STREET VENDOR

BUSINESS AND INDUSTRY PROFILE

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Disclaimer: Some of this material is obsolete yet is provided to aid in historical analysis.
STREET VENDORS

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NOTE: Every effort has been made to ensure that the information contained in this booklet is comprehensive and accurate. However, this guide should only be considered as a reference. Proper legal counsel and other professional guidance should be obtained prior to starting a business.

STREET VENDORS
(SIC 5963)

GENERAL INDUSTRY INFORMATION

BUSINESS TYPE, INDUSTRY CHARACTERISTICS AND PROSPECTS

Nature of Business

Street vendors have been assigned the Standard Industrial Classification (SIC) Number 5963. These firms are classified as direct selling, non-store retailers. They may include any vending business selling perishable or non-perishable goods from the structure of a tent or a motor vehicle.

Industry Growth

Street vending is extremely important and often more prevalent in large cities. In Chicago, over 2,000 street vendors were licensed in 1990. Many of these vendors cater to workers that are heading to or from work or during lunch hour. Many street vendors sell standard food items such as hot dogs, hamburgers, chips, fruit, pastries and salads, and coffee, soft drinks, tea and juices as well as specialty food items like ice cream, bagels and snowcones. Others may sell merchandise such as scarves, t-shirts and other clothing items, jewelry, and small electronic items such as radios, etc.

Trends in the Industry

According to Fortune magazine, one estimate of street vending sales in New York City, Philadelphia and Washington, DC was $1.7 billion per year, with close to half of the sales in New York City. Many manufacturers recognize this growing retail market segment and attempt to maximize their own sales by providing goods to the street vendors. The ease of accessibility of goods to the consumer win heighten sales and possibly raise the demand for future expansions within the market.

MARKET OPPORTUNITIES IN VARIOUS Sized COMMUNITIES

Market Data
Essential to the start-up of any new business is an analysis of the market that will support the new endeavor. The prospective business owner should assess the community's potential for supporting the business by evaluating the size, lifestyle, income, education, age levels, and competition in the targeted community.

The prospective owner can conduct a market analysis and a community needs assessment without resorting to use of ultra-sophisticated research instruments. Data on general community and population characteristics of the targeted area(s) can be obtained from the U.S. Census Bureau's regional office in Chicago. Profile reports generated by the Census Bureau include information on income, poverty status, education, employment by industry and occupation, unemployment, place of work, means of transportation to work, vehicles available, housing costs by income and mortgage status. Additionally, information can be obtained on types of families -- married couples, single parent families (father/child and mother/child families), and on age, race, and sex (including the age and sex of children).

In addition, average household income, number of households and number of businesses may be obtained from the local chamber of commerce, public library, or city and county governments.

Marketing Plan

Before starting a street vending business, the owner(s) should develop a marketing plan. A marketing plan is a blueprint for outlining possible customers for the business and should include important information about the venture. Topics that should be addressed include: whether or not the area can support the proposed venture; the existence of an unidentified market niche that may be exploited; the level of competition in the area; the current customer base population, income, and growth trends; competitive pricing strategies; and a variety of other facets of the business that owners or manager need to know to develop a viable and profitable business.

Assistance in developing a marketing plan may be obtained from many sources --some at cost, others for free. A few sources for assistance and information are:

- Small Business Development Centers located at and universities throughout the state;
- Professional service companies such as accoun firms, private consultants, legal firms, etc.;
- Service organizations such as chambers of com the Service Corps of Retired Executives (SCORE); and
- Other public sources such as public libraries and university classes, etc.
FRANCHISING

Opportunities

Franchise opportunities exist for street vendors and offer an alternative to starting a business from the ground up. Franchising gives the entrepreneur the ability to use the mass buying power, training programs, specific territory, experience and name recreation of the franchisor to build a viable and probable business.

Most of the franchising firms provide training at their headquarters for key officers of franchisee businesses. Video cassettes may be provided that illiterate correct techniques for performing certain types of assignments. Ongoing training also is provided, especially as new equipment or improved service products are acquired. The Source Book of Franchise Opportunities, written by Robert Bond and published by Dow Jones-Irwin, lists franchise opportunities, investment requirements and franchise fee information.

Some large food or specialty item corporations sponsor street-type, cart vendors. These include Coca-Cola, Oscar Mayer, Columbo Yogurt, Dunkin' Donuts and various ice cream manufacturers. A fee license or franchise fee is usually paid by the street vendor giving them the advantages of sponsorship that may include start-up assistance, lower investment requirements and brand name recognition.

