

Scallywags Raftin' LLC.



Miri Gubler
Matt Derrick
Cam Chasse
Brian Buehler

TABLE OF CONTENTS

Executive Summary	3
Company Philosophy	4
Company Description	5
Legal Plan	6
Business Concept	12
The Market	16
Operational Plan	33
Organization and Management	40
Sustainability	43
Risk Management	45
Appendix	52

EXECUTIVE SUMMARY

I once had a pirate themed birthday party with props like swords, eye patches, treasure, even a bouncy house. Phrases like “ARGH” and “Shiver me timbers” could be heard throughout the neighborhood. Everyone acted the part and one of my neighbors even came to the house the next day and recalled someone walked the plank right off his diving board into the pool. I can remember it being the best birthday party I ever had, and I can’t imagine anything coming close to topping it. Well, that wasn’t too long ago; my 25th birthday.

I’m sure you were probably thinking I was referencing a time way back, when I was a child. The point I’m trying to make is it doesn’t matter how old you are, pirates are cool. And they’ll only get cooler with time. It’s this obsession with pirates that I have, and my faith that everyone else has some kind of interest in pirates that gave me the idea to start a pirate themed rafting company. Whitewater rafting has long been a passion of mine. The thrill of reading the river. The spontaneity of the dips and humps. The cries of the guests. I want to share this passion with guests in Costa Rica in a new, groundbreaking collaboration of the thrill of whitewater rafting and the excitement of pirate life.

We want Scallywags Rafting Company to be known throughout the world as the unanimous number one best pirate rafting experience in the world, and we won’t stop until we reach the top.

Founder,
Miri Gubler

COMPANY PHILOSOPHY

Mission

To provide fun, exciting, and challenging themed rafting tours. We are the premier themed rafting company in the world, setting a standard for specialized themed adventure tour companies around the globe. We incorporate rafting rivers with a predominant pirate attitude that will create an unforgettable modern-day pirate experience.

Vision

To combine our love of rafting, pirates and themed adventure with the world. To be unique, authentic, and partner with local businesses, artists, actors, and interpretative guides in order to bring an amazing part of history to life.

Values

We value fun, adventure, pirates, customer safety, building relationships, breaking comfort zones, environmental sustainability, and building unique and life-changing experiences for anyone and everyone.

Keys to Success

Fun and anticipation at every step of the journey from booking the trip, to preparing for the trip, and the trip down the river.

No lapse in the pirate atmosphere...from office interior, props, prizes, and guides who are dedicated to staying in character while customers are within our care.

Prime location in Costa Rica, within the Caribbean (famously associated with pirates). The tropical locale that is frequently associated with pirates will bring in more tourists who are interested in the unique trip and some pirate lore and themed fun.

Goals and Objectives

To increase the amount of bookings after our first year.

To decrease the amount of free empty seat fillers from local businesses after the first two years of business.

In three years we'd like to develop more of a corporate team-building opportunity trips.

In five years we'd like to be sending big trips every day of the week.

In seven years we'd like to expand to a guided fishing tours and guided sea kayaking tours.

In fifteen years we'd like to invest in an authentic pirate ship that could dually serve as an Eco lodge, retreat, more authentic experience, and could provide the opportunity for multi-day bookings.

COMPANY DESCRIPTION

Scallywag's Rafting LLC. was created to add a themed enhancement to your average Class III whitewater river trips. Without getting into more dangerous rapids (class IV-V), we keep it safe while fun and exciting. Class III rapids are less likely to flip boats which is important for not only safety but keeping the extra pirate related gear in the raft.

A pirate theme adds a whole other dimension to the experience, adding extra fun and authenticity to stereotypical pirate adventures with traditional pirate speak, attitudes, and activities including multi-raft water battles, crew identity (team-work), treasure hunts, rum, and mystical sea lore. This level of engagement will not only add to a trip of a lifetime and memories galore, but is distinguishable from all rafting companies who offer the exact same rafting experience without the theme to add meaning and tie everything together.

This company offers adventure for lower class rapids, taking out an element that many seek in rafting adventures but adds an element of role-play that will be both fun and safe. The customer will go through several stages of anticipation and services from registration to the final drop-off back at the office at the end of the trip. The particular steps at each stage will be described in greater detail in our services section.

We will start out just running a couple trips a week, breaking them into groups depending on the level selected of participants and group them accordingly. If at first we need more participants to fill empty spots on boats to make a full trip and therefore more fun, we will offer trips for super cheap to get more bookings, or just offer that to locals at businesses we may want to partner with for free to increase word of mouth and local reputation.

PRIMARY COMPANY MEMBERS AND ROLES

Miri Gubler – President, Captain

Matt Derrick – Operations Manager, First Mate

Cam Chasse – Sustainability Manager, Scourge of the 7 Seas

Brian Buehler – CMO, The Lookout

BUSINESS STRUCTURE

Scallywags is a new independent business and we structured it under a “Limited Liability Company” (LLC), also known as “Sociedad de Responsabilidad Limitada” (SRL) by the Costa Rican Code of Commerce.

This organizational structure works with our organization's mission and vision. The limited liability structure allows our members to gain the tax benefits of a corporation while reducing the liability of the members. This company needs flexibility, and simplicity which the limited liability organization offers.

- Protected assets, we as owners will not be responsible for the debts of the company and creditors cannot pursue us for those debts if we go under.
- Pass through taxation, taxes are paid on our own personal taxes.
- Heightened Credibility, by forming an LLC it creates credibility to our customers and business partners and vendors because they will be able to see our commitment to our business.
- Flexible management structure, Scallywag’s will be free to create our own personalized company structure. Being a small company and having this flexibility for organization is very important.
- Few restrictions, there are minimal restrictions about the structure of management.
- A disadvantage to this structure is they are typically more expensive than other partnerships.

LICENSES

Company Name

Scallywag’s Rafting S.R.A., S.A.

Scallywag is of Indonesian origin and is the same in both English and Spanish translations.

The Costa Rican Code of Commerce requires that companies have a unique name that cannot be confused with any other company’s name or it could be punishable by law. The meaning of the name has to be specified, or an explanation of the name must be specified. (Ferris, 2014).

The meaning of our company name was chosen from a variety of technical pirate terms. Scallywag refers to a “deceitful and unreliable scoundrel” or “one who is playfully mischievous,” (Free Dictionary).

According to Urban Dictionary it is defined as “a term of endearment used by pirates.” (Urban Dictionary).

REGISTRATION

Registration costs were hard to find because most of the local websites we needed were in Spanish. According to World Bank Group, the estimated costs will be between \$300 and \$1000 to register the business with the Public Registry (Registro Publico).

National Registry of the Republic of Costa Rica

Mission: “The National Registry of Costa Rica is a public institution, responsible for guiding and registration and geospatial activity that protects the registered rights of individuals and legal entities, offering quality services and legal certainty for users.”

\$2,800 CRC (Ministry of Economy, Industry).

See: Ministry of Economy, Industry and Trade - SME Business Registration (form is in Spanish)

Business Registration with the Directorate General of Immigration, allows companies that meet the requirements, enjoy benefits such as attention in the special window for companies located in the Platform Management Service and Aliens reducing delays in resolving applications for temporary residence for their employees. Classification C applies to our business. See the registration form attached in the appendix.

1) Classification C

- a) **Are those that are operating in the tourism sector in Costa Rica.** (General Direction of Immigration).

Intellectual Property Registration

In order to protect our unique rafting service and keep our competitors from simply adding a “pirate trip” to their already extensive list of trips it is essential to protect our idea and our business. Initially we will try to go through the United States Patent and Trademark Office who have a branch of Global Intellectual Property Academy.

RESIDENCY

Operating in Costa Rica presents some problems. We would be able to set up our business here but in order to “work” we must have permanent, legal residency status. This means that all other labor must be done by a Costa Rican because they are protected by strict employment regulations. Our involvement would be limited to just the management of the business, such as managing the affairs but none of the actual labor like administrative or rafting.

To protect ourselves and our investment legally, we will apply for residency. Then we will be able to gather more market research, marketing techniques, explore the area, and connect with locals while we aim for residency before actual business start-up. Without our organizational freedom (from the LLC), it makes it hard for us to stick to our ideal situation, so each primary

owner can take on multiple responsibilities and labor and so we can retain our supreme decision-making power.

A special investor group, known as Inversionista Residency, is available to entrepreneurs who invest \$50,000-200,000 in a government-approved industry, often in tourism and reforestation. So, that would be an option available to us since we would be based in the tourism industry. (Costa Rica)

Residency status for the primary members should take, and the other occasional members we have that are in the U.S. could apply for a work visa. The Association of Resident of Costa Rica or (ARCR) assists individuals who wish to relocate to Costa Rica and gain residency. In addition to applications, fees, and the waiting period, there is a written test. See the list of questions in the Appendix.

LOCATION

Tourism is Costa Rica's main source of income and they receive over 1.7 million tourists per year, the majority coming from the United States and Canada. It is estimated that up to 80% of all visitors come to do ecotourism related activities. (About Costa Rica)

Key factors we considered essential to the success of our business:

- Few noise restrictions (national park land)
- Permits for multiple rafts per trip
- Deep, calm sections of water
- Nothing higher than class III rapids
- Warm water
- Tropical atmosphere
- Equal ratio of whitewater rapids to calm sections, ideally interspersed to give adequate opportunity to water fight, treasure hunt, tell stories of pirate history, sea lore, and local interpretation
- Year-round
- 4-6 hour long trips

We have the ability to implement pirate rafting on any river, but we decided that several factors were likely to increase our success as a pirate themed business. One of the first thing people associate with pirates are crystal blue lagoons, warm waters, tropical foliage, parrots and exotic birds, and...the Pirate of the Caribbean movies. So, what better place for our company than somewhere in the Caribbean? The availability of whitewater in this region of islands offers a potential for expansion.

