Mountain Bike Touring

Odessa High School
Washington State
Molly Schafer and Megan Shafer
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Executive Summary

*Loop Mountain Biking Tours (Loop)* is a start-up business that will offer guided mountain bike tours and mountain bike rentals. The company will offer a variety of different tours that cater to all skill levels. The tours will take place in northern Idaho. The company will be located on Government Way in Coeur d’Alene, Idaho. This location is centrally located to the trails at the foothills of the Rocky Mountains and is a very popular tourist destination. Mountain biking is the fifth most popular recreational activity, while outdoor recreation accounts for 11% of the total tourist spending in Idaho. The combination of the thriving mountain bike industry and the large amounts of money spent on outdoor recreation by tourists in Idaho make Coeur d’Alene a prime location for the services that *Loop* will offer. The 2,000 square foot facility will hold for 28 bikes initially with room to add more. There will be enough guides for five tours everyday and countless numbers of retail services.

*Loop* will target three different types of customers: those who live within a 100 mile radius and seek a day-trip with family or friends, those who attend a convention or business meeting and seek group or team-building activities, and tourists who seek activities while on vacation. *Loop* will target customers of all skill levels who are able to ride a bike for of five miles or more.

*Loop* will have 28 mountain bikes of various types available to rent at opening. Customers will choose their package, their meal option, and the length of their tour. Tours will be scheduled by phone, online, at the desk, or by a smart phone app. A down payment of 25% of the total must be made. Tour lengths depend on the customer’s request, and each day will be planned accordingly. Snacks and water will be provided, and meals will be purchased from Granger Deli in Coeur d’Alene. The customers will be given a unique, fun, and enjoyable experience for riders at all skill levels.

*Loop* will be open from sunrise to sunset May through October, 6 days a week. Tours will be Tuesday through Sunday. From November to February, the business will be closed; however, the staff can be reached 24/7 by phone, email, or online. A large target market will create a steady revenue stream from three avenues: tours, rentals, and retail. Having three revenue sources heightens the chance of success for *Loop*. The first year of operations is expected to produce $20,773.23 in earnings before taxes. Income will only increase as returning clientele is established and the loan is paid off.
Loop Mountain Biking Tours (Loop) is a guided mountain biking experience for people of all ages and skill levels through the beautiful trails found north Idaho, situated at the foothills of the Rocky Mountains. Loop’s headquarters are located in Coeur d’Alene, Idaho, which is centrally located with access to dozens of trailheads within 15 miles. With a focus on personalized service and attention, Loop hopes to make each client’s experience unique, personalized, and filled with fun, adventure, and beauty. The ability to modify each trip to suit customers, combined with the owners’ passion for mountain biking, will give clients a one-of-a-kind experience.

Legal Form of Business

Loop Mountain Biking Tours will be a Limited Liability Company (LLC). The partners, Jeffery Andrews and Rose Michaels, will share ownership, decision-making, and responsibility for the company. The LLC business structure protects the personal assets of the partners in case of a lawsuit or bankruptcy. All necessary forms will be completed to start this business. To ensure the success of Loop, an operating agreement will be created between the two owners. The agreement will consist of rules and regulations agreed upon by both members so operations run smoothly.

Effective Date of Business

Loop will officially be accepting clients’ reservations on January 1, 2017, with the first rides taking place May 1, 2017. The trails should be free of snow, and the trail should be firm. The owners will ride all the trails and inspect them for safety and obstructions prior to this date. A grand opening on May 1, 2017, opening will give plenty of preparation time to get the facility, staff, trails, and equipment ready for the busy summer season. A marketing and social media campaign will be well under way to advertise and generate excitement about Loop.

Company Mission Statement/Vision

Loop’s mission is to provide an unforgettable outdoor adventure through superior customer service in creating and delivering a personalized mountain bike tour for people of all ages and skills.

Company Governance

As the partner with experience in accounting, Jeffery Andrews will serve as the Financial Manager for Loop. With a Master’s Degree in Business Administration from the University of Idaho and Certified Public Accountant (CPA) certification, Mr. Andrews will be in charge of budgeting, accounting, and all financial tasks. He will oversee scheduling, the website, and customer payments. He will conduct a limited number of bike tours.

Rose Michaels will hold the position of Operations Manager for Loop. Ms. Michaels received a Master’s Degree in Business Management from Eastern Washington University at Cheney and a Certified Bicycle Technician (CBT) certificate from the United Bicycle Institute at Ashland. Ms. Michaels will serve as the General Manager, overseeing day to day operations, supervising bike maintenance, creating customized tours, maintaining trail status throughout north Idaho, and supervising the support staff. Ms. Michaels will engage in an active social media campaign and maintain a blog.
Company Profile

Company Location
The company will be located at 4055 Government Way, Coeur d’Alene, Idaho. Coeur d’Alene (ID), located in Kootenai County, is an optimum location for a mountain biking tours company, as the location is close to both U.S. 95 and Interstate 90 for easy access to the headquarters and the trails.

Immediate Development Goals
In preparation of the May Grand Opening, the following goals have been established:

◊ Implement a marketing campaign: Website, social media, radio, outdoor ads, and print advertising.
◊ Hire and train guides who love the outdoors, are experienced in mountain biking, and certify them in CPR and First Aid.
◊ Hire a maintenance person to handle bike repairs and facility maintenance and a part-time receptionist/bookkeeper.
◊ Remodel and update building to meet electrical, plumbing and retail needs.
◊ Map out 20 trail options, varying in length and difficulty. Ride all trails to map out difficulty, points of interest, and areas of concern. Ensure trails are cleared for the season and clearly marked.
◊ Purchase and inspects all bikes and gear.
◊ Establish a relationship with area resorts, the Chamber of Commerce, Visit Idaho, and other organizations that are involved in Idaho tourism.