COSTS/FINANCIAL CONSIDERATIONS

COSTS AND TYPES OF ASSETS NEEDED TO START THE BUSINESS

Capital Requirements

In calculating initial investment requirements for a street vendor, some factors to consider include: the amount of capital required to operate the business until the break-even point is reached, how much will be needed for wages, working capital, unforeseen expenses, supplies, vehicles or equipment, inventories and the types of insurance coverage that are necessary.

Equipment Costs

Nearly all vending businesses are cash and carry, so the major investment is the vending cart and inventory supply. The largest suppliers of pushcarts include Peckham Carts of Boston,
Massachusetts, Carts of Colorado and the Horseless Cart Company of Mt. Carmel, Connecticut.

The carts, known in the business as "mobile food service units," are essentially mini-restaurants on wheels. Most have running water, refrigerators, and stoves. Prices start at $2,000 and run to $40,000, which buys a fully-equipped cart complete with an espresso machine. About 85 percent of the pushcarts are sold to food-and-beverage vendors, but some are purchased by clothing and trinket vendors.

Revenues and Profitability

Although no industry association exists to provide figures, it was estimated that sales from carts will total $1 billion in 1990, a 25 percent increase from 1989. The carts generate average revenues of $250,000 a year or more depending upon location. Sales of $750 daily, with approximately one-third of this as net profit, is about average for a well-located food cart, according to Fortune magazine.

MANAGEMENT CONSIDERATIONS

DEVELOPMENT AND SITE LOCATION

Location

In addition to selling an the sidewalk, vending operators can be licensed to sell in shopping malls, hospitals, commercial buildings, manufacturing plants, stadiums and movie theaters. Large department stores, such as Macy's and Bloomingdales, also permit some vendors to operate in their facilities for a rental fee.

An operating license or fee is usually required for such an operation. Some hospitals operate a lunchroom counter during daytime hours and depend on cart sales of food items during lighter traffic nighttime hours.

Zoning

When selecting a location and a specific site for the business, consideration must be given to local zoning requirements. Some communities forbid, through zoning ordinances, street vending businesses or the establishment of home-based businesses. It is essential to check these local restrictions prior to setting up a business or contracting to rent, lease or buy a property for the business.
Health and Safety Considerations

Health and safety requirements, many of which are mandated by the Occupational Safety and Health Administration (OSHA), are also important factors in the location of the business. Health and safety issues to consider include proper ventilation and fire extinguishing systems, proper food preparation and storage operations, as well as the proper disposal of waste generated during the course of business.

EXPERIENCE AND TRAINING NEEDS

Manager/Employee Training

The owner of a street vending business should be well trained in food handling and health regulations and experienced in retail sales operation. The reputation and success of the catering venture rests solely on the skills and attitude of the owner(s).

Training for management should cover the "how to's" of the business, including general management, marketing, financial, and public relations areas. Attention should be given to the philosophy (e.g. growth minded, risk averse versus a risk taker) of the firm as well as to administration.

KEYS TO SUCCESSFUL MANAGEMENT

Markets

In order to be successful, the management of a street vending operation must know its competition, have a vision as to the markets that it can cultivate, promote a helpful atmosphere for both clients and employees, and strive for profitable clients and accounts. Management of a street vending operation should be able to gauge the approximate saturation point (at which the market is not profitable) in a given market area. Markets should be developed where growth potential exists and where the firm has a price or some other advantage. Effective labor and supplies cost controls should be followed by the owners and employees. The firm's operating objective should be to develop a good reputation in the industry for quality products and service at a fair price.

Cost Control

A street vending operation should have an experienced buyer of supplies and/or inventory. Reliable sources of supplies must be cultivated. Cost control is very important to the earning of a reasonable profit in the industry. Purchasing of quality items and preparing them impeccably will lead to a quality product and repeat

http://www.sbaer.uca.edu/Publications/pub00131.txt
business.

Customer Relations

All employees in a street vending operation should be courteous to the clients. Outside of qualification, this is the most critical issue for any business. If a vendor is unable to maintain a friendly, courteous relationship with its customers, it will not be successful.

Employee Relations

Employee attitudes and perceptions play a great role in the success of a business. Poor employee morale can impact on all areas of the business, from customer relations to the quality of work. As a result, it is important to maintain a friendly, open relationship with employees at all times.

