

2004 BUSINESS PLAN

Trip for Kids Denver



**Mountain Bike Outings & Environmental
Education for Urban Youth**

March 12, 2004

TABLE of CONTENTS

Section	Description
1	Executive Summary
2	Mission Statement & Organization Goals
3	Program Description and Goals
4	Evaluation of Goals
5	TFKD 2004 Budget Options
6	Strategic Planning & Long Term Options
7	Marketing Plan Matrix
8	Fundraising Plan Matrix

Executive Summary

Overview

The city of Denver offers its residents amazing, picturesque views of the Rocky Mountains. The “14ers”, Mount Evans and Longs Peak, are visible from virtually everywhere in the metro area. Sadly, many children grow up in Denver only seeing the mountains as a distant place, far from their every day reality filled with cement, drugs, violence and gangs. Trips for Kids Denver (TFKD) is re-launching operations to give disadvantaged, urban children the opportunity to experience and learn about the natural beauty of Colorado from the seat of a mountain bike. TFKD exists to provide children the opportunity to see a different side of Colorado, to expand their understanding of what they can personally achieve, and to make personal connections with the natural world. TFKD believes that its positive, physically challenging, educational outings, can make an unquestionable difference in the lives of children by opening their minds to new possibilities, arming them with greater self-esteem, and giving them a chance to achieve demanding goals.

The new leaders of Trips for Kids Denver, Andrew Goodwillie and Brian Sneider, share a passion for riding mountain bikes. They love the physical challenge of the sport and enjoy the rewards of experiencing the wild places in Colorado via bicycle. Both were searching for an outlet to pass on their extensive cycling knowledge and to share the pure joy of riding bicycles with children when they found the Trips for Kids program. Independently, Andrew and Brian recognized the huge potential for the TFK concept in the Denver area. They believe that the substantial, enthusiastic local cycling/outdoors community, easy access to world class mountain biking trails, and a large population of urban children in need of new experiences, makes Denver an idyllic location for the Trips for Kids concept to thrive.

In its initial phase of operations, Trips for Kids Denver will be an external program provider for a wide array of youth agencies in the Denver Metro area. TFKD will provide bikes, safety equipment, volunteers, and an environmental education lesson for a group of up to ten children ages 10-17. The youth agency will pay a nominal fee to reserve the trip date, and will be responsible for providing volunteers or staff to transport the children to and from the trailhead.

In an effort to minimize transportation issues and provide a variety of program options, the trips will be offered at three to five trailheads less than an hour drive from downtown Denver. The trails will be selected for their proximity to Denver, suitability for beginner mountain bikers, natural beauty, and the availability of educational resources (park rangers, nature centers, museums, etc.). Most of the potential trip trails are currently covered in snow. Andrew and Brian will spend the latter part of the spring scouting and developing different ride options.

Denver Public Schools is home to nearly 30,000 children grades 5-12. 66%, or over 19,000 of these children are low income and qualify for free/reduced lunch support. TFKD’s goal is to give as many children as possible the opportunity to experience the wild places of Colorado on a bike. To accomplish this goal, initially the organization will only offer single day trips to a variety of youth agencies. The second phase, the Ride Leader program, explained later in detail, will work with a core group of children on multiple trips.

The third phase of Trips for Kids Denver centers on opening a “Recyclery” bike shop in the fall of 2005. The “Re-cyclery” will receive and sell donated bikes and other cycling equipment, turning in-kind donations into cash for operations. The Recyclery benefits the local community by providing low cost bike maintenance services, which keep bikes in working order and out of landfills, and acts as a base for an after-school program that teaches bicycle maintenance skills and offers touring services to the children in the community. The Trips for Kids Marin Recyclery has become the home base for the organization children’s programs and represents a significant portion of the organization’s income.

Strengths

Trips for Kids Denver is implementing a proven, non-profit business model that has not only enjoyed success in San Francisco, the founding chapter, but in more that thirty cities across North America.

Andrew and Brian are committed to restarting the organization on a volunteer basis during the first year of operation. This will free virtually all funds raised to directly support the mountain bike and environmental education programs.

Weaknesses

Andrew and Brian have a vast amount of cycling knowledge and experience working with children, but they have no experience running a charitable organization. They will be required to learn about fundraising, volunteer recruiting and retention, and non-profit business and legal issues to effectively manage the business.

External Threats

Recent economic conditions, at both the regional and national level, have significantly reduced the quantity of funds available for non-profits from foundations, governments, and individual donors. Competition for these limited dollars is fierce among charitable organizations. Securing funding on a long-term basis is a constant threat to many non-profit organizations.