The following goals have been set for the first two years of business:

◊ As the business grows, utilize 75% of the time and staff available for tours at the end of year one, 80% at the end of year three, and 85% at the end of year five.
◊ Maintain and continue to hire quality personnel as needed.
◊ Develop a relationship with outdoor recreation businesses like REI. Invite representatives for a free tour.
◊ Develop and build an excellent reputation with community and visitor organizations.
◊ Have an efficient system in place to ensure that tours are at full capacity.
◊ Book 225 tours with an average of 5 people per tour, for a total of approximately 1,100 people in the first year, increasing at a rate of 20% each year.
◊ Get 2,000 likes on Facebook and 1,000 Instagram followers.

Overview of Company’s Financial Status
A total amount of $113,150 will be needed to start the business. Each owner is prepared to contribute $45,000, and they will take out a loan of $23,150 from Idaho Trust Bank. This money will be used for startup costs which include leasehold improvements and operation expenses. Also, $16,000 will be used as working capital to give the company financial stability as it becomes established. The loan will have an interest rate of 5.5 percent with a monthly payment of $451.77, and will be paid off within 5 years.
Industry Analysis

Description of Industry

◊ **Size:** Mountain biking is a very popular activity in the U.S., with nearly 40 million participants annually (NBDA). It is the second most popular trail activity, after hiking (IMBA). Mountain bikes account for the largest percentage of bicycles sold at 23% (JCL). In 2011, there were 4,178 bike shops in the United States (JCL), while there are significantly fewer touring companies that specialize in mountain biking.

◊ **Growth Rates:** 2014 was a comeback year for the U.S. bicycle industry, with direct effect sales of $6.1 billion, including retail sales of bicycles, related parts and accessories, through all channels of distribution. This compares to $5.8 billion in sales in 2013 (NBDA). Over 35 million Americans were estimated to have ridden a bicycle six times or more in 2014 according to the National Sporting Goods Association. In 2015, People For Bikes estimated that 100 million people rode a bike at least once in 2014.

More Americans are exercising consistently each week, with 55.5% indicating frequent exercise in June 2015, more than in any month since Gallup and Healthways began tracking this metric in January 2008. In every month of 2015, more Americans reported exercising for at least 30 minutes three or more days per week than in the same month for the past two years, indicating that Americans’ exercise habits have been improving (Gallup).

◊ **Nature of Competition:** In Kootenai County, there are 258 miles of snowmobile and ATV trails, 34 miles of bike and pedestrian trails, 237 miles of trails in the Idaho Panhandle National Forest, and a 24-mile Centennial Trail (KCI). Given that there are more miles of ATV trails than there are biking trails, the competition in Coeur d’Alene tends to be motorized. The Coeur d’Alene Resort and the Coeur d’Alene Casino are very popular attractions in Coeur d’Alene. They offers several boat tours and cruises that can be purchased through the businesses, such as golfing, paddle boarding, and street bike rentals as outdoor recreation options.

◊ **History:** Mountain biking has existed in one form or another since the dawn of cycling. Few roads were paved in the 19th century, so most early cyclists rode on dirt roads or trails.

The 25th Infantry Bicycle Corps was a regiment of riders who customized bicycles to carry gear over rough terrain. In August 1896, the riders, who were black enlisted men and a white lieutenant, rode from Missoula, Montana, to Yellowstone National Park and back, an astonishing 700 miles.

Since its beginning, mountain biking has grown into an international activity. Cycling is often cited as the fifth most popular recreational activity in the U.S., behind exercise walking, swimming, camping, and fishing.
Trends and Strategic Opportunities

The outlook for the future of mountain bikes is positive. Overall, industry sales of bicycles are stable at around 15 to 20 million bicycle units annually, plus parts, accessories and service, which historically is a good number for the industry. National trends related to the green movement, environmental sustainability, and the need to address health problems related to inactivity (NBDA). Loop will be there to take advantage of this by using the growing interest in cycling to encourage people to try it by booking a tour.

The industry is helped by the federal government, which has also budgeted significant transportation money for construction of bicycle-specific facilities, such as bike paths and road improvements friendly to bicycles in the coming years. Making a more bicycle-friendly America is one of the industry’s key initiatives going forward. Even in tough times, governments at the federal, state and local levels continue to include support for bicycles and pedestrians. Momentum seems to be building to support non-automotive modes of transportation as cities try to improve livability in order to attract employers and employees to bolster their economies. As riding becomes a more common practice, people will feel more comfortable venturing off roads and streets to the mountains.

Another trend is the growth in nature-based recreation activities oriented towards viewing and photographing nature. Tours will be specifically designed with a focus on picturesque scenery and animal sighting for those interested in photographing nature. North Idaho is well-known for the bald eagles that nest along the lake and osprey who build nests high in the trees.

Photos of Kootenai
Target Market

Target Market Defined

Coeur d’Alene is the center of business and recreational activity in the Inland Northwest (a reference to eastern Washington, northern Idaho, and western Montana). It is home to festivals, fairs, concerts, unique bistros, elegant restaurants, a thriving downtown, mall shopping, and much more. People flock to this area not only for the interesting attractions within the city, but also for the amazing outdoor recreation options on the lakes and in the mountains. There is something for everyone, which is why millions descend on Coeur d’Alene and Kootenai County every year. Loop will target three different types of customers: those who either live within a 100-mile radius and seek a day-trip with family or friends, those who attend a convention or business meeting and seek a group or team-building activity, and tourists who seek an activity while on vacation. Loops will target customers of all skill levels who are able to ride a bike for five miles or more.

Mountain biking is not for everyone, but in Coeur d’Alene, every member of a group can find an activity to enjoy, so that those who do want to experience a mountain biking trip will never be vetoed. Tours can be adjusted in length to accommodate any group from a few hours to all day long.