Advertising

Spot radio ads, newspaper ads, telephone directory yellow pages listings, and direct contact (telephone or mailings) are some methods of advertising. Although the great majority of street vendors are too small to use most of these methods, pushcarts and other company vehicles often carry company logos and a brief listing of items offered for sale.

GENERAL START-UP ISSUES

FINANCING METHODS

The ability to raise initial capital is critical for business start-ups. According to a survey conducted by Western Illinois University, one-half of entrepreneurs reported difficulties in obtaining financing, including both initial and working capital. The survey also found that entrepreneurs relied heavily on personal funds, in addition to investments from family and friends. In fact, the survey indicated that approximately one-half of initial funds came from these sources. On the average, bank loans accounted for nearly one-third of initial capital. Other private lenders, government agencies, venture capital and stock placements only rarely provided initial capital for businesses.

About one-half of both goods and service-producing firms surveyed had applied to lending institutions for credit. Only five percent of goods-producing firms had been denied credit more than once, while approximately 18 percent of service-producing firms reported credit denials. The most frequent reasons for credit denial included lack of adequate collateral and a policy of not lending to the type of business applying for credit. Since obtaining credit
is difficult, many entrepreneurs find it necessary to finance a business through a combination of sources of funds. Following are descriptions of several common types of financing.

Equity Sources

Equity sources of funds are the entrepreneur's personal funds or assets or the funds or assets of other investors in the business. Banks often require a minimum equity investment of 20 to 25 percent.

Personal Savings or Insurance -- Individuals with bank passbooks, certificates of deposit, U.S. savings bonds, permanent life insurance (with a cash surrender value), or other savings should view these as a source of financing. Conversion of these savings (or borrowing funds using these savings as collateral) should be explored carefully to determine the effect on the family if funds are not repaid.

Personal or Family Investors -- Next to personal assets, this is the most commonly used source of equity financing and perhaps the one source most abused. A business owner who secures equity funds from family members or friends should enter the relationship on a strictly professional business basis. Potential family conflicts which might result from the business might be avoided by preparing a simple contract to designate the details of the business arrangement.

Personal Assets -- An individual may have accumulated some equity in personal assets such as a vacation home, a second vehicle, or recreation equipment such as a boat, camper, etc. People starting a new business and trying to finance the business could sell these assets to generate funds to capitalize the business. This offers the advantage of not having loan debt to repay during the early years of a business and also shows potential investors and lenders the commitment of the owner.

Debt Financing

Entrepreneurs should be aware of typical lending practices, sources of funds and different types of credit (and their respective costs) before approaching lending sources.

Institutional Investors -- Banks, savings and loans, and commercial credit companies expect the small business owner to make a significant personal investment (equity) in the business prior to any lending activity. The lack of personal investment is viewed as a sign of greater risk and less commitment on the part of the owner. Smaller loans can sometimes be obtained through a bank's consumer loan division. Security in the form of a second mortgage on the borrower's house or a lien on property such as an auto is
usually required.

Leasing Agents -- Leasing companies allow small start-up firms to obtain needed equipment with a small cash down payment and regular monthly payments. Leasing has advantages and disadvantages both for the leasing agent and the small business that rents equipment. Leasing companies may be able to use favorable federal tax advantages (such as depreciation allowances), and thus lease terms are often only slightly higher than if the asset were financed with a bank note. However, if the lease is an operating contract (not a lease to purchase), the leasing company retains ownership.

Public Sources

Public sources of funds include federal, state or local governments which may loan money to small or emerging businesses at relatively low rates of interest as a method to improve the economy. Public sources also generally take a second position on the collateral so that the bank has first claim to the assets if the loan defaults. Although public funds have their limitations, entrepreneurs should explore such funds. Most public sources of funds require 20-25 percent owner equity, additional private bank financing, and some guarantee that job creation will occur.

Federal Sources -- An example of a public source of funds is the U.S. Small Business Administration (SBA), which offers a variety of loan programs to eligible existing and start-up small businesses which cannot borrow on reasonable terms from conventional lenders without government assistance.

Local Revolving Funds -- Many communities in Illinois use available economic development funds to establish revolving loan pools to promote business and industrial growth.

State Loans -- The Illinois Department of Commerce and Community Affairs offers several important financing programs to help start-up businesses. Each of these should be considered, along with their associated requirements. For more information on financing programs, contact the Illinois Small Business Hotline at 1-800-252-2923.