Within this region, we focused on Costa Rica because it is a highly touristed area, which will provide a good flow of customers who are on vacation and are looking for any kind of fun and authentic experience. Costa Rica is a leader in the world for setting ecotourism and sustainability standards, which is one of our biggest values.

Since one can expect the most epic of water pirate battles, walking the plank, boarding and throwing enemy pirates overboard, we want warm water so that no one is in need of wet suits and will actually want to get into the water and throw others in.

There are several rivers in Costa Rica that are famous for whitewater, but we want a river that has rapids in class I-III range and no higher, this means that our high liability company can reduce our liability by staying within safer, manageable rapids.

We chose to set up our business to raft on the **Rio Savegre**. This river has frequent swimming spots, waterfalls, and rapids to keep people thrilled throughout their entire trip. It also has great exotic bird life and rich local history. It has deep, calm sections that are ideal for initiating epic pirate battles, ensuring that no one is injured on shallow rocks. This river also hails as being the cleanest river in Costa Rica, which will prompt people to actually get in the water, which is a must for our trips. The rapid class of our rafting section on the Savegre River also allows us to have children 7+ come along and is raftable year-round, which is ideal. Busy season is December-April.

Being located in Costa Rica and having some pirate history will make marketing easier and we can incorporate local history as part of the guides' interpretation of the area along with the flora and fauna.

Disadvantages to our location is that none of the primary owners can speak Spanish, don't have Costa Rican residency, and the amount of time it would take us to become residents before we'd be able to set up our business properly would take a few years. Another issue we'd see here is government red tape, which means a lot of forms, stamps, and waiting time than we'd expect in the U.S. We'd also be required to pay taxes both in the United States and Costa Rica. (Costa Rica)

Other advantages to setting up business in Costa Rica include:

1. Good political, social, and economic stability
2. A strategic location and preferential market access
3. Highly educated workforce
4. Their business environment is one of the safest in Latin America
5. Foreign investment is encouraged by means of low tariffs and competitive tax rates
6. Other business incentives for tourism businesses exist like tax exemption and grants

7. Easy access and safety of public transportation
 8. In-town office is in close proximity to some of our top competitors
 9. In-town office is in close proximity to customers' hotels and would allow for an easy pick-up and drop-off as an included service (not longer than an hour transportation)
 10. International standards for IPR protection (investment promotion agency)
 11. 93% of energy is renewable; electricity costs are low and guaranteed
 12. On average 95% of the employees are local
 13. Quality of life in Costa Rica is high. Safest country in Latin America.
 14. One of the top 5 environmental performers
- (Costa Rica) and (Embassy of Costa Rica).

INTERIOR

We will need two commercial building locations:

- Boathouse: where we store rafts, paddles, life jackets, pumps, trailers
- Office: where customers book trips, check-in, and meet to get set up for the trip.

The boathouse is essentially a warehouse to keep our equipment in. It could be further away from Quepos, our city central location, but would be preferably close to the river and boat ramp.

The office would need to be near other rafting companies in a central location. The interior would need some changing rooms for customers to perfect their outfits or change into swimming suits, and some racks for t-shirts, hats, and other merchandise and a couple bathrooms. A patio is almost essential cause then guests can sit and relax, maybe get a drink and enjoy the weather without having to stay in a cramped office space. Inside the office it'd be great to have an ice cream dispensary, ideally frozen yogurt machine or Dippin Dots, but maybe just a case with popsicles and creamsicles.

The ambiance of the office could have some reggae playlists and the walls could be painted by local artists to include an underwater theme with a reef or a cool mural of some old school pirate ships, skeletons, a buried treasure map. We could add pictures of real historical and famous pirates and ships with a brief caption. The all-encompassing pirate theme helps give an edge over our competitors because our office would be a fun treasure trove of nautical history, unique wall murals, and pirate swag.

HOURS OF OPERATION

The Rio Savegre has a great climate with good temperature ranges (averages 70s each month of the year) and water levels year-round, allowing us to continue operations throughout the year. However, the rainy season (summer and fall) can increase the level of the rapids and make rafting more dangerous. At the beginning, we would most likely have erratic trip times and days depending on the booking, so we'd need some stable guides who could be flexible. But, we'd have someone checking email twice daily and responding, and our office phone line would be on from 8:00 am to 7:00 pm. Ideally when we pick up more business, we would run two trips daily

that lasted approximately 6 hours in total, one leaving at 8 am and one leaving at 1 pm. In our first five years we are shooting for just one trip per day every day of the week, every week of the month.



Figure 1 Photo from: <http://www.cinde.org/en/why/the-country>

The process will never be dull for the customer and everything will contribute to the pirate atmosphere. Employees will stay in character; our office, equipment, and props will all add to anticipation. From registration and signing waivers to actual river time, customers will have an enjoyable pirate adventure.

Stages of customer anticipation range from the very first moment of registration, whether it be online or at our office until we drop them back off at their hotels at the end of the trip.

Registration

Whether they are registering online or in person, they will be presented with several options. They will have an option to reserve their own boat for their own party (2, 4, or 6 people per raft) that will be part of a fleet (5 or 6 rafts per trip). If they have less, such as an individual or couple, they can have the option to join a certain boat depending on what they want. The next option will be the activity level. Do they want light water-fighting because they have kids aboard and don't want a drinking option? If so, they can pick the first in three options:

1. *Sailors, Ahoy* - Low Interactivity (no boarding other rafts, no drinking, light water-fighting, light competition, participation loot for easy treasure hunt, fun pirate stories and other interpretation of the area (history, flora and fauna).
 - a) Good option for families with young children or elderly adults.
2. *Buccaneers, Ahoy*- Moderate Interactivity (competitive with honest competition, heavy water-fighting and boarding other boats but no flipping other rafts, difficult treasure hunt that requires lots of team-work (option for good loot at the office), interpretation of area and pirate history and lore).
 - a) Good option between light and heavy pirate authentic activity and rowdiness.
3. *Sallywags, Ahoy* - Heavy Interactivity (drinking option, highly competitive, opportunity for boarding and flipping enemy rafts, bribery and stealing of enemy artillery or doubloons, interpretation of the area and pirate history/lore, difficult treasure hunt with option for good loot back at the office).
 - a) Good option for groups of friends or competitive families with older children, good physical capability recommended.

After designating what kind of trip they'd like to be a part of, they have other options to design their own pirate flag (for an extra fee of \$20 that they can keep at the end of the trip) or they can pick from ones we have in store. Once they are registered they will receive a confirmation email with a couple attachments if they wish to get more interactive. Attachments include a pirate

vocabulary sheet if they want to study up before their trip or for general knowledge, and some more information on what their trip will consist of depending on what option they chose, if they signed up with strangers, they will be able to conduct an online chat to make plans or get to know each other.

The harder the treasure hunt, the more opportunity customers will have to earn loot at our office at the end of the trip such as a free hat, t-shirt, shot glass, trip pictures/videos. The easy option has a participation prize “loot” at the office such as a bracelet with our company name and “Scallywag” or “Pirate” on it.

The level 1 treasure hunt will have a plastic, water-proof treasure map that was designed by our artist and is easy enough but still challenging for children. The other two treasure hunts will be a geocache treasure hunt. Geocaching is an outdoor recreational activity in which participants use a GPS to locate a hidden item called a geocache or cache. Caches can vary from very small pillbox shapes to chests filled with all kinds of items. Global Positioning Systems (GPS) will be distributed to the rafts. It will be a race to find the “hidden treasure” or “booty.” There will be multiple caches on various stopping points to allow more variety and options for our customers with a big treasure and other smaller treasures.

Hidden or Buried Treasures includes two big prizes, three medium prizes, two small/medium prizes, and five small prizes that can all be redeemed back at the office for certain things. See Appendix for prizes and trade-in values.

Pre-Trip at the Office

When customers arrive at the office, we suggest they arrive 1.5 hours before their trip to have adequate time to have a safety meeting, emergency scenario discussion, sign waivers, meet their guide or “Captain”, get their ship flag, pick out their artillery and costume additions (if desired), and receive some doubloons to start with to barter with yer mateys!

By picking out a team flag, customers are able to tailor their image and create a solid crew mentality which is great for morale and team-building. Our accouterments are both team-oriented and individual, this gets customers excited that their experience is tailored and different than other trips we took out the day before or tomorrow. There will be much to choose from and the possibilities will immerse them further in the theme and by then they will be bursting with anticipation to get out on the water and see what’s in store.

They will also be told what certain booty will get them, such as collecting or finding a certain amount of doubloons that can be exchanged at the office for bracelets, stickers, and other pirate stuff. Customers will also be given their mandatory protective gear, which includes eye-gear (for

higher levels) and helmets. Items available to rent are close-toed sandals and GoPros to record the trip (clip onto helmets).