Tourists: Thousands travel to Kootenai County each year to enjoy outdoor recreation. In 2013 visitors spent over $58 million dollars on overnight accommodations, primarily hotels, motels and campgrounds and $25 million on sports and recreation. (KCI). The average American spends $1,600 on family vacations according to both AAA and Money Magazine. (Visual Economics) Tourists want their vacation dollars to buy enjoyment and make memories to last a lifetime. Travelers are more likely to spend their money on sightseeing than any thing else, including shopping and dining, according to Trip Barometer 2015. For tourists who are visiting the area and seeking multiple experiences, a bike tour can easily fit into their itinerary.

Business Meetings: Meetings and conventions are big business. The 1.8 million meetings and events, which take place in the United States annually attract over 205 million participants who spend $263 million dollars annually. Of this total, 7% or over $18 million dollars is spent on entertainment/recreation (Plan Your Meetings). Organizers budget for recreation and entertainment. Loop will target these dollars by working with event organizers to include a mountain biking experience as part of their business meeting or convention. They will work with event managers from area convention centers and hotels to include a corporate bike ride as an option for an early morning or evening activity or as a way to energize their team between dull meetings.
Target Market

Day Trips: Loop will target people who live within 100 miles of Coeur d’Alene and the Inland Northwest who are looking for an outdoor adventure for themselves or a group. Whether it be extreme mountain biking for a college fraternity or a leisurely ride to celebrate grandma’s 60th birthday, a group bike experience can make memories last a lifetime. According to a 2013 visitor report, 30.7 million trips are made to Idaho, of which 62% were day trips. Two million people live within a 100-mile radius and 74% are over 18. The median income for this group is $47,861, which allows the target market the ability to afford unique outdoor recreation experiences.

Market Analysis

In 2012, according to a report on the economic impact of travel and tourism done by EMSI, over 192 million was spent by tourists in Kootenai County. Of this, 25 million was spent on sports and recreation. Each overnight visitor spent $13 on recreation and entertainment. The first reason people have for visiting Idaho is to visit friends and family. The second and third reasons are for the outdoors and touring. The ideal target market is for those who:

◊ do not have the right type of bike for the ride they have chosen
◊ are not knowledgeable about the area and wish to know about the local geography and history
◊ are not looking for a big thrill, but rather a fun adventure
◊ want to spend time with friends and family
◊ want someone to plan out the trip and provide all the necessary equipment
Competition

Key Competition

There are many outdoor adventure opportunities: boat rental shops, kayaking, whitewater rafting, paddle boarding, and bike rentals. There are also walking tours, kayaking tours, and boating tours available. However, there are no guided mountain bike tours available in Coeur d’Alene. While there are bike rental shops, no one has the tour/rental combination that Loop does.

Competition Strengths and Weaknesses

Some of the competitors’ strengths are the following:

◊ they are an established business. They have had time to build their clientele over the years they have operated
◊ they have already made connections to resorts, hotels, and tourism agencies
◊ they have already made connections to potential and past customers through social media accounts
◊ they have established a reputation within the Coeur d’Alene area.

Some of the competitors’ weaknesses are these:

◊ they do not offer a combination of a rental and a guided tour
◊ they get complacent and no longer do as much as they can for their customers
◊ the number of similar businesses gives them more competition
◊ they have been doing the same things for years, and customers will want a new experience

Potential Future Competitors

With growth expected in the mountain biking industry, the number of business ventures is also predicted to increase. The advertising, along with creative marketing ideas, will keep Loop first in the minds of customers. Continued research and additional services, as well as available services, will keep Loop at the top of the industry. With a highly qualified staff to provide the skill and merchandise needed for the industry, Loop fully expects to stay competitive with any new players. Prices will be adjusted in order to stay competitive in the market.
Barriers to Entry for New Competitors

People may not want to enter the industry due to the competition and the expense. There may be an area in Coeur d’Alene for new businesses that offers premium and innovative rentals, products, and services; however, that is the market space Loop will own. Opening a touring company can be expensive, and it may deter others from entering into the competitive market not knowing if there will be market space for them with the touring industry and tourists themselves. Loop’s finances have already been established, and that will not be a problem.

A difficulty connected to opening a service business such as mountain bike touring is establishing a strong relationship with local businesses and tourists organizations such as Visit Idaho. Potential customers may not feel the need to have a guided tour. The easily accessible facility near two interstates and Loop’s ability to take care of all the planning will help bring the customers to Loop. The consistent service and love for mountain biking will keep the customers coming to Loop time and time again. Once we are well known throughout the Inland Northwest, it will be difficult for new competitors to convince the customers that their services and products surpass ours.
Key Message

Loop’s key message is that mountain biking is a sport for everyone, not just the young and adventurous. Loop offers an experience, not a thrill. The other key message is “Leave your tour in our hands”. When customers clearly communicate the wants and needs of their group, the skilled personnel at Loop will design a customized tour using quality equipment to meet their exact needs. The goal is not to create a bike ride, but rather an exceptional memory that will last a lifetime.

Message Delivery

The target market of Loop will have their eyes opened to the services offered in a variety of ways. Loop will be fully involved with social media, as well as on a website and a blog. Advertisements will be run through other businesses, visitor information agencies, outdoor recreation venues, print media, and other venues. Referrals will be rewarded with future deals as an incentive.

- **Advertisements**: Ads will be run in local Coeur d’Alene newspapers and magazines such as the Coeur d’Alene Press. Radio advertisements will also be an effective way to reach those interested in mountain biking in the area. Several radio stations, while based in Spokane, Washington, reach the majority of Loop’s targeted area, including Coeur d’Alene.

- **Outdoor Ads**: An ad on a digital billboard will be placed near the freeway to gain the attention of passing traffic. Millions of people travel on this Interstate every year.