FORM OF ORGANIZATION

There are three basic forms of business organization, each of which offers distinct advantages and disadvantages for a prospective business owner. The main considerations in selecting a form of organization include:

- Cost and complexity of formation;
- Tax and securities law implications;
- Need for attracting additional capital;
- Investors' liability for debt and taxes; and
- The goals and purpose of the enterprise.

Each of these should be thoroughly discussed with an attorney and an accountant prior to selecting one of the following forms of business.

Sole Proprietorship -- A sole proprietorship is owned and operated by an individual. Advantages of this form of organization include ease of formation and relative freedom from government controls and restrictions. Disadvantages include less access to capital and financial resources. Also, this form of business organization provides less protection with regard to personal liability. For instance, the owner may be required to sell personal property, including home, car, etc., to repay debts resulting from the business.

Partnership -- Generally, a partnership is defined as two or more individuals carrying on an association as co-owners of a business for profit. Typical partnership agreements are in writing and are prepared by an attorney. The agreement defines how much owner equity each partner must contribute, the extent to which each partner will work in the company and the share of the profits or losses to be received by each of them. It is desirable to have the agreement prepared by an attorney. As with sole proprietorship, a general partnership exposes the owners to personal liability. If the business is not successful and the partnership cannot pay all it owes, the general partners may be required to do so using their personal assets. Limited partners are exposed only to the extent of their investment in the partnership.

Corporation -- A corporation is a distinct legal entity and is the most complex form of organization. A corporation may sell shares of stock, which are certificates indicating ownership, to as many people as is desirable. The shareholders then elect a board of directors, which selects a president and other officers who run the company on a day-to-day basis. Among the advantages of corporate formation are limited liability of the shareholder and ease of transferring ownership. Electing S Corporation status is another option when starting a business. In general, an S Corporation does not pay a tax on its income. Instead, the income and expenses of the corporation are divided among its shareholders, who then report this data on their own income tax returns. To qualify for S Corporation status, a corporation must meet several requirements, one of which limits the number of shareholders to 35. All shareholders must also consent to the S
Corporation status.

For further information regarding S Corporations, contact the Internal revenue Service (IRS) at 1-800-424-1040 or request a copy of Publication 589, Tax Information on S Corporations, by calling 1-800-424-3676.

LICENSING/REGISTRATION

Assumed Names Act -- Once a decision has been made regarding the form of organization for the business, it must be registered to legally conduct business in Illinois. Under the Illinois Assumed Name Act, sole proprietorships and partnerships must register with the county clerk if the name of the business will operate under a name other than the owner's full legal name (e.g., "John Doe" would not need to file; "John Doe's Cleaners" would). Limited partnerships and corporations are required to register with the Illinois Secretary of State's Office. More detailed information on business registration is contained in the "Starting a Small Business in Illinois" handbook, which can be obtained by contacting the Department of Commerce and Community Affairs' Small Business Hotline at 1-800-252-2923.

Certificate of Registration -- Most businesses must register with the appropriate state agency to submit tax or informational returns or to collect and remit sales taxes. In Illinois, business owners must contact the Department of Revenue to determine if an Illinois Business Taxpayer Certificate of Registration (Business Tax Number) is required for the business. Contact the Department of Revenue at either of the addresses listed under Information Sources.

Unemployment Insurance Liability -- Businesses that hire employees may be required to make unemployment insurance contributions to the state. Liability is determined by the Illinois Department of Employment Security (DES). The form, "Report to Determine Liability," and instructions for completion are available through the Small Business Hotline at 1-800-252-2923, or by contacting either of the DES offices listed under Information Sources.

Local Regulations -- Most local jurisdictions require that business operation licenses be applied for and renewed annually. In Chicago, street vendors are stringently regulated. For information on becoming a licensed street vendor in the City of Chicago, contact the Chicago Department of Revenue at 312-744-6343. Contact the Chicago City Clerk at 312-744-3947 for information on licensing, inspections, restrictions, and other local regulations.

Federal Employer Identification Number (FEIN) -- Every partnership, corporation and S Corporation must have a FEIN to use as its taxpayer identification number. A sole proprietorship must also
have a FEIN, if it pays wages to one or more employees files any excise tax returns, including those for alcohol, tobacco or firearms. (Otherwise, a sole proprietor can use his or her social security number as a business taxpayer identification number.) To apply for a FEIN, use form SS-4, Application for Federal Employer Identification Number.