Transportation to Boat Ramp

40 minutes via Route 616

On the Water

Customers will receive another run-down of proper rafting techniques, pirate etiquette, what to expect, and when to switch into rapid mode instead of fight mode. The guide will appoint a first mate and then it is fun sailing with pirate stories, battle plans, treasure hunting, swimming, epic water battles, alliances, and a wicked good time. We will also have one or two safety kayakers that will be equipped with GoPros and cameras to offer these pictures and videos back at the office that are available for customers to purchase. In addition to photography our safety kayakers will make sure that no one is lost, left behind, or hurt.



Figure 2 Here's an example of our rafting helmets with GoPro attachment!

Transportation back to Office

15 minutes via Car. Pacifica Fernandez Oreamuno/Costanera Sur/Route 34

Back at the Office

Return of protective eye gear and close-toed shoes (if on more competitive level), retrieve any prizes, fill out a survey and give feedback. Guides will account for the flags, artillery, costumes, and helmets. If customers rented GoPros to document their trip, then we can help download it for them and email it to them or they can purchase photos that our guides took throughout the entire trip. We could offer a 5% or 10% discount on store merchandise if they'd fill out a feedback form.

Recollection

The raft trips will all be filmed with GoPros to capture still photos and videos of the trip. These videos will be edited following the trip and sent to participants if purchased. Our trips offer an incredible opportunity for team building. After each trip, customers will return to their everyday lives with an improved sense of community at the job, school, or in the family, as well as an opportunity to meet new long lasting friends. The adventure and thrill our trips provide will give confidence and self awareness to each participant. For team building trips we can have shirts that have the key values we have taught throughout the trip which can be seen as a motivational product.

Secondary Profit Center

At our main office we will have a retail store with shirts, hats, media packages, stickers, sunscreen, sunglasses, chums, flags, shot glasses, postcards, ice cream, and rental shoes. As we expand (see our objectives), we hope to start seeing profit from guided fishing trips, corporate team-building packages, and our authentic pirate ship “Eco-lodge” or “Eco-ship”.

What Makes Us Stand Out

We focus not only on navigating white water, getting splashed, and having a good time, we take it even further so that we can act like pirates. Rafting through whitewater, conquering other rafts, and enjoying the tropics. We encourage water fighting and rambunctious behavior, because that’s what pirates would do.

Market Research

Our original market research led us to the harsh realization that people won't travel more than 5 to 20 miles to seek out our pirate rafting services. This means that we had to strategically place the location of our company somewhere that sees a high volume of tourists so that customers would hear of us when they were already in Costa Rica and would be intrigued and book a trip.

Costa Rica is famous for its whitewater rafting so our unique offering sets us apart from the 30+ rafting companies that exist there. People looking for something different would much rather book with us and in the future when we are hopefully meeting our objectives and goals then we can hopefully be featured in guide books or travel brochures where people premeditate trips to book with us prior to their arrival in Costa Rica.

Our new research shows us that on average, 1.7 million tourists visit Costa Rica each year. The most common time for tourist arrival is December through April. Of the tourists who come to Costa Rica, it is estimated that up to 80% of them come to do ecotourism related activities. (About Costa Rica).

The Industry

White water rafting participation has experienced minimal growth since 2011. The average participation in The United States is around 3.8 million people per year according to American Canoeing. The average participation age group is between 13-17 with 60% being males. White water rafting is the third most popular paddle sport, with 75% of the participants being Caucasian.

The Market

The market for Scallywags Rafting Co. is based in the United States. The median age for participants is 29 years old. The ratio for male to female is 40% for male and 60% for females. That being said our ideal target market is ages 25-44, Caucasian and with 1-3 years or a bachelor's degree and a household income of \$50,000 - \$99,999.

TARGET MARKET PROFILES

Millennials and X-generation Age 25-44 and household income of \$75,000 - \$99,999
Middle to late-aged couple's and singles. Income status \$75,000+, Educational level Bachelor's degree. According to the research approximately half of these customers are married and have one or more children. This target market vacations yearly and is looking for activities to do in the local environment. Additionally, there are approximately 50% that are single adults. This segment of the market likes to travel with one or more friend(s).

Millennials and X-generation Age 25-44 and household income of \$50,000 - \$74,999
This target market is the same as described above with the exception of income level. They have small families and travel. While the income level differs, the expectations of the group are the same for having quality excursions while vacationing.

Millennials and X-generation Age 25-44 and household income of \$25,000 - \$49,999
This group of the target market represents the largest percentage of the target market. That being said they have the least amount of disposable income and are not the ideal target market. Furthermore, they are not traveling internationally for leisure.

SPECIALITY MARKET SEGMENT PIRATE ENTHUSIASTS

Millennials and X-generation and household income \$25,000 - \$99,999
This market segment is very specific. This segment relates directly to the pirate enthusiasts. There are approximately 5,400 members of the online community called pirates meet-up. Advertising and gaining 1% would equate to 54 pirate enthusiasts enjoying the Scallywags experience.

IDEAL TARGET MARKET

The ideal target market is the millennials and X-generation with a household income of \$50,000 to \$99,999 and between 25 and 44 years old. They are couples, families with children, and singles. The advertising will be specific for the different groups based on family size.

THE COMPETITION

We have high competition in the rafting industry in Costa Rica. There are at least 30 companies who not only offer rafting on *multiple rivers*, but zip-lining, birding and nature safaris, tubing, volcanic exploration, scuba diving, and mountain biking. Many companies offer many different types of trips that can vary by:

- Experience (easy, moderate, difficult)
- Region
 - Guanacaste
 - Arenal
 - North Caribe
 - Central Caribe
 - Manuel Antonio
- Activity type



We are based in the Manuel Antonio Region on the Rio Savegre. Our top 3 biggest competitors:
Rios Tropicales, Quepoa Expeditions, Amigos Del Rio

RIOS TROPICALES

Mission

To share the rivers, natural resources, and culture of Costa Rica while sharing conservation values, has not changed since we began in 1985. Rios Tropicales was established by three native

Central American childhood friends, Rafael Gallo, Jimmy Nixon, and Fernando Esquivel. Their deep connection with the region and culture are apparent in every aspect of the company.



URL : <http://www.riostropicales.com/costa-rica/savegre-river-rafting/>

Minimum age: 6+

Distance: 11 km

Trip Time: 6 ½ hours

Whitewater Classifications: II-III

Price: \$95

Photographer: Yes

Booze Policy: Unsure

What's included:

- Professional bilingual guides
- Rafting equipment
- Lunch and water and snacks during the tour
- Transfers from Manuel Antonio-Quepos to and from Savegre River
- Transfers outside this area can be arranged with an additional charge

Itinerary:

- Starts with an early drive south of Quepos on an air-conditioned minibus.
- Drive 1 ½ hours through African palm plantations, teak reforestation projects, and incredible landscapes on the way to the put-in.
- Safety orientation and paddling instruction.
- Rapids: Boca Diablo and Washing Machine
- Stop on the river shore for a refreshing snack of fresh fruits and cookies
- Near the end, run an exciting rapid called Screaming Child and then the river tames down.

- At the take-out, customers go on a 5-minute drive to the Silencio Lodge where a hot Costa Rican meal is served.
- After lunch, it's a 50-minute drive back to Quepos area.

*Plenty of relaxation time to observe abundant flora and fauna on the way down the river.

Other Offerings: by location, experience level, and activity type

1. Rafting on other rivers by location and experience
2. The Rios Tropicales Eco Lodge
3. Hiking
4. Biking
5. Kayaking
6. Nature Safaris
7. Cruise Adventure Packages
8. Team Building and Corporate Groups
9. Incentive Travel Trips

Rios Tropicales Specific Trips and Tours:

<u>Taste of Costa Rica</u> <u>Adventure</u> 6-day Central Caribe Rafting	<u>Upper Tenorio River Rafting</u> <u>– Pozo Azul</u> 1-day Guanacaste	Half-day, easy Manuel Antonio
<u>Tortuguero Tour & Pacuare</u> <u>River Rafting</u> 4-day Central Caribe & North Caribe	<u>Cucaracho River Rafting</u> 1-day Guanacaste	<u>Manuel Antonio Sea</u> <u>Kayaking Isla Damas</u> Half-day, moderate Manuel Antonio
<u>Pacuare River Rafting</u> 1-day Central Caribe	<u>Upper Sarapiquí River</u> <u>Rafting</u> 1-day Arenal	<u>Arenal Lake Kayaking</u> Half-day, moderate Arenal
<u>Corobici River Rafting Float</u> 1-day, easy Guanacaste	<u>Sarapiquí River Rafting – La</u> <u>Virgen</u> 1-day Arenal	<u>Tortuguero Jungle Kayaking</u> 4-day, moderate North Caribe
<u>Penas Blancas River Twilight</u> <u>Safari Float</u> Half-day, easy Arenal	<u>Arenal Volcano Hike</u> Half-day, easy Arenal	<u>Caribe Mountain Biking</u> Half-day, moderate Central Caribe
<u>Pacuare Lodge and Rafting</u> 2-day, adventure, Central Caribe 3-day, adventure, Central Caribe 4-day, adventure, Central Caribe	<u>Arenal Hanging Bridges</u> Half-day, easy Arenal	<u>Arenal biking</u> 1-day, moderate Arenal
<u>Reventazon River Rafting</u> El Carmen Section: 1-day, Central Caribe, Easy or Moderate Florida Section: 1-day, Central Caribe, Easy	<u>Arenal Twilight Hanging</u> <u>Bridges</u> Half-day, easy Arenal	<u>Caribe Canyoning and</u> <u>Pacuare River Rafting</u> 3-day Central Caribe
<u>Naranjo River Rafting</u> 1-day, moderate Manuel Antonio	<u>Arenal and Guanacaste</u> <u>Rivers and Volcanoes</u> 3-day Arenal & Guanacaste	<u>Tortuguero Tour and Pacuare</u> <u>River Rafting</u> 5-day North Caribe
<u>Savegre River Rafting</u> 1-day, easy/moderate Manuel Antonio	<u>Arenal Biking and Kayaking</u> Half-day, moderate Arenal	<u>Savegre River Rafting</u> <u>Express</u> Half-day, moderate Manuel Antonio
	<u>Manuel Antonio Sea Kayak</u> <u>and Snorkel</u> Half-day, moderate Manuel Antonio	<u>Savegre River Tubing Jungle</u> <u>Float</u> Half-day, easy Manuel Antonio
	<u>Manuel Antonio Sunset Sea</u> <u>Kayaking</u>	<u>Costa Rica Volcanoes</u> <u>Mountain Biking</u> Arenal & Central Caribe & Guanacaste