Internal Threats

Internal threats to the organization’s success include the ability to produce a quality program that youth agencies in the Denver metro area will demand on a consistent basis. The organization’s programs will need to be well planned in terms of content, safety, equipment, logistics, personnel, and administrative systems.

Volunteers will be necessary to run the organization’s core ride and educational programs. A lack of volunteer support would limit the ability for Trips for Kids Denver to achieve its goals.

Trips for Kids Denver Mission Statement

Trips for Kids Denver provides mountain bike outings and environmental education to children who would not otherwise be exposed to such activities. Our outings create a positive, fun outdoor experience for children, while teaching lessons in personal responsibility, achievement, and environmental awareness.

Organization Goals and Objectives

1. Provide a positive, fun, safe, physically challenging mountain bike experience to youth, ages 11-17, who would not otherwise have the opportunity to participate in this type of activity.
 - Give more than 195 children the opportunity to mountain bike this year.
 - Implement safety procedures and risk management assessments, which lead to no major injuries during a trip.
 - Obtain survey results indicating that over 80% of participants want to ride with TFKD again.
 - Collect positive quotes from youth about what they learned or achieved on the trip.
2. Provide children with a simple, engaging environmental education message throughout the ride.
 - Work with environmental education experts to develop and deliver an accurate, engaging educational lesson to all ride participants.
 - Reinforce the environmental message throughout the ride.
3. Promote healthy lifestyle choices by participating in physical activity and making healthy food choices.
 - Each youth is given one healthy snack item at lunch or after the ride.
 - Discuss the importance of healthy eating habits to maximize physical development, energy, and physical and mental performance.

Ride Program Goals and Objectives

Pilot Ride Program

Trips for Kids Denver will re-launch in late April and May 2004 with three or four pilot trips. The goals of the pilot trips include:

- Establish and test systems for ride preparation, execution, and post-ride tasks.
- Validate the quality of the educational component content providers.
- Assess risk management systems.
- Solicit feedback from ride participants, youth agency personnel, and volunteers on the program's strengths, weaknesses, areas for improvement and the all-important fun factor.
- Make necessary changes to the program prior to launching a full program of rides this summer.

Trip Schedule and Children Served

Trips for Kids Denver will begin providing two trips per week beginning June 2, 2004 (Monday or Wednesday and Saturday), the first week of Summer Break for DPS. If the June rides run smoothly and the organization is able to generate sufficient agency demand and recruit the required ride volunteers, we will begin running three trips per week after the 4th of July weekend through August 14th. Weekend rides will continue until October 2nd for a total of 34 possible summer/fall trips. Assuming at least 75% of the trips are booked and attendance per ride averages 6 or 7 kids, the organization would reach between 150 and 240 children this year. It's likely that weather, agency no-shows/cancellations, and general lack of demand for the trips will reduce the number of trips completed. A reasonable goal for the regular 2004 schedule is to work with 195 children, which would represent about 80% of the trips (27.2) being completed with an average of seven participants.

2004 Ride Program Participation Goals:

- Complete at least 28 trips
- Provide trips for more than 195 children
- 90% of Youth Agencies come back for two or more rides

2004 Trip Budget by Number of Trips Completed (Ave. 7 per Ride)

Trips	34	28	25
Income			
Agency Fees	\$850	\$700	\$625
Expenses			
Fuel 50mi/12 mpg x\$1.7	241	198	177
Food/Bottles \$3/rider	714	588	525
Liab.Insur, \$1.5/rider	350	195	175
Loss	(\$455)	(\$281)	(\$252)

Resources Needed to Complete Ride Program

Trips for Kids National provided TFKD with five bicycles, 100 Cliff Bars, one first-aid kit, 10 helmets, and a complete set of tools. Andrew has committed funds to purchase five additional bikes through a Trek special TFK offer, for a total of 10 bikes. Ten additional bikes will need to be secured to cover all the necessary sizes for a full trip of ten kids and agency personnel. At \$350 per bike, an additional \$3,500 will need to be raised to purchase the additional 10 bikes. Additional equipment needed for the first year of operation is listed in the table below.