- **Social Media**: Loop will establish a presence on Twitter, Facebook, Instagram, and Pinterest. This will make information about the business easily accessible to everyone. In the follow up email, customers will be encouraged to post detailed reviews of their experience to different sites.

- **Website**: The website will be the most detailed of all of the advertising strategies. It will provide a list of all services available as well as have informative pictures. Customers will be able to see prices, operation hours, and book tours through the website.

- **Blog**: The blog run by Loop will mainly be an advice blog for cyclists of all kinds. There will be information about upcoming events that Loop will be present at, such as the Coeur d’Fondo, a cycling race around Lake Coeur d’Alene. Loop will have links to both the website and other social media accounts on the blog. Loop will blog about all tourist activities in the Coeur d’Alene area to connect with potential customers.

- **Travel Agencies**: Loop will partner with several travel agencies like Visit North Idaho and Idaho Tourism so that the company is featured in their outdoor recreation activities. Hotels and restaurants will also be partnered with to create package deals and promote the business. Discounted rates will be given to them in exchange for referrals to the business, as well as having business cards and brochures about Loop available.

- **Coupons**: Loop will offer coupons to both new customers and long-term customers to encourage people to try the service out as well as encourage people to continue to use the business. Prospective customers will receive a one-time-only coupon that is good for a free rental with the purchase of any tour package. Customers who use Loop’s services three times in one year will be eligible for a free annual tune-up of their bike. These coupons will be available at the facility, website, at partner tourist agencies, and at community events, where Loop will be present.
Referrals: Having a referral policy will be one of the most important marketing tactics. Loop will sell pre-packaged gift sets in order to boost referrals. There will be a tab on the website labeled “referrals” which will automatically link to Facebook, Twitter, and Email. This will send a $25 coupon to whomever the customer may wish as well as to themselves. If a new client comes into the store with a referral from a past rider, the past rider will also receive a $25 coupon toward their next tour.

Sales Procedures and Methods

Marketing strategies including advertising, outdoor ads, and a website will be set in place before the grand opening on May 1, 2017. Coupons, brochures, and business cards will be created and distributed to partnering businesses. Social media accounts will be made prior to opening and continually posted to in order to display the services we have performed. All forms of marketing will be continued and renewed as needed.

Extensive research will be done to determine which products and services to provide and what to charge for each. Research will be done through online and in-store research. We hope to offer the latest in touring and retail services. We will sell a wide variety of products to encourage all types of customers. An emphasis on nature will be included, as it is very popular among tourists.

When customers wish to organize a tour, they will be asked to complete a Trip Planning Form. The customers will be asked to make a 25% down payment, after which the trip will be added to the tour schedule. The balance will be checked on the day of the trip. Deposits can be returned with a 72-hour cancellation policy, and payments can be made by credit, debit, or cash. Tips can be given to guides.
Business Facility

A building will be leased on 4055 Government Way in Coeur d’Alene, Idaho, near both U.S. 95 and Interstate 90. The building is approximately 2,000 square feet and the lease costs $16,000 a year. The building itself will contain a warehouse for gear, equipment, and maintenance. In addition, there will be two smaller offices, a waiting area to display rentals and accessories, a customer prep to prepare customers for tours, a public bathroom, a public restroom, and a private lounge and restroom for employees. The reception area will display rentals, accessories, tour options, price lists and a waiting area with seating and television.

Day-to-Day Operations

◊ **Scheduling:** Tours will be scheduled by phone, online, on-site, or by a smart phone app. Walk-ins will be accepted if equipment and guides are available. When a tour is scheduled, the customer will use the Trip Planning Form to choose their package, a meal option, provide guest information, and list special requests.

◊ **Payment:** A down payment of 25% will be made when the trip is booked. The down payment can be refunded or the trip modified up to 72 hours before the date scheduled. The remaining balance is due prior to leaving for the trip.

◊ **Forms:** All groups should complete and submit the necessary forms online when booking their reservation. The forms include the trip planning form, liability release forms and a safety contract. For first-time customers, a personal information form will also be completed. These forms will provide information such as skill levels, biking history, and medical issues. Having this information will make it easier to ensure the safety of each customer. Customers are encouraged to fill out forms before arrival so the tour guide is familiar with the guests, their special requests and needs. All forms are included in the supporting documents section of this report.

◊ **Check in:** When customers walk in, they will be greeted by the receptionist and introduced to their guide. The
Operations

guide will confirm if the customer is renting or using their own gear. They will then be taken into the warehouse area and equipped with a bike and gear, if they are renting. After that, they will shown to the prep where the rules of the trails and an overview of the day will be explained, questions will be answered, and the guests will have the opportunity to get to know their guide.

◊ **Equipment:** If renting, customers will be taken to the warehouse to be assigned their bikes and safety equipment. Any adjustment needed will be made at that time. If a customer brings a bike, it will be given a brief inspection to ensure it can handle the trails.

◊ **Ride:** Throughout the ride, the staff will ensure a safe and friendly environment for all customers, placing their health above all else. If a serious emergency happens, a bike breaks down, or any other circumstance results in the end of a tour, the main office will be contacted and an ATV will be sent out to pick up the group members.

◊ **Trip Conclusion:** Customers will return equipment when the trip is concluded. The staff will fill out a report of any incidents that occurred on the ride. While the guide is doing this, an exit survey will be given to the guests. There will also be a computer available for the guests to post reviews on Trip Advisor. A coupon for 25% off a logo t-shirt will be given with each review. Guests will be able to browse the gift shop for souvenirs while a video of their trip is being prepared. After guests leave, a thorough inspection of the equipment will be completed in preparation for the next trip.