Team Building and Corporate Groups

Focusing on:

- How to create high-performing teams
- Effective leadership
- Communication skills
- Service
- Responsible decision-making
- Leadership
- Gaining fresh perspective and renewed energy
- Managing change easily
- Strategic planning
- Building confidence and trust

What you get:

Provide a comfortable, private, round-trip transportation from all San Jose hotels, delicious breakfast and lunch on one-day courses, and all meals on two- and three-day courses. We use top of the line equipment on all trips. We offer you private facilities at each river, outstanding service and a wide variety of customer-designed 'extra' options to make your team-building course absolutely unforgettable.

Included:

- Private transport by bus with air conditioning
- Breakfast
- Executive meals
- Team-building exercises and instruction
- Professional team-building facilitator
- Guides trained in team-building dynamics
- All equipment

Incentive Travel Trips

Include first-class service, bilingual guides, and outstanding accommodations, meals, and equipment

- Private transportation with air conditioning
- Cold drinks and snacks on the bus
- Breakfast
- Executive meals
- Towels
- Professional bilingual guides trained in executive service
- All equipment

QUEPOA EXPEDITIONS



Mission

We are a fully licensed and insured white water rafting company based out of Manuel Antonio / Quepos, Costa Rica, just minutes from the world famous Manuel Antonio National Park and its spectacular beaches. We are an outdoor adventure company intent on sharing our knowledge of the amazing wildlife and natural environment around us. Our guides are also expert river runners, and we invite you to challenge the rapids with us.

URL : <http://www.quepoaexpeditions.com/>

Minimum age:

In dry season: 8+

In rainy season: 12+

Distance: 11 km

Trip Time: 6 hours

Whitewater Classifications: II-III

Price: \$90 per person

Photographer: Yes

Booze Policy: “Obviously I don’t want to have inebriated clients on my raft. On the other hand, there is nothing better than having a cold one after the trip. Be responsible, don’t get obnoxious, and remember, like the sign in the bar says ‘we retain the right to refuse service to anyone.’”

Number of people in a raft: Anywhere from 1 to 6 people per raft plus the guide

What’s included:

- Self-bailing rafts
- Inflatable kayaks
- Life jackets and helmets
- First aid supplies and dry bags for personal gear
- Transportation to and from your local accommodations
- Water, snacks, breakfast or lunch

Itinerary:

- Will pick you up at your local area lodging and drop you off at the end of the trip
- Drive 1 ½ hours through African palm plantations, teak reforestation projects, and incredible landscapes on the way to the put-in.
- Safety orientation and paddling instruction.

- Rapids: Boca Diablo and Washing Machine
- Stop on the river shore for a refreshing snack of fresh fruits and cookies
- Near the end, run an exciting rapid called Screaming Child and then the river tames down.
- At the take-out, customers go on a 5-minute drive to the Silencio Lodge where a hot Costa Rican meal is served.
- After lunch, it's a 50-minute drive back to Quepos area.

*Plenty of relaxation time to observe abundant flora and fauna on the way down the river.

Other Offerings: by location, experience level, and activity type

1. The Chorro River
 - a. 4 hours
 - b. \$90 per person
 - c. Class IV-V rapids
 - d. One of the premier rafting trips in Central America and the only class IV/V rafting available during the dry season (December-May). Located just outside of Quepos in a spectacular wilderness canyon. Tight and technical rapids with steep drops. Previous rafting experience recommended for this world class stretch of white water.
2. The Naranjo River
 - a. 4 hours
 - b. \$70 per person
 - c. Continuous class III-IV rapids
 - d. During the rainy season (May thru December) this is the most challenging whitewater in the area. Charge through continuous Class III and Class IV rapids with the best guides in the area.
3. Kayak & Snorkeling Tour
 - a. Half-day
 - b. \$65 per person
 - c. Begin in Quepos and kayak to secluded beaches where we will enjoy a light snack. Then snorkel along rocky reefs to look for starfish, octopus, sea turtles, eels and other aquatic life.

AMIGOS DEL RIO
*Safe, Unique, Reliable, and
Intense Adventures*



Mission

White Water Rafting in Costa Rica or Kayaking along the Manuel Antonio's coast will make your Costa

Rica family vacation unforgettable! Enjoy all the water sports that Manuel Antonio, Costa Rica has to offer you. From world class whitewater rafting at just 30 minutes from the famous Manuel Antonio National Park, in Savegre and Naranjo rivers to Ocean Kayaking along the beautiful Quepos coast line or Mangrove Kayaking at the Damas Island estuary, we will provide you with safe and unique fun, because we love what we do. Please browse through our site and let us know in which way we can help you enjoy your stay in our beautiful Costa Rica.

URL : <http://www.amigosdelrio.net/index1.html>

Minimum age: 6+

Distance: 11 km

Trip Time: 6 hours (3/4 day)

Whitewater Classifications: II-III

Price: \$95

Trip Times: 7 am and 11:30 am

Year-Round Trips

U.S. Coast Guard approved

What's included:

- Professional bilingual guides
- Transportation
- Breakfast, fruits, snacks, lunch, beverages
 - Meals provided at their private Amigos Restaurant
- Equipment

Other Offerings: by location, experience level, and activity type

1. Their own private restaurant – Amigos Restaurant
2. Naranjo River
 - a. Half-day (4 hours approx.)
 - b. Class III-IV rapids
 - c. Runs May-Dec
 - d. 8+ age minimum

- e. \$70 per person
- 3. El Chorro River
 - a. Half-day (5 hours approx.)
 - b. Class IV-V rapids
 - c. Runs Jan-April
 - d. 15+ age minimum
 - e. \$90 per person
- 4. Adventure Park
 - a. Waterfall rappel, canyon rappel, canopy zip line, waterfall zip line, waterfall Tarzan swing, free fall into river pool, 4x4 safari transportation
 - b. 3 trips daily
 - i. 6:45 am, 8:30 am, 10:30 am
 - ii. 7 hours approx.
 - iii. Year-round
 - iv. 6+ age minimum
 - v. \$130 per person
- 5. Ocean Kayaking – Manuel Antonio Coastline
 - a. 4 ½ hours
 - b. \$69 per person
 - c. “Unique way to enjoy Quepos Coastline”
 - i. A challenging half day journey along the coastline of Manuel Antonio, closely passing islands and inlets that are the mating refuges of many species of marine birds.
 - ii. Paddle near islands to see the nesting grounds of sea birds. Paddling a kayak on the open ocean can be an exciting way to experience Costa Rica's marine and coastal wonders. Sea kayaking is much easier than river kayaking, and most trips can be done by people who have never tried the sport before. A sea kayaking tour is an opportunity to get a close look at the myriad of life below and above the ocean's surface; from flying fish and sea turtles to frigate birds and pelicans. Explore some hard to reach offshore islands and coastal estuaries.
- 6. Mangrove Kayaking – Damas Island
 - a. 4 ½ hours
 - b. \$69 per person
 - i. Quietly explore the protected estuaries of Damas Island. Easily paddle the lush mangroves to watch the abundant wildlife which includes many shy birds, mammals and reptiles that live in this tropical habitat known as the mangrove.
 - ii. Immerse yourself in indescribable beauty, where nature reveals its flawlessness. In the mangrove, everything flows harmoniously; the blend

of fresh and salt water, the diversity of the most extraordinary plants and the wildlife in all of its splendor. This tour will show you nature's unparalleled wonders, just 10 minutes from Manuel Antonio. The canals lead you on a ride through nature and time... let the current carry your kayak through this miraculous experience! Paddle protected inland waterways, a perfect place to learn this magical way of exploring coastal mangrove areas and seeing wildlife. None of this trip is in the open ocean and the pace of this trip is according to your abilities.

All of these companies reach out to tourists. They reach their customers through a solid connection to other tourist companies throughout the country, and through a strong presence on the internet with an overwhelmingly good ratio of positive reviews to negative ones.

Our competitors have several advantages over our business. They are well established with a very small percentage of negative reviews online. They all guide trips on at least one other river. Our main competitor has an eco lodge and is renowned for their customer service. They all have a high environmental conscious and have several environmental certifications which is important to Costa Rican business because they are in the top five of sustainable countries in Latin America. We have to develop a strong sustainability campaign and provide a significant amount of our job openings to locals.

Our advantages include our unique company mission and services and their authenticity. We might gain more customers on sheer curiosity or excited children, which will be our chance to prove ourselves as a viable company that provides excellent customer service and the greatest experience of a person's life.

