; keeping the board updated about developments in different districts; scheduling and posting social media content that might impact the street paper operation
Tyler Hamilton	Informal	Panhandling	Independent	Unemployed	Panhandling, Loitering, Street Vending	Research and Development, Production, Distribution, Marketing, Service, Procurement, Human Resource Management, Firm Infrastructure	Working as a street vendor; recruiting other peers to work as street vendors; contributing content; recruiting other street vendors

Appendix 5 Value Chain Development

Value Chain Development	
Value Creation Process	**Potential Barriers to be Overcome**
Research and Development	Shift from labor-based economy to knowledge-based economy; professionalization of fields that require ample education and expertise; hopelessness and lack of purpose; inability to market oneself; difficulties with documentation; ineligibility and program requirements
Design	Professionalization of fields that require ample education and expertise
Production	Inflexible program design; mental illness; hopelessness and lack of purpose
Distribution	Loitering; spanging; poor relationship with local businesses; lack of understanding about one's livelihood

Marketing	Professionalization of fields that require ample education and expertise; inability to market oneself; inability to keep up appearances;
Service	Hopelessness and lack of purpose; inability to market oneself
Procurement	Difficulties with documentation
Human Resource Management	Shift from labor-based economy to knowledge-based economy; ineligibility and program requirements; lack of human contact; lack of understanding of one's livelihood; mental illness; hopelessness and lack of purpose; inability to stay in compliance; inability to procure pay stubs, letters of support, and other documentation required to obtain a Section 8 Housing Voucher or other form of housing; inability to find a champion or sufficient case management
Technology Development	Limited access to job postings; lack of updated information on employment; inability to procure pay stubs, letters of support, and other documentation required to obtain a Section 8 Housing Voucher or other form of housing
Firm Infrastructure	Inability to access and secure mainstream banking; inability to build assets; high startup costs for developing a small business or engaging in other forms of micro-entrepreneurship