To receive an application contact the IRS Hotline at 1-800-424-3676. The application is also included in the One Stop Business Start-Up Kit and can be obtained by calling the Illinois Small Business Hotline at 1-800-252-2923.

TAXES

Taxation for small businesses can be quite simple or very complex, depending on the size and type of operation. The following list outlines the major taxes which may impact a business. Of course, the tax liability of each business will be different, based on sales volume, form of organization, etc.

Business Taxation

Income Tax -- Every individual, corporation, trust, and estate residing in Illinois or earning or receiving income in Illinois must pay an income tax based on net income. A sole proprietor must pay individual income taxes on earnings from the business. In a partnership, each partner must pay taxes on the distributive share of partnership income. Corporations must pay a corporate income tax.

Franchise Fees -- In addition, corporations are assessed a franchise tax each year. Corporate franchise taxes are administered and collected by the Secretary of State's Office.

Replacement Tax -- Illinois does not have a personal property tax, but does have a personal property replacement income tax. The replacement tax is also applied to the net income of partnerships, corporations, and trusts. S Corporations are subject only to replacement tax.

Sales Taxes

Four categories of taxes comprise the state and local sales taxes. These are the Retailers' Occupation Tax, the Use Tax, the Service Occupation Tax and the Service Use Tax. State, county and municipal governments, and certain mass transit districts may levy Retailers' Occupation, Use and Service Occupation taxes, subject to

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criteria and rate limits established by Illinois law. Additional information regarding the various types of sales taxes may be obtained by contacting the Illinois Department of Revenue at 217-782-2972 or 1-800-732-8866.

A list of items which are exempt from Illinois Sales Tax is contained in "Starting a Small Business in Illinois" which can be obtained through the Illinois Small Business Hotline, 1-800-252-2923. For further information on Sales Tax regulations or the "Illinois Retailers' Tax Booklet" (NUC-19); contact the Department of Revenue at 217-782-2972 or 1-800-732-8866.

Real Estate Taxes

All for-profit real estate owners are required to pay property taxes. The property tax rate is determined by local taxing districts and taxes are paid to the township or county tax collector in the year following assessment.

Withholding Taxes

Certain taxes, including state and federal income taxes and FICA (Social Security), must be withheld from employee wages and remitted to the government. You may be required to register with both the federal government and the State of Illinois for tax withholding purposes.

Federal Withholding -- To register with the federal government, contact the Internal Revenue Service at 1-800-424-3676 and request: "Your Business Tax Kit" (YBTK) for either a sole proprietorship, partnership or corporation; "Tax Guide for Small Business" (Publication 334); and "Employer's Tax Guide" (Publication 15).

State Withholding -- To register with the State of Illinois, contact the Illinois Department of Revenue Hotline at 1-800-732-8866 or write the Department at:

100 W. Randolph, Concourse 300  101 West Jefferson Street
Chicago, Illinois  60601       Springfield, Illinois  62794
312-917-5258              217-785-3707

BUSINESS SERVICES

Legal Counsel

Attorneys can provide services fundamental to the success of the business. A competent attorney can advise on such issues as choosing the most appropriate type of business organization; complying with local, state and federal regulations; obtaining licenses and permits; preparing contracts; and resolving tax
questions.

Attorneys also can provide professional help when dealing with other parties such as financial institutions, owners of possible business locations, union officials, governmental bodies, franchising companies, suppliers and customers. In addition, problems may arise requiring the services of an attorney, including collection problems with customers, disputes with creditors or employees, or expansion opportunities.

There are several methods for selecting an attorney. An initial course of action might be to seek recommendations from other business owners. Another method of finding an attorney is to contact the Illinois State Bar Association Lawyer Referral Service at 1-800-252-8916. The Martindale-Hubbel Law Directory may also be helpful. It contains a listing and rating of attorneys in your city; a copy may be found at the local library. The public library is also a source for reference books on legal topics. One such book is Small Business Legal Advisor by William A. Hancock, published by McGraw-Hill.

Bookkeeping

Access to proper information is provided by a sound bookkeeping system. Functions of a good system include:

Receipts and Expenses -- Creating and maintaining an accounting system for the accurate and timely recording of the company's cash receipts, disbursements, sales and operating expenses.

Financial Statements -- Preparing periodic financial statements (balance sheet and profit and loss statement) and establishing systems that track accounts receivable and payments due.