We have *at least 30* competitors in Costa Rica that run trips on multiple rivers. There are about 15 companies that run trips specifically on the Rio Savegre (bolded).

1. Desafio Adventure Company
 - a. Trip Advisor (2,210 reviews)
2. Wave Expeditions
 - a. TripAdvisor (1,116 reviews)
3. Costa Rica Descents
 - a. TripAdvisor (637 reviews)
4. Aguas Bravas Rafting Company
 - a. TripAdvisor (232 reviews)
5. Arenal Rafting
 - a. TripAdvisor (201 reviews)
6. Pro Rafting Costa Rica
 - a. TripAdvisor (169 reviews)
7. **Amigos Del Rio**
 - a. **TripAdvisor (453 reviews)**
8. **Rancho Los Tucanes**
 - a. **TripAdvisor (204 reviews)**
9. RCR Rafting Guanacaste
 - a. TripAdvisor (41 reviews)
10. H2O Adventures
 - a. TripAdvisor (201 reviews)
11. Iguana Tours
 - a. TripAdvisor (342 reviews)
12. Costa Rica Unique Tours
 - a. TripAdvisor (110 reviews)
13. **Rios Tropicales**
 - a. **TripAdvisor (336 reviews)**
14. Exploradores Outdoors
 - a. TripAdvisor (368 reviews)
15. Dominical Surf Adventures
 - a. TripAdvisor (286 reviews)
16. Costa Sol Rafting
 - a. TripAdvisor (19 reviews)
17. Tenorio Adventures
 - a. TripAdvisor (57 reviews)
18. Jacamar Naturalist Tours
 - a. TripAdvisor (321 reviews)
19. Pacuare River Tours
 - a. TripAdvisor (81 reviews)
20. Green Rivers Rafting and Kayaking
 - a. TripAdvisor (15 reviews)
21. Rafiki Safari Lodge
 - a. TripAdvisor (305 reviews)
22. Tico's River Adventures
 - a. TripAdvisor (72 reviews)
23. **Quepoa Expeditions**
 - a. **TripAdvisor (204 reviews)**
24. Sarapiquí Outdoor Center
 - a. TripAdvisor (86 reviews)
25. Dinghy Expeditions
 - a. TripAdvisor (43 reviews)
26. Selva Whitewater Rafting
 - a. TripAdvisor (5 reviews)
27. Costa Rica Tropical Adventures
 - a. TripAdvisor (120 reviews)
28. Issys Tours Costa Rica
 - a. TripAdvisor (429 reviews)
29. Explornatura
 - a. TripAdvisor (103 reviews)
30. Pininos Adventures
 - a. TripAdvisor (77 reviews)
31. **Anywhere Costa Rica**
 - a. **TripAdvisor (724 reviews)**
32. **Albee Adventures**
 - a. **No presence**
33. **Costa Rica Tropical Adventures**
 - a. **TripAdvisor (120 reviews)**
34. **Enter Costa Rica**
 - a. **No presence**

Marketing Plan

The rafting industry is a timeless product and service. If there is any downward trend in participation, it is most likely associated with the economy. According to data found in the 2013 Outdoor Participation Report, 30% of white water rafting guests are first timers. In general, the higher the percentage of first-time participants, the better the growth in the activity. According to this data, we should be targeting first-time rafters with advertisements that promote the exciting nature of white water rafting.

PRODUCT

Pirate themed rafting expeditions are in the initial stages of the growth product life cycle. While this service has been done before, our service caters to the individual whereas others cater to the theme. The important factor here is creating an experience that truly involves the participant in the excursion. While the rafting experience is the main focus of our company, there are several other aspects to our business that will create revenue. They are as follows:

- Rafting Trip
 - \$70 (adults)
 - \$50 (children under 12)
- T-shirts \$25-\$40
- Hats \$20
- Swimwear \$40
- Shot glasses \$10
- Close-Toed Shoe Rentals \$10
- Cameras (disposable & water-proof) \$20
- Media Packages
 - \$ Premium (photo stills going through the biggest rapids and videos)
 - \$ Only Video
 - \$ Only Photo
- Stickers & Postcards \$3.00
- Flags \$15
- Sunscreen \$7
- Chapstick \$2
- Sunglasses \$20
- Chums \$10
- Dippin Dots Ice Cream \$5-\$8 (sizes)

*Please refer to our Finance Spreadsheet to see our sales projections

PRICING STRATEGY

The pricing strategy is set at cost plus strategy. With the soft goods being marketed at a stable retail value, the cost plus strategy works well. This pricing strategy was chosen as it will fit best with our customers. To place an exact percentage on these items will be as follows:

- T-shirts cost + 200% markup
- Hats cost + 100% markup
- Swimwear cost + 50% markup
- Shot glasses cost + 500% markup
- Media Packages Cost +20% markup
- Camera cost + 20% markup

PLACE AND DISTRIBUTION

The soft goods will be available at the main retail office in Quepos, Costa Rica for Scallywags Rafting LLC. Customers will spend time at the office (retail location) prior to the shuttle to the river and after their time on the river. Both of these times are ideal for selling to the customer. Anticipation needs will prompt customers to purchase prior to the excursion. Recollection of the experience will be the selling point after the excursion. All soft goods will be available at the office with extra stock on hand. Guides will be the salespeople. This is important because they will be building a good relationship with the customer, having just spent time together on the river.

PROMOTIONS

The promotional plan is primarily to get tourists to participate in our pirate rafting, whether they hear about us before their trip to Costa Rica or while they're in the area.

Advertising

- Print ads in popular newspapers like The Tico Times in San Jose, Costa Rica
- Event ads to market for specialty pirate days
 - International Talk like a Pirate Day (September 19)
 - Commemoration of the original Pirates of the Caribbean attraction by Walt Disney (March 18)
- Flyers around local bars, restaurants, bus stops
- An ad at the airport to target tourists as they arrive
- Brochures at other Adventure Tourism based companies
- Fundraisers

Internet Advertising

- Social Media (Facebook, Instagram, Twitter)
- YouTube Channel with videos of our trips
- Reviews on TripAdvisor

Personal Sales Strategy

- With 4 years of sales calling experience, Brian Buehler will spearhead our sales operation
- Local Partnerships for outdoor awareness, economic development, and company recognition
- Flyers at Schools, Universities, and Businesses
- Word of Mouth
 - At the beginning of our operations, we are anticipating low and sporadic signups. Part of what makes our trips so fun is sending big trips with lots of boats and various teams. To fill empty spots at the beginning we are going to reach out to local businesses that we hope to partner with (or are already partnered with), and see if they have any employees that would like to try our pirate rafting trips for free.
 - This way we can fill in empty spots, get locally engaged, build up a local reputation, and stay in good standing with our business partners.

Publicity

- Brian Buehler is our CMO making him the individual responsible for all public relations
- Budget \$1500/month during operation
- Budget \$500/ month off season
- Word of mouth (see above description)
- Networking with outdoor associations like the Outdoor Industry Association or REI
 - Memberships
- Partnerships organizations
 - Potentially our rafting competitors
 - Tour Agencies
 - Visit Costa Rica, Vacations Costa Rica, Costa Rican Trails, Costa Rica Expeditions
 - Other Adventure Tourism companies who will recommend us to their customers (excluding rafting, this refers more to mountain biking, zip-lining, spelunking, and other recreation specialty companies)

Sales Promotion

- We will offer discounts to customers for referrals to our company i.e. if Bob tells Jim about our company and Jim comes on a trip and tells us that Bob sent him then Bob will get a discount on his next trip or a voucher to a restaurant in the area.
- Social Media presence is huge in today's world. With that being said we will have giveaways on Instagram, Facebook, and Twitter; in order to win one, post about our company, tag your friends, and like our page on one of the sites.

Regulation for the Operation of Adventure Tourism Activities in Costa Rica (Sport and Adventure Tourism).

Article 1.

Are subject to the regulations of the present Regulation, those companies dedicated to render to the public in general, commercially, entertainment services catalogued as “Adventure Tourism,” which are those recreational activities involving certain level of physical-sport abilities with an identified risk and in direct contact with nature, within which are classified.

1.D.

“River or Whitewater Rafting: “Consists on equipping and navigating rivers whose turbulent waters are classified from 1 to 5 according to its speed level, volume of water and fall. Vessels are of different types of rubber raft, kayak, duckie, oar boat, pneumatic inner tube rafting.”

Article 2.

Companies dedicated to developing Adventure Tourism activities must count with a functioning permit from the Ministry of Health, for which besides of complying with the established requirements in the “General Regulation for the ranting of Functioning Permits by the Ministry of Health,” they should present the following documents:

- a) internal operation regulation
- b) credential granted by the Costa Rica Tourist Board for all the tourist guides working on the company, in their respective categories.
- c) safety and attention of emergencies manuals, for each developed activity.
- d) Manual, program, and monthly log book of maintenance for the equipment used in each activity and facility.
- e) Civil liability policy.
- f) Staff with First Aid and Cardiopulmonary Resuscitation certificate.
- g) Work Risks Policy.

The previous requirements in clauses A, C, and D, must be presented to the Ministry of Health with the approval from the Costa Rica Tourist Board.

Article 3.