**Production Plan**

*Loop* will be open from sunrise to sunset May through October, 6 days a week. From November to February, the hours will be limited; however, the company will be available 24/7 via the website, phone, or email. Tours will be Tuesday through Sunday, with no tours planned on Monday. Tour length depends on customer request, and each day will be planned accordingly. If meals are requested, they will be purchased from Granger Deli in Coeur d’Alene, ID. Snacks and water will be provided for all customers. Breaks will be scheduled into each tour to give customers a chance to rest while learning more about the history and scenery. A one-hour break will be scheduled between tours for maintenance and guides to take a break.

**Work Force Plan**

*Loop* will comply with and meet all current and future OSHA standards and guidelines. Fulfilling OSHA standards will mean that each guide will be certified and will have had extensive training to ensure safety for the employees and the people in their care. Employees will be expected to have a high school diploma or a GED. Guides will also need to be able to ride a bike in all trail terrains in addition to having a personable and likeable personality. Maintenance staff will need experience with bike repairs. A vocational certification is highly recommended. An accounting certification will be required for the bookkeeper. Employees will be secured via the incentives and compensation found on page 17.
Operations

Impact of Technology

Technology will play an important role in the business. All customer information will be entered into the system and kept on record for future use. This will provide a database about what clients want now and what they might want in the future, as well as making the process easier for returning clients.

GoPro cameras will be used on the tours and short videos will be posted to both the website and social media accounts. Each client will be given a DVD and a website link to their trip. There will be an app available for all smartphones, which clients can use to monitor their progress through the trail. Guides will have checkpoints to let the office know their progress. If a checkpoint is missed, the guide will be contacted to go make sure that everyone is on schedule and safe. Long-range walkie-talkies will be used to allow communication between the group and headquarters in areas not covered by cell phones.

Scheduling can be done the traditional way of calling or customers can go online or use the Loop app to schedule or change their tour. Through the app, people will also be encouraged to notify the staff of their progress on the trail as well, to ensure the safety of all customers on their tours. Customers will be encouraged to post positive reviews and photos of their trip on social media as 90% of customers say their buying decisions are influenced by online reviews (ZOZI).
Key Employees

The employees on the Loop staff are listed below with their responsibilities:

Receptionist/Maintenance (1)
- Schedules trips
- Answers phones
- Greets customers
- Supervises drop-off and retrieval of rental bike(s)
- Keeps areas clean
- Cleans equipment
- Manages odor
- Performs all inside and outside maintenance to building and grounds

Part-time Bookkeeper (1)
- Assists retail customers
- Orders inventory
- Assists receptionist as needed
- Assists in keeping the customer area clean and tidy

Full-time tour guides (3)
- Work 40 hours a week on the trails and overtime, if needed
- Lead the tours and provides information on the trail

Part-time tour guides (4)
- Works remaining touring hours
- Always on call

Full-time bike maintenance (1)
- Works 40 hours per week, shifts vary with demand
- Maintains and repairs bikes

Management

Each owner will fulfill their responsibilities as earlier defined. Each owner will manage the employees under their supervision. They will meet weekly during the operating season to review upcoming schedules, review personnel needs, evaluate equipment needs and repairs, and analyze the budget. Each winter, prior to opening for the season, the owners will strategically plan for the following year and review: marketing plan, equipment repair and upgrades, tour options, personnel needs, and prepare a budget.
Management & Organization

Employee Plans
The two partners, Jeffery and Rose, will be in charge of hiring qualified personnel. They will interview all potential employees together. Jeffery and Rose will also do background checks on all applicants prior to being hired. Certified guides will be asked to provide a portfolio and demonstrate their biking skills. Guides at Loop will be paid 20 percent more than the industry standard, and they will receive a five percent commission on tours. Benefits, as cited below, should attract qualified guides. The bike maintenance employee will require extensive on-the-job training and be very knowledgeable about the industry. All eligible applicants must provide recommendations that show their having previous bike handling and maintenance experience. They must express a good work ethic. Previous experience with bikes could possibly include working in rental shops or specialty bike stores. The receptionist will need to be flexible. Customer service is the most important job, followed by assisting with schedules, maintaining the cleanliness and organization of the facility, and being available to troubleshoot problems. Most employees will work March through November.

Compensation and Incentives Plan
Loop will encourage employees to work federal holidays to accommodate customers’ needs. They will receive an extra paid day off for each holiday they work. Full-time employee will receive two days or sixteen hours of leave time per month that they can use as personal or sick days. Part-time guides and receptionists will be hired as needed. Part-time employees will receive five sick days and seven personal days. Up to five unused leave days will be carried over to the next year.

Employees will be able to fill out a comment sheet which will be discussed at the monthly staff meetings. Changes will be made if there are any problems that reduce the quality of the work environment. They will also have the opportunity to schedule an appointment with either manager to discuss any strong disagreements they have about the way the business is operating.
Long-Term Development

Long-Term Goals

Loop’s goals for growth and stability for three, five and more years after opening include:

◊ increase the length of the operating season by leasing fat bikes and offering trips around the lake during off seasons
◊ guided overnight mountain biking trips
◊ become a featured business on TripAdvisor with many positive reviews
◊ pay off loan at the end of year three

Risk and Potential Adverse Results

There are many risks in the mountain biking tours industry. The main risks include:

◊ Obstructed or damaged trails

Obstructed or unsigned trails could lead to several adverse results, including unaccounted for detours, getting customers over the obstruction, and/or trying to move the obstruction. This will be managed by ensuring each trail is ridden by a staff member before opening and after major weather events. If a trail is impassable, the group will reverse course, and if a pick up is necessary, they will ride to the nearest pick up point.

◊ Lost Guests

Unclear trail paths are a risk, as they could cause guests to turn onto the wrong trail. This will be prevented by ensuring that the trails are very clearly marked and that guides are very knowledgeable about the trails they guide. Guests will be trained on trail etiquette before the tour.