These responsibilities may be undertaken from within or outside of the business, depending on the size and nature of the business and the owner's experience and available time. An accountant, attorney or banker can help determine a firm's needs for a bookkeeper or bookkeeping service.

Accounting

In addition to bookkeeping requirements, a need may arise for the services of a certified public accountant (CPA), an accountant who has passed a written examination prepared by the American Institute of Certified Public Accountants and who has received a state license for the public practice of accountancy. Most CPAs provide the following services:

Auditing -- Although a bookkeeper employed by the firm may maintain
accounting records and prepare financial statements, banks and other lenders frequently require an independent audit prior to granting a loan and during the loan repayment period.

Tax Preparation -- The tax services provided by CPAs include planning transactions for the lowest present and future tax liabilities, preparation of tax returns, conferences with taxing authorities who are examining prior years' tax returns and estate planning.

The Independent Accountants Association of Illinois (IAAI), established in 1949, can refer a competent accountant to the potential Illinois small business person. Many of the IAAI accountants are "Enrolled Agents," licensed to represent a client before the IRS should the client's tax return be audited. For more information, write the Independent Accountants Association of Illinois, Elk Grove Village, Illinois 60648, or call 312-593-1179.

Insurance Coverage

A well planned insurance program is essential for protecting a business from unforeseen losses and significant financial burdens. In organizing an insurance program, there are four basic considerations: recognize the perils facing the business and the potential loss from each; investigate the methods by which the cost of coverage can be reduced, which includes "shopping" for appropriate insurance plans; and prepare an insurance plan that is compatible with the operation and goals of the business. A qualified insurance agency or broker can explain options, recommend the best coverage and help save money.

Four types of insurance coverage are essential: fire, liability, vehicle and workers' compensation. Other desirable types of insurance coverage include business interruption, crime, and key employee.

INFORMATION SOURCES

There are a variety of resources available to assist with starting a business. Local libraries, chambers of commerce, community colleges, and universities are excellent sources of information.

SMALL BUSINESS HOTLINE

In Illinois, many of the forms needed to start a business may be obtained from the Illinois Small Business Hotline, a program of the Illinois Department of Commerce and Community Affairs' Small
Business Assistance Bureau. State business forms, permit and license information, and general business information, such as the "Starting a Small Business In Illinois Handbook," are available from the Small Business Hotline at 1-800-252-2923.

BUSINESS DEVELOPMENT CENTER NETWORK

The Illinois Business Development Center Network and Service Corps of Retired Executives (SCORE) offices can provide technical assistance, business plan development, finance, marketing, management, international trade, government procurement, energy management, and commercialization of technology-related products. Additional information on these services is available through the Small Business Hotline.

SMALL BUSINESS RESOURCE CENTER

The Small Business Resource Center is a Chicago-based center that provides information on area Small Business Development Centers and other state and local service providers. Contact the Small Business Hotline for more information.

The U.S. Small Business Administration offers many publications for a minimal fee. A list of these management aids is available from the Small Business Hotline.

Several sources of information are useful for improving the level of profitability of a street vendor firm or for learning more about this type of operation. These include trade associations, reference books and directories, periodicals, ratio studies, investment services, and government assistance. A list of these for the street vendor industry is given below.

TRADE ASSOCIATIONS


Food Industries Suppliers Association. P.O. Box 2084, Fairfield Glade, TN 38555. 615-456-2205.

National Retail Merchants Association. 100 West 31st Street, New York, NY 10001. 212-244-8780.


DIRECTORIES AND REFERENCE BOOKS
Buyer's Manual. National Retail Merchants Association, 100 West 31st Street, New York, NY 10001. 212-244-8780.


PERIODICALS

Cooking for Profits. Gas Magazine, Inc., 1202 South Park Street, Madison, WI 53715. 608-257-4656.


Foodservice Equipment Specialist. 1350 E. Touchy Des Plaines, IL 60018.

Store. National Retailing Merchants Association, 100 West 31st Street, New York, NY 10001. 212-244-8780.

FINANCIAL RATIOS


GOVERNMENT PUBLICATIONS


GOVERNMENT ASSISTANCE


For more detailed information about the sources listed in this section, contact your local library for the following publications by category:


- Financial Ratios and Government Publications -- Encyclopedia
of Business Information Sources. Gale Research Company, Book Tower, Detroit, MI 48226.