Companies dedicated to Adventure Tourism activities must offer the following information to users of their services, prior to its utilization:

- a) Location of the Operation Regulation in a visible place, printed on paper and with the company’s logo, which should contain at least the following information:

- i. schedule for activities and services offered.
 - ii. conditions under which activities may or may not be held.
 - iii. minimum physical conditions that the user must have for performing the activity.
 - iv. risks that could be present during the performance of the activities.
 - v. behavior to have during the sojourn and during development of the activities.
 - vi. safety measures to be complied by the tourist while services are rendered.
 - vii. activities or actions to be performed by the tourist to reduce the environmental impact where the activity takes place
- a) Orientation talk about the activity, which should include at least:
- i. degree of risk when developing the activity.
 - ii. minimum and maximum physical conditions of the user to carry out the activity.
 - iii. foreseeable risks that could occur during development of the activity.
 - iv. insurance covering of the company for services rendered.
 - v. conditions under which activities may or may not take place.
 - vi. behavior of the user during the sojourn and/or travel.
 - vii. Safety measures the tourist must comply with during the sojourn and/or travel
 - viii. actions to be taken by the user to reduce the environmental impact where the activity takes place.
 - ix. Information about the ecosystem and biodiversity of the area where activities take place.

Article 4.

Companies covered by the present regulation must permanently comply with the operation conditions established by Article 2. To this aim, the Costa Rica Tourist Board and the Ministry of Health remain obligated to constantly and randomly perform inspections for the verification of the above.

Article 5.

In case of verifying the company's non-compliance with the dispositions contained in this regulation and in the General Health Law, special measures foreseen in such law, will apply to them. Likewise, when applicable, the corresponding denunciation before the National Consumer Commission will be done for applying the procedure established by the Law of Promotion of Competence and Effective Defense of Consumers and respective sanctions.

Article 6.

The Costa Rica Tourist Board must request the functioning permits from the Ministry of Health to tourism companies developing Adventure Tourism activities, which opt for the tourist declaratory foreseen in the Regulation for Tourism Companies and Activities.

Article 7.

The Ministry of Health must renew the functioning permits annually, so that companies must update the information of conditions foreseen in Article 2.

Article 8.

In effect from its publication.

Singular Transitory.

Adventure tourism companies that are in operation before the promulgation of the present decree will benefit from a six-month term from its publication, to comply with the requirement referring to all tourist guides registered and with provisional or definitive credential, granted by the Costa Rica Tourist Board.

BUILDINGS

We have an absolute necessity for three buildings.

1. Office in town

- This is where the majority of tourists are milling around, shopping and eating. An office here is necessary to book trips and provide a central location that is atmospheric for customers to meet for their trips. This is central because we would be able to pick up customers from their hotels which are also going to be in or around the outlying parts of Quepos.
- We'd most likely rent here (in town options aren't as available to build from scratch but we might have to redecorate)
- Realty companies
 - -Century 21 Tropical Breeze Realty
 - -Quepos Real Estate
- Parking, bathrooms, changing rooms, and a large outside porch are preferable.

2. Boathouse near the river

- This is where we will keep all the river equipment such as life jackets, rafts, vans, trailers, paddles, and personal guide gear. We want it close to the river because then we don't have to haul our raft and guides too far to set up for the trip because they will meet the customers at the river and not the office once we become busier.
- This has the flexibility to be further away and wherever we can find cheaper real estate because it doesn't have to be too aesthetic since it will be out of the way, but it will need to be a bigger space (not necessarily the building itself) so we can keep rafts stacked without having to deflate them every day. We would need special accommodations in it such as a "covered roof" without any walls to protect the rafts from the elements (sun, rain, wind).
 - We could build here and it could be just minimal, like no heating or air conditioning, but enough adequate space to hang up life jackets to dry after trips

with fans. Storage areas would be nice to store extra rafts and equipment. We would want it to be protected though since our gear is really expensive.

- 1500 square feet
- Parking (guide parking)
- Bathroom would be nice but not essential
- Contractor: Viva Costa Rica

3. Bunkhouse

- This was decided to be a necessity because we won't, as owners of the business, be making much money the first couple years so living together and sharing rent will be ideal. This would be acceptable because throughout college we worked on multiple projects together and hung out regularly. This proves that we get along great and have complimenting personalities, strengths, and weaknesses. By living together we could keep a heavy team-oriented mindset to bring other employees we hire on together and a happy atmosphere and functional operations because we'd all be able to communicate all the time!
- This will also offer us an opportunity and incentive to supply housing to our employees who also won't be getting much work and money to start so taking care of their housing costs will help offset some of their low paycheck. Once we begin expanding after 3-5 years it can just serve as guide housing and can create a fun, social atmosphere and still incentivizing free housing if they take jobs with us versus one of our competitors. Another reasoning for this is because highly touristed areas are known for not being able to provide worker housing at a reasonable cost.
 - Rent to buy
 - Furnish
 - 2000 square feet
 - One or two parking spaces, cars are not necessary

SUPPLIERS

We will hopefully gain pro-deals through multiple outdoor gear companies since we are in the industry and would be buying in bulk.

- Keen
 - For rental shoes that are close-toed to prevent loss of toenails
- NRS
 - Northwestern River Supplies will be our supplier for customer PFDs, paddles, medical kits, dry bags, hypothermia kits, clothing, and knives
- Astral
 - Supplier for other gear like throw bags and guide rescue vests
- Aires
 - A secondary supplier for rafts, frames, oars

- Hyside
 - Our supplier for rafts, frames, oars, guide paddles
- NERF
 - Our supplier for artillery
- GoPro
 - Available for customers who want to rent and record their trip
- Chums
 - We can sell sunglass chums for customers who may not have thought to bring any and will want to keep their sunglasses on their heads

STAFFING

Other than the four main owners who would be sharing the majority of the large duties and burdens, we need to have more staff. We are taking a structure similar to that of Teton Whitewater from Jackson, Wyoming. Their employees operate on a rotational basis, meaning:

- Day 1- guide
- Day 2- in the office answering phone calls
- Day 3: guide
- Day 4: shuttle people to boat ramp and back
- Day 5: guide
- Day 6: shuttle
- Day 7: rest

The rafting company Miri has worked for in the past often has employees scheduled six days a week, but starting out with a slower demand, days off would be more frequent and guides would be scheduled on a demand basis if bookings were made in advance. We could just put out for part-time guiding jobs, so no guides would truly be dependent on us for a full paycheck, but we could have one or two full-time who rotate through the cycle.

If we see a lot of expansion in trip bookings over a course of one year then we could start hiring more so that current guides won't get burnt out, which would be detrimental to customer service, their enthusiasm on the river, and for our company's mission.

Multiple roles are described below, check out the appendix to see individual resumes, portfolios, and level of experience.

1. Artist - Natalie Beck, on commission for our office in Quepos, our brochures, treasure maps, and pirate flags.
2. Guide/Admin/Shuttle
3. Guide/Admin/Shuttle
4. Guide/Admin/Shuttle
5. Safety Kayaker

6. Safety Kayaker
7. Safety Kayaker
8. Accountant – Tina Whalen, hired around tax season to assist company with proper tax guidelines and requirements, finding us tax breaks, and overviewing our debt ratios, payback period, and budget.
 - a. \$200/hr.
9. Attorney – Tia Link, in charge of legally binding documents such as waivers and insurance claims.
 - a. \$200/hr.
10. Business Consultant – Bud Chatham

EMPLOYEE QUALIFICATIONS

1. Administrative skills – able to work our booking software, knowledge of our company website, packages, pricing. Excellent communication
 - a. We would provide training
2. River guiding skills – able to guide paddle rafts down a class II and III section of the Rio Savegre. Good communication and ability to give interpretation to the area and have a good pirate persona.
 - a. We will provide basic guide training (reading moving water, navigating different rapids at varying water levels, learning rapid names, flipping boats, water rescue, and emergency scenarios).
3. CPR/First-Aid Certification (everyone)
4. Swift Water Rescue (everyone)
5. Wilderness First Responder (some - offer a higher pay rate for those that certify themselves in this)
6. EMT (head guide, higher pay rate)
7. Driving skills – ability to back up a trailer successfully on busy boat ramps with other companies on the ramp and customers milling around.
 - a. We can provide training and assistance with our own equipment
8. Clean driving record
9. Acting abilities – not professional, but if we are promising an authentic pirate atmosphere then guides will need to be able to act the role.
10. We will provide some training for pirate lore, history, and language. We will also provide other interpretation of the area with local bird knowledge, cultural history, and other wildlife.
11. Interpersonal skills – the ability to interact well with customers and provide excellent service. Can address individual customer needs while still operating on a team basis.

Unemployment Rates in Costa Rica

Regulated by their Ministry of Labor and Social Security (MTSS) and national labor laws, strictly catering to providing jobs for locals. According a 2010 survey, the unemployment rate was just 6.6%, unlike the U.S. at 9.7%. (Costa Rica)

This might make it difficult for us to start out with anyone else who isn't a primary member because of residency issues, but it does correspond with our desire to keep operations and guides as local as possible.

Pay Rates

The MTSS determines minimum daily salaries for almost every profession. Additionally, we might be required to pay for their public health insurance and retirement plan, totally about 22% of their total salaries, not to mention a aguinaldo, or annual end-of-year bonus equal to one month's pay. (Costa Rica)

Non-Local Work

Costa Rican law states that our work force can only be comprised of 10% or less foreign employees. Foreign employees must have work permits that allow them to work for us legally. (Costa Rica)

Who will manage the business on a day-to-day basis?