◊ Improperly rated trails

This is a risk as a customer may not have the skill level necessary to complete the trail, which could lead to injury. This will be managed by having the guides rate trails at the start of every season to ensure that the ratings are accurate for that year. The guide will also have flexibility to alter the tour route if the trail is too demanding.

◊ Emergencies on the trail

Emergencies are a risk with every physical activity. Being on the foothills of the Rocky Mountains means being away from a hospital or a clinic. Getting the help needed in extreme emergencies could be a challenge. This will be avoided by ensuring every guide is CPR and First Aid certified to ensure the health and safety of customers. Cell service will be available, and walkie-talkies will be used if it is not. The exact location of each checkpoint will be known by headquarters in case emergency services are required.

◊ Equipment malfunction

There is always a risk that equipment will malfunction while tours are taking place. This could lead to dissatisfied customers and to dangerous situations on the trails. To prevent this, each guide will be equipped with basic repair equipment, such as spare chains and tools. If the damage to a bike is too severe to fix on the trail, then an ATV will go to a pickup point and trade out the broken bike.
Long-Term Development

◊ **Economy**

The economy is always a risk, no matter the business. While the U.S. economy has shown improvement, it could quickly falter. People would stop paying for tours and either go on the trail on their own or not go at all. In this situation, *Loop* will reduce the workforce and return any new equipment that is not strictly necessary.

◊ **Customers**

Customers themselves are a very big risk. If they do not listen to rules and instructions given by staff members, they could become seriously injured. In order to ensure the absolute safety of all customers, there will be firm rules posted and all instructions given by staff members will be followed or the customer runs the risk of a tour ending early and not being allowed to tour again.

◊ **Injury**

Injury or illness of guides or personnel could pose a problem. Either the part-time guides or the owners will have to take the trip, or the tour will have to be canceled. This can be prevented by having trained guides on stand-by and the willingness of office staff to help. If a guide is unable to continue a tour, a replacement will be on hand to send to the trail.
Accounting System

Loop plans to use the accrual-basis accounting system with QuickBooks Retail Software. With this system, revenue will be recorded as earned as required by the Generally Accepted Accounting Principles. It will show a more accurate representation of the company’s financial status. By tracking the business carefully, we will be able to make needed changes and adjustments to improve the business.

Internal controls will be in place through segregation of duties to protect the assets of the company. For example, cash receipts will be deposited daily. This system of checks and balances will reduce the possibility of embezzlement.

Financial Projections

Below are the projections for the first six months of Loop’s operations.

<table>
<thead>
<tr>
<th>Monthly Cash Flow</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Cash Balance</td>
<td>16,000</td>
<td>19,065</td>
<td>26,630</td>
<td>39,390</td>
<td>52,150</td>
<td>70,855</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>49,200</td>
<td>54,450</td>
<td>59,895</td>
<td>59,895</td>
<td>65,340</td>
<td>65,340</td>
</tr>
<tr>
<td>Total Disbursements</td>
<td>46,135</td>
<td>46,885</td>
<td>47,135</td>
<td>47,135</td>
<td>46,635</td>
<td>46,385</td>
</tr>
<tr>
<td>Net Cash Flow</td>
<td>3,065</td>
<td>7,565</td>
<td>12,760</td>
<td>12,760</td>
<td>18,705</td>
<td>18,955</td>
</tr>
<tr>
<td><strong>Closing Cash Balance</strong></td>
<td><strong>19,065</strong></td>
<td><strong>26,630</strong></td>
<td><strong>39,390</strong></td>
<td><strong>52,150</strong></td>
<td><strong>70,855</strong></td>
<td><strong>89,809</strong></td>
</tr>
</tbody>
</table>

Below are the monthly cash flow projections for the next six months.

<table>
<thead>
<tr>
<th>Monthly Cash Flow</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Cash Balance</td>
<td>89,809</td>
<td>72,724</td>
<td>61,389</td>
<td>50,054</td>
<td>38,719</td>
<td>21,634</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>81,675</td>
</tr>
<tr>
<td>Total Disbursements</td>
<td>17,085</td>
<td>11,335</td>
<td>11,335</td>
<td>11,335</td>
<td>17,085</td>
<td>46,535</td>
</tr>
<tr>
<td>Net Cash Flow</td>
<td>(17,085)</td>
<td>(11,335)</td>
<td>(11,335)</td>
<td>(11,335)</td>
<td>(17,085)</td>
<td>35,140</td>
</tr>
<tr>
<td><strong>Closing Cash Balance</strong></td>
<td><strong>72,724</strong></td>
<td><strong>61,389</strong></td>
<td><strong>50,054</strong></td>
<td><strong>38,719</strong></td>
<td><strong>21,634</strong></td>
<td><strong>56,774</strong></td>
</tr>
</tbody>
</table>
Below is the monthly income statement for year one.