	COST
10 bikes	\$3,500
Water Bottles \$2x20	40
Food/Energy Bars	100
Gloves (\$8x20)	160
Extra Helmets \$15x 10	150
Bottle Cages \$3x40	120
Inner Tubs/patch kits	40
Cleaning supplies/lube	25
Pump	25
Additional 1 st Aid Kit	40
Two-way Radios	50
Total	\$4,250

Human Resources for Summer Program

Andrew and Brian are committed to being the primary ride leaders for the summer of 2004, but with a group of five children or more, volunteers will be needed to have a safe, fun ride. The goal is to have a minimum kid to volunteer ratio of 3:1, and ideally 2:1. Depending on group size, each ride will require two to four volunteers, or between 50 and 100 volunteer days for the summer. Many personal friends of Andrew and Brian are excited about the program and have expressed interest in volunteering, however TFKD will need to develop other sources of committed volunteers. To attract the necessary number of committed volunteers, TFKD will approach local universities, cycling organizations, local volunteer information web sites and listings, and large corporations with community service programs. TFKD will also attend local bicycle events and reach out to media outlets in an effort to get the word out about our program.

How are we doing? Evaluation Process

TFK will evaluate the success of the ride program in the following areas:

- Children Served: Will we attain our goal of riding with more than 195 kids in 2004?
- Fun Factor: 80% of children want to come back and ride again.
- Agency Satisfaction: % of agencies that returned for two or more trips, results of survey.
- Safety: Were there any major injuries among ride participants? How can procedures be changed to prevent injuries in the future?
- Volunteer recruiting and retention: Did TFKD have to cancel a trip due to lack of volunteers? Percentage of volunteers that returned for two or more rides. Results of volunteer feedback survey.

Evaluation will be the subject of discussion at each TFKD board meeting to ensure that the organization is on the right path to achieve its goals.

TFKD Budget Options

Summary 2004 Budget

Expenses

Liability Insurance(195x\$1.5)	\$293
Storage w/ Theft Insurance	1,600
Gear Maintenance	500
Marketing	600
Fundraising	400
Postage	150
Office Supplies	400
Miscellaneous	500
Loss from operations	300
Legal Fees	300
Accounting	200
Subtotal	5,243
First Year Equipment Expense	4,250
Total without Transportation	9,493
Van and Insurance	12,000
Total	\$21,493

Revenue

Agency Fees	\$700
Individual Contributions	5,000
Fundraising Events	2,500
Corporate Support	2,500
Board Contributions	1,000
Foundation Grants	10,000
Interest	200
Total Income	\$21,900

Summary 2004 Budget w/out Transportation

Expenses

Liability Insurance	\$293
Storage w/ Theft Insurance	1,600
Gear Maintenance	500
Marketing	600
Fundraising	400
Postage	150
Office Supplies	400
Miscellaneous	500
Loss from operations	300
Legal Fees	300
Accounting	200
Subtotal	5,243
First Year Equipment Expense	4,250
Total without Transportation	\$9,493

Revenue

Agency Fees	\$700
Individual Contributions	4,000
Fundraising Events	2,000
Corporate Support	2,000
Board Contributions	1,000
Foundation Grants	1,000
Interest	150
Total Income	\$10,850

The Future of Trips for Kids Denver....What's possible?

After a summer of riding and providing a solid ride program, the focus of the September board meeting will be strategic planning. During this meeting the board of directors will discuss the current status of the organization and then set a course for the future. The fall and winter months will provide an opportunity to focus on executing the strategic plan that the board of directors will develop in September.

Some options we will consider:

Jr. Ride Leader Program – A Bridge to a Year-Round Program

Trips for Kids Denver plans to build a year round program with a core group of children called the “Jr. Ride Leaders.” The goal of this program is to identify children who are passionate about cycling and give them an opportunity to develop their cycling skills and knowledge on a regular basis. The Jr. Ride Leader program will have four goals:

- Teach basic bicycle maintenance and advanced riding skills.
- Provide opportunities to develop and demonstrate leadership and teamwork skills.
- Give children the opportunity to exercise regularly (2-3 times per week).
- Develop a long term mentoring relationship with the children that supports their academic, social, and physical development.

Ideally, the program will run twice during the week throughout the school year and be located on-site at a partner middle school or community center. The target date for beginning this program is April 2005.

“Re-Cyclery”

The Re-Cyclery thrift store receives donated used bicycles and related equipment, fixes them if necessary, and sells them at a reasonable price to the community. Trips for Kids Marin started their Re-cyclery in 1994 and last year recorded close to \$250,000 in sales. The income from the store supports their core riding program.

The goal of this operation is to keep bicycles out of landfills by putting them back on the streets as affordable, environmentally friendly transportation. In addition, Re-Cyclery is the home of Trips for Kids' after-school and earn-a-bike programs, providing a healthy environment and job training for kids in the local community. The target date for opening a Re-cyclery is September of 2005.