The business will be managed by Miri Gubler, the founder of Scallywags Rafting Co.

What experience does that person bring to the business?

Miri has a combination of technical, human, and conceptual skills crucial to this company's success. She had the original vision for the company and continues to move the company in the right direction. She is the most experienced rafter, having worked at a raft company as a guide for years. She knows the day-to-day operations of a rafting company and how to make ours different and more successful. She also has the great human skills necessary to train our guides and employees.

What special or distinctive competencies?

She can guide a river with her eyes closed and knows the importance of safety and fun while running a river. She was the leading guide at her old company and was given countless good reviews from guests. When new customers would arrive they would say a friend recommended them to come raft with Miri. She's exactly the type of leader we want running Scallywags.

Is there a plan for continuation of the business if this person is lost or incapacitated?

All management duties will officially be transferred to Mat Derrick, the current Office and Finance Manager. After that, it will most likely be a group decision between Mat Derrick, Cam Chasse, and Brian Buehler as to how the company will move forward.

Head of Marketing

Responsible for all aspects of marketing for Scallywags.

Operations Manager

In charge of the day to day operations at Scallywags. Which includes:

- Planning and scheduling trips
- Creating schedules
- Customer Service

Finance Manager

Responsible for:

- All of Scallywags accounts
- Income statement and balance sheet
- Purchasing new equipment
- Speaking with equipment representatives
- Looking for new ways to cut costs
- Salaries, paychecks
- Rent
- Permits, fees

*Will occasionally bring in our accountant to overview our statements and budget with us.

Sustainability Coordinator and Maintenance Manager

In charge of keeping Scallywags Rafting at the head of the curve in sustainability efforts and organizing events within the community. This may include, but not limited to:

- Sustainability improvements to the office and boat house.
- Creating carpool programs to and from the boat house.
- Researching new ways to improve sustainability.

River Manager

In charge of:

- Training all new employees
- Managing the guides and the trips day-to-day
- Making sure we have all the equipment we need
- Evaluating guides
- Guest service
- Driving the shuttles to and from the river

Attorney

GLC Abogados

One of Costa Rica's premier full-service law firms

Accountant

Costa Rica ABC

Insurance agent

Instituto Nacional de Seguros

Sadler Sports and Recreation Insurance

Banker

Citibank or other local bank to help our residency status

Consultant or consultants

Costa Rica Business Consulting

Tamarindo, Guanacaste

Costa Rica

Mentors and key advisors

Bud Chatham - Dave Hansen Whitewater

Tia Link – Professional Actress and Pirate Enthusiast

What are your hiring, employment, and training policies?

Hiring Policies

At Scallywags, we strive to hire the best possible people for the job. With a lot of competition in the river rafting business, it really comes down to the experience the guests have while on the trips. During the hiring process, we look for employees with the follow attributes or credentials:

- Experience guiding
- Personable and friendly
- Intelligent
- Quick-thinking
- In-shape
- A love for the outdoors
- First-Aid Certified

Employment Policies

- Following an incident where a customer or asset has been harmed, a drug test will be issued to the employee.
- A bonus of \$5 per trip will be offered to seasonal employees who stay for the whole season.
- The majority of employees (other than the core founders) should be from the local area. Interns excluded.
- Guides must be first-aid certified.
- Minimum of 30 hours of community service from ALL Scallywags employees per year.
 - In order to maintain our influence in the community and our sustainability efforts.
- Every day is casual Friday

Training Policies

All new employees, especially guides, will have to go through training with our river manager, or veteran guide Miri Gubler. This training will consist of:

- Customer service
- CPR/First aid
- Wilderness First Responder
- Swiftwater rescue
- How to read rivers and row boats
- Pirate training
- Guide training

SUSTAINABILITY

Costa Rica is recognized as an eco-tourism hotbed. While other emerging countries focused on industrialization, Costa Rica turned to eco-tourism. Tourism in general is a major part of the Costa Rican economy, and they rely on North American visitors. Leisure spending in Costa Rica is 81.2% as opposed to business spending which is 18.8%, and foreign visitor spending is 61.8%.

Costa Rica is a perfect place for sustainable tourism with its lush tropical rainforests, beaches, volcanos, and exotic wildlife. Tourism has grown on average of 6% per year, which poses problems to these beautiful natural places.

Scallywags Rafting will show its commitment to the community and environment by getting its CST Certification. This runs about \$2700 dollars per year (6 courses costing \$450 each). We have made room in our budget for this certification every year because it's vital for competing with other companies. Many tourists who visit Costa Rica are conscious of responsible tourism and business decisions that affect the environment.

Requirements of the CST Certification include:

- The business takes measures to avoid emissions, harmful products and pollution.
- It implements conservation and natural risk reduction measures.
- The business efficiently handles waste that it produces.
- It uses natural, biodegradable, and recyclable products.
- It has a water and electrical energy conservation program.
- It encourages you to experience the country's natural wealth and insists on its care and conservation.
- It complies with norms that the tourist establishment must uphold in terms of the environment, wildlife, archeological heritage, and social guarantees of the country.
- It employs and trains neighboring communities where it operates.
- It promotes the traditions and customs of the country, as well as typical food and national handicrafts.

Sustainability CST. 2015. Retrieved from: (Frequently Asked Quesitons)

Here are some of the sustainability techniques we will incorporate to get the certification. After we take the classes, we will know more about which techniques are the most effective and useful.

- Our vans used for carpooling customers from the office to the put in station will be fuel efficient vehicles.
- Cleaning supplies will all be organic and environmentally friendly.
- We'll have a compost pile outside our office.
- Recycling station in the office parking lot.

- Meeting with guests at the beginning of the trip explaining their sustainability mission.
- Water and energy conservation system.
- A few local employees.
- Typical food and drink during the trips.

As the sustainability coordinator, I know that adventure companies like ours that get the sustainability certification or promote themselves as ecotourism receive greater business and make more profits. Unfortunately, it has been difficult to find research that supports this claim.

RISK MANAGEMENT

PURPOSE AND DUTIES

The purpose of the Scallywags risk management plan is to reduce, eliminate, or transfer foreseeable and unforeseeable risks. Rafting includes hazards such as: rapids, inclement weather, injuries, and the worst possible scenario, drowning. These are some of the risks associated with rafting but these are not all inclusive.

Scallywags accepts these risks and wants to provide the safest experience for customers and employees. Managing risk in Scallywags is the most important aspect to our business. In this risk management plan we will identify the risks, how they will be managed, recorded, and how policies and practices will be updated as new information and situations are presented.

The duties for the risk management plan are as follows:

Position	Person	Responsibility
Risk Management Manager	Mat Derrick	Oversees the risk management plan, uses feedback to implement new practices, delegation of responsibilities
Financial Risk Manager	Brian Buehler	Oversees all financial risks, implement new practices based on trends and financial position
Lead Guide Risk Manager	Miri Gubler	Responsible for the actual rafting excursions, travel to and from, and oversees the customers overall well being
Equipment and Machine Risk Manager	Cam Chasse	Responsible for the rafting equipment (boats, life jackets, paddles), vehicles and trailers. Performs and or schedules maintenance
Rafting Guides	TBD	Coordinate with all levels of the management team, evaluates risk before, during and after events

Scallywags Rafting is a small company with less than 15 employees. That being said, maintaining an open dialogue between all positions and employees is a critical component in managing the risks of rafting. All major issues will be reported immediately, or as soon as communication is available, to the risk management manager and the head guide. Weekly meetings will also be used to communicate successes, failures, and implementation of new practices.

Financial risks will be identified by the owners and communicated to the financial risk manager. Equipment and vehicle risks will be handled by the manager of this position and

communicated to the risk management manager, head guide, and financial manager. Each manager will have the responsibility to handle issues on the spot. Rafting is a very fluid activity and risks may present themselves suddenly. Identifying and handling risk will at times be handled without the consent of the risk management team.

HAZARDS AND RISK FACTORS

Rafting is an ultra hazardous activity with a wide variety of risks. This section will identify potential risks to Scallywags customers. Additionally, the risks for each employee job position will be identified. All risks may or may not be eliminated, reduced or transferred, but by identifying and implementing processes to manage risk, the outcomes may improve.

Potential injuries are as follows but not limited to:

Death, drowning, trauma from being struck by an object (paddle, rocks, coolers, participants, equipment); physical injuries (neck and back injuries, broken bones, fingers, toes, strained and twisted joints, lacerations, sunburns, hypothermia, heat stroke, dehydration, over exertion, internal bleeding, slip and fall); emotional injuries from fear of water, wildlife, boats; traveling in vehicles.

Potential hazards are as follows but not limited to:

Inclement weather, road hazards (debris, wildlife, vehicle malfunctions), varying water levels, age, quantity, and skill level of participants, water debris (especially after big rain storms during Costa Rica's rainy season), and tropical weather, which can include serious sunburn, dehydration, and heat stroke.

With such a diverse group of hazards and injuries they will be split into categories of impact and probability.