<table>
<thead>
<tr>
<th>Projected Revenue and Expenses Year 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
</tr>
<tr>
<td>Tours</td>
</tr>
<tr>
<td>Rentals</td>
</tr>
<tr>
<td>Retail Sales</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
</tr>
<tr>
<td><strong>Less Cost of Goods Sold</strong></td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>1,500</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,000</td>
</tr>
<tr>
<td>Legal &amp; Accounting</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Loan Payment</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
<td>452</td>
</tr>
<tr>
<td>Maintenance</td>
<td>750</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>750</td>
</tr>
<tr>
<td>Payroll</td>
<td>30,240</td>
<td>30,240</td>
<td>30,240</td>
<td>30,240</td>
<td>30,240</td>
<td>10,000</td>
<td>7,000</td>
<td>7,000</td>
<td>7,000</td>
<td>7,000</td>
<td>10,000</td>
<td>30,240</td>
</tr>
<tr>
<td>Payroll Expenses</td>
<td>7,560</td>
<td>7,560</td>
<td>7,560</td>
<td>7,560</td>
<td>7,560</td>
<td>2,500</td>
<td>1,750</td>
<td>1,750</td>
<td>1,750</td>
<td>1,750</td>
<td>2,500</td>
<td>7,560</td>
</tr>
<tr>
<td>Lease</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
<td>1,333</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,000</td>
<td>1,000</td>
<td>1,250</td>
<td>1,250</td>
<td>1,250</td>
<td>1,000</td>
<td>1,000</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Web Site</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>46,135</td>
<td>46,885</td>
<td>47,135</td>
<td>47,135</td>
<td>46,635</td>
<td>46,385</td>
<td>17,085</td>
<td>11,335</td>
<td>11,335</td>
<td>11,335</td>
<td>11,335</td>
<td>17,085</td>
</tr>
<tr>
<td>Earning Before Taxes</td>
<td>3,065</td>
<td>2,315</td>
<td>6,985</td>
<td>6,985</td>
<td>12,405</td>
<td>12,655</td>
<td>(17,085)</td>
<td>(11,335)</td>
<td>(11,335)</td>
<td>(11,335)</td>
<td>(11,335)</td>
<td>(17,085)</td>
</tr>
</tbody>
</table>
Below is the income statement for years one, three, and five.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tours</td>
<td>182,250</td>
<td>236,925</td>
<td>308,003</td>
</tr>
<tr>
<td>Rentals</td>
<td>137,295</td>
<td>178,484</td>
<td>214,180</td>
</tr>
<tr>
<td>Retail Sales</td>
<td>121,500</td>
<td>157,950</td>
<td>189,540</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>441,045</td>
<td>573,359</td>
<td>711,723</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Less Cost of Goods Sold</th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>42,525</td>
<td>51,030</td>
<td>61,236</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gross Margin</th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>398,520</td>
<td>522,329</td>
<td>650,487</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Year 1</th>
<th>Year 3</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>11,000</td>
<td>8,250</td>
<td>5,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>21,000</td>
<td>37,440</td>
<td>41,184</td>
</tr>
<tr>
<td>Legal &amp; Accounting</td>
<td>1,600</td>
<td>1,600</td>
<td>1,600</td>
</tr>
<tr>
<td>Loan Payment</td>
<td>5,421</td>
<td>5,421</td>
<td>5,421</td>
</tr>
<tr>
<td>Maintenance</td>
<td>10,500</td>
<td>10,500</td>
<td>10,500</td>
</tr>
<tr>
<td>Payroll</td>
<td>252,680</td>
<td>325,405</td>
<td>326,219</td>
</tr>
<tr>
<td>Payroll Expenses</td>
<td>63,170</td>
<td>81,351</td>
<td>81,555</td>
</tr>
<tr>
<td>Lease</td>
<td>16,000</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>11,250</td>
<td>12,375</td>
<td>13,613</td>
</tr>
<tr>
<td>Web Site &amp; Hosting</td>
<td>2,400</td>
<td>2,400</td>
<td>2,400</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>395,021</td>
<td>500,743</td>
<td>503,991</td>
</tr>
</tbody>
</table>

| Earning Before Taxes   | $ 3,499 | $ 21,586 | $ 146,496 |
Financial Assumption
The projected startup costs for this business are as follows:

<table>
<thead>
<tr>
<th>Startup Costs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Renovations</td>
<td>$29,750</td>
</tr>
<tr>
<td>Creation/ Management of Website</td>
<td>4,000</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>6,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>4,000</td>
</tr>
<tr>
<td>Initial Retail Stock</td>
<td>1,400</td>
</tr>
<tr>
<td>Legal and Accounting</td>
<td>4,000</td>
</tr>
<tr>
<td>Office Equipment and Software</td>
<td>3,000</td>
</tr>
<tr>
<td>Van and ATVs</td>
<td>30,000</td>
</tr>
<tr>
<td>Mountain Bikes</td>
<td>15,000</td>
</tr>
<tr>
<td>Contingency for Capital</td>
<td>16,000</td>
</tr>
<tr>
<td>Total Startup Costs</td>
<td>$113,150</td>
</tr>
</tbody>
</table>

Loan Request

| Amount of Loan                          | $23,150|
| Maturity                                | 5 Years|
| Annual Percentage Rate                  | 5.50% |
| Monthly Payment                         | $452  |
Works Cited

"8.3 Total Travel and Convention Tax Revenues and Revenues per Capita: Kootenai County." Kootenai County Indicators. Web. 16 Mar. 2016. http://www.kootenaicountyindicators.ewu.edu/moreInfo.cfm?id=129


## Bike Services

### Guide Only

<table>
<thead>
<tr>
<th>Group Size</th>
<th>Price</th>
<th>Guide &amp; Lunch</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 Persons</td>
<td>$200.00</td>
<td>1 Person</td>
</tr>
<tr>
<td>4-7 People</td>
<td>$150.00</td>
<td>2 People</td>
</tr>
<tr>
<td>8-12 People</td>
<td>$130.00</td>
<td>3-6 People</td>
</tr>
</tbody>
</table>

8-12 People Receive Two Guides

### Guide & Lunch

| 7-12 People  | $140.00| (Free Rentals)        |

### Hours

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>$50</td>
</tr>
<tr>
<td>2-3</td>
<td>$100</td>
</tr>
<tr>
<td>3-4</td>
<td>$150</td>
</tr>
<tr>
<td>4-6</td>
<td>$200</td>
</tr>
</tbody>
</table>

### Deluxe Bike Rental

Per Day .................................. $35.00

### Standard Bike Rental

Per Day .................................. $50.00
LOOP MOUNTAIN BIKE TOURING RELEASE OF LIABILITY

READ CAREFULLY - THIS AFFECTS YOUR LEGAL RIGHTS

In exchange for participation in the activity of Mountain bike tours organized by Loop Mountain Bike Touring, of 4055 Government Way, Coeur d’Alene, Idaho, 83814 and/or use of the property, facilities and services of Loop Mountain Bike Touring, I, __________________________agree for myself and (if applicable) for the members of my family, to the following:

1. AGREEMENT TO FOLLOW DIRECTIONS. I agree to observe and obey all posted rules and warnings, and further agree to follow any oral instructions or directions given by Loop Mountain Bike Touring, or the employees, representatives or agents of Loop Mountain Bike Touring.

2. ASSUMPTION OF THE RISKS AND RELEASE. I recognize that there are certain inherent risks associated with the above described activity and I assume full responsibility for personal injury to myself and (if applicable) my family members, and further release and discharge Loop Mountain Bike Touring for injury, loss or damage arising out of my or my family’s use of or presence upon the facilities of Loop Mountain Bike Touring, whether caused by the fault of myself, my family, Loop Mountain Bike Touring or other third parties.

3. INDEMNIFICATION. I agree to indemnify and defend Loop Mountain Bike Touring against all claims, causes of action, damages, judgments, costs or expenses, including attorney fees and other litigation costs, which may in any way arise from my or my family’s use of or presence upon the facilities of Loop Mountain Bike Touring.

4. FEES. I agree to pay for all damages to the facilities of Loop Mountain Bike Touring caused by any negligent, reckless, or willful actions by me or my family.

5. APPLICABLE LAW. Any legal or equitable claim that may arise from participation in the above shall be resolved under Washington law.

6. NO DURESS. I agree and acknowledge that I am under no pressure or duress to sign this Agreement and that I have been given a reasonable opportunity to review it before signing. I further agree and acknowledge that I am free to have my own legal counsel review this Agreement if I so desire. I further agree and acknowledge that Loop Mountain Bike Touring has offered to refund any fees I have paid to use its facilities if I choose not to sign this Agreement.

7. ARM’S LENGTH AGREEMENT. This Agreement and each of its terms are the product of an arm’s length negotiation between the Parties. In the event any ambiguity is found to exist in the interpretation of this Agreement, or any of its provisions, the Parties, and each of them, explicitly reject the application of any legal or equitable rule of interpretation which would lead to a construction either “for” or “against” a particular party based upon their status as the drafter of a specific term, language, or provision giving rise to such ambiguity.
based upon their status as the drafter of a specific term, language, or provision giving rise to such ambiguity.

8. ENFORCEABILITY. The invalidity or unenforceability of any provision of this Agreement, whether standing alone or as applied to a particular occurrence or circumstance, shall not affect the validity or enforceability of any other provision of this Agreement or of any other applications of such provision, as the case may be, and such invalid or unenforceable provision shall be deemed not to be a part of this Agreement.

9. DISPUTE RESOLUTION. The parties will attempt to resolve any dispute arising out of or relating to this Agreement through friendly negotiations amongst the parties. If the matter is not resolved by negotiation, the parties will resolve the dispute using the below Alternative Dispute Resolution (ADR) procedure.

Any controversies or disputes arising out of or relating to this Agreement will be submitted to mediation in accordance with any statutory rules of mediation. If mediation is not successful in resolving the entire dispute or is unavailable, any outstanding issues will be submitted to final and binding arbitration under the rules of the American Arbitration Association. The arbitrator's award will be final, and judgment may be entered upon it by any court having proper jurisdiction.

10. EMERGENCY CONTACT. In case of an emergency, please call ________________ (Relationship: ________________) at ________________ (Day), or ________________ (Evening).

I HAVE READ THIS DOCUMENT AND UNDERSTAND IT. I FURTHER UNDERSTAND THAT BY SIGNING THIS RELEASE, I VOLUNTARILY SURRENDER CERTAIN LEGAL RIGHTS.

Dated: __________________

Signature: __________________
Safety Contract

While Loop intends to provide a fun and safe adventure, accidents happen. In order to minimize this, all posted rules and verbal instructions must be followed. Trails are not guaranteed to be clear, wildlife cannot be accurately predicted, and weather can cause unforeseen circumstances. Loop will ensure that all potentially hazardous situations are taken care of; however, our staff can only do that if rules are obeyed. The main rules are as follows and are subject to change at the guides’ discretion:

1. Obey guides in all trail situations.
2. Do not leave the trail unless otherwise instructed.
3. Follow trail markers.
4. Ask guides questions if confused about trails, gear, or any other information.
5. Obey all posted rules on trails.
6. Do not disturb wildlife.
7. If you bring it in, pack it out.
8. Report any injury or bike malfunction to guide immediately.
9. Keep gear on at all times.
10. Stay with the group/guide at all times.
11. Wear close-toed shoes.

**PLEASE READ ALL RULES CAREFULLY BEFORE SIGNING.**

I have read and agree to follow the rules listed above. I understand that not following any of these may result in the end of my tour without a refund and that I may not be allowed to tour with Loop again.

Name: ___________________________ Date: ____________________
Trip Planning Form

Contact Information
Name
Street Address
City, State, ZIP Code
Home Phone
Work Phone
E-Mail Address

Package and People
Please select a package.
___ Guide Only
___ Guide and Lunch
Please state the number of people in the group.
______ Number of people
______ Number of lunches

Length and Date of Tour
How much time would you like to spend on the tour?
___ 1-2 Hours
___ 2-3 Hours
___ 3-4 Hours
___ 4-6 Hours
Approximate LOWEST skill level of your party.
___ Beginner
___ Intermediate
___ Advanced
___ Professional

Health
Please list any health conditions that could be aggravated by the tour.


Special Requests
Please list any special requests for the tour and/or and dietary requests for the lunch.