Probability of Occurrence

High- Greater than <70%>

Medium- Between <30%> and <70%>

Low- Between <0%> and <30%>

Impact

High- Risk will adversely affect the company and or customer

Medium- Risk may cause impact which affects the company and customer

Low- Risk has minor impact on the company and customer

	Impact Vertical Axis			Probability Horizontal Axis		
	Trivial	Minor	Moderate	Major	Extreme	
Rare	<u>Low</u>	<u>Low</u>	<u>Low</u>	<u>Medium</u>	<u>Medium</u>	
Unlikely	<u>Low</u>	<u>Low</u>	<u>Medium</u>	<u>Medium</u>	<u>Medium</u>	
Moderate	<u>Low</u>	<u>Medium</u>	<u>Medium</u>	<u>Medium</u>	<u>High</u>	
Likely	<u>Medium</u>	<u>Medium</u>	<u>Medium</u>	<u>High</u>	<u>High</u>	
Very Likely	<u>Medium</u>	<u>Medium</u>	<u>High</u>	<u>High</u>	<u>High</u>	

High Risk

These risks have the highest priority, not only for the customer but the welfare of Scallywags and its employees. Drowning is an inherent water risk. This risk will be minimized by several methods. First, life jackets are mandatory. Guides and customers will pre-fit the jackets before getting on the raft. All participants will put on the jacket as soon as they exit the shuttle vehicle. Instructions about life jacket safety will be done as part of the pre-trip information. This rule has no exceptions.

Physical injury is another high risk item. Instructions on what to do if the boat capsizes will be encompassed in the pre-trip information. Items such as coolers and equipment will be secured in the raft prior to launch. Any physical injury will be treated immediately. All employees of Scallywags Rafting will be certified in Wilderness First Responder with NOLS or the American Red Cross. This certification will be kept current and employees that let the certification lapse will be suspended until the certification is current.

There are numerous ways to get hurt while rafting. Implementing proper training to Scallywags guides and participants will reduce the chance for injury. Seatbelts are mandatory anytime the vehicle is in motion.

Medium Risk

This is the largest risk category and deals primarily with physical injury. Training and having a CPR certified staff will help reduce the chances of injury. Injuries will undoubtedly still occur. Treating the injury as quickly as possible will be critical. Other items such as heat stroke and exhaustion need to be dealt with before they are a problem. Drinking water and staying hydrated will also help eliminate risks.

Low Risk

These are risks that we all face every day such as slip and fall and small injuries. All Scallywags employees will be constantly aware of the surroundings and make adjustments as needed. If they fall out of the raft, they get themselves back in.

Job Description Risks

The policies and procedures are the same for all levels of the company. All must follow the same safety guidelines. This approach will demonstrate equality and that safety is universal. This is also beneficial because of our rotational employee duties.

Risk Transfer and Insurance

Scallywags Rafting uses Sadler Sports and Recreation Insurance Company. They specialize in outdoor recreation and rafting insurance. We will have general liability with a \$5,000,000 limit. Additionally, we will have accident insurance with a \$25,000 limit. These combined policies will help ensure the safety of the owners and the participants of Scallywags. Furthermore, they will provide the basic business and automotive insurance.

Some of the areas of interest are:

- 15 Passenger Vans and 12 Passenger Vans
- Emergency Information / Medical Consent Form
- Image Release Form
- Sample Waiver/Release Form - Minor
- Sample Waiver/Release Form - Adult
- Heat Illness: Avoidance and Prevention.

This list is not all inclusive but covers the business assets and liability forms. (Risk Management Program)

Risk management practices for General Liability carriers specializing in rafting outfitter and guide businesses include:

- Proper maintenance and regular inspection of all equipment
- Proper instruction and certification of all guides
- Making sure that certified guides are familiar with the rapids being offered by the business
- Posting of signs (and/or offering videos) to warn rafters of the hazards involved
- CPR training and first aid equipment (including first-aid supplies on each raft and sunscreen)
- Posting and enforcing minimum age/height/weight requirements
- Whistles/ bullhorns for guides
- Keep Out signs for equipment storage areas
- Evacuation procedures in cases of inclement weather
- Comprehensive safety program for both patrons and guides

- First-Aid kits on rafts and throw-rope bags

Accidents happen on whitewater. Drowning is not the only possible casualty. Patrons and even guides can fall out of rafts and injury heads and feet, over-zealous rafters can undertake rapids that are too rough and suffer physical injuries or drown, transportation vehicles can have an accident, patrons and guides can injure themselves loading and unloading equipment, safety equipment (i.e., helmets, life jackets) can slip off, patrons can take a paddle to the face, and can suffer from dehydration and sunburn.

Having a signed waiver/release form for all patrons of Scallywag's is going to be mandatory. Parents or legal guardians should sign a waiver/release form in addition to having the minor's signature. While these waivers are not a sure prevention from a lawsuit, they can help to reduce the amount of damages owed in the unfortunate event of a lawsuit. The best protection is to have both Accident and General Liability insurance with sufficient limits for proper coverage, should a lawsuit occur.

INSPECTION AND ABATEMENT

Inspection

Items that require weekly maintenance and inspection are the rafts, paddles, and life jackets. The equipment will be inspected prior to loading it in the vehicle or on the trailer. For the raft, inspecting for tears, punctures, and potential hazards will be done before each trip. Moreover, the raft will be constantly inspected during the excursions. The paddles will follow the same inspection routine as the raft, prior to transport and throughout the excursion. The life jackets require the most detailed inspection. The life jackets will be inspected by the lead rafting guide, securing all buckles and a visual inspection of all straps. Additionally, the vest will be inspected by the participant as the vest is put on.

Vehicles and trailers will follow the outlined schedule maintenance provided by the manufacturer. All other items such as coolers, tarps, EZ ups, and chairs do not require weekly maintenance but will get a functional test when used.

Abatement

Once an item has been identified to need repair or maintenance the person who found the need will report it to the risk management manager, lead guide, and the maintenance manager. If only one of the managers is notified it will be up to that manager to communicate to those who need to be involved. For equipment, the maintenance manager will decide if the item can be repaired or replaced. For the vehicles and trailers, repairs will also be directed to the maintenance manager.

Accident Reporting and Investigation

Accidents are inevitable. The safety of our employees and customers is our primary goal. In the case of an injury or accident taking care of the injury is the most important task. Performing CPR and/or first aid and taking care of the situation in a timely manner is critical. Once the situation is under control, the lead guide needs to assess what happened. If an injury occurs outside the scope of the rafting excursion, the manager will take control and perform first aid and/or CPR.

Sallywags follows OSHA guidelines for the reporting aspect of an injury. Filling out the injury reporting form will be done as soon as the situation is resolved (i.e. same day).

In the case of an injury that results in death, all management will be involved. Additionally, the lawyer for Sallywags will be immediately involved. No names of injured or deceased will be provided to the media without the consent of legal counsel. For family members who are injured, a basic overview will be discussed with immediate family. This will be done by the risk management manager. If the risk manager is unavailable, the lead guide will conduct the discussion with the family.

SAFETY AND HEALTH COMMITTEE

Sallywags safety committee consists of the risk management manager and the lead guides. Safety meetings will be incorporated into the weekly business meetings. Items that need to be revised, adjusted or deleted will be discussed. Safety items to employees and customers will be discussed in this meeting. If an employee is not comfortable discussing an item during the meeting, a private conversation will be had with the risk manager. In the case that a significant risk is identified, a meeting will be held to discuss what options are best to handle the situation. Due to the business structure of Sallywags, all management should be present to have all opinions present.

Training

CPR and First Aid

- Cost is \$90 and will be paid for by the employer. Certifications will be renewed every *two years*. Certification is a hybrid of online and in-class training.

Wilderness First Aid

- Provided by several organizations such as NOLS and Wilderness Medical Associates. Prices are around \$300 depending on the organization. All guides shall complete this training which also encompasses the basic CPR and first aid requirement. These certifications will be renewed every *three years*.

➤

Emergency Procedures

The emergency procedures for injuries will follow OSHA guidelines, to name a few:

- 1910.I. Personal Protective Equipment
 - 1910.133 Eye and Face Protection
 - 1910.135 Head Protection
 - 1910.136 Foot Protection
- 1910.K. Medical and First Aid
- 1910.266.A. First-aid Kits
- 1920.266.B. First-aid and CPR Training

APPENDIX

SWOT Analysis Worksheet

Fill out the fields below and review with a mentor. This information can help you outline goals and strategies for your business and marketing efforts.

	Strengths	Weaknesses	Opportunities	Threats
Product/ Service Offering	Special pirate theme and pirate-focused activities in addition to whitewater rafting	No access to natural resources (still not sure what river)	Filling a unfulfilled need in the rafting world by adding pirates	BLM land, National Forest Land, permits, noise, other companies
Brand/ Marketing	Unique and memorable name and logo.	No patent protection?	Very recognizable, easy to search...good for marketing opportunities	Other pirate themed activities around the country? Existing rafting companies-I pirate trip
Staff/ HR	Guides who like to get into character	Guides who don't engage as well with customers		
Finance	Low upkeep costs every year	High startup costs (rafts, jackets, swag, permits, vans, trailers, etc.)	Buying bulk items will equal greater savings	Too much money at the first without a customer base
Operations/ Management	Easy to keep things within a pirate theme (lots of opportunity with merchandise and ideas)	No opportunity for other themed stuff		
Market	Unique rafting trips in a market that doesn't offer themed activities	People in the market only want rafting and no pirates	Other markets that don't usually go rafting	Bigger companies might add a "pirate trip" instead of a solely based pirate company.

Can any of your strengths help with improving your weaknesses or combating your threats? If so, please describe how below.

Once we have a place to actually start this business, then we will be able to combat our threats that deal with permitting, noise, and other companies if we can find a portion of river that isn't as highly traveled by other companies looking for the biggest rapids because we are only looking for II's and maybe a couple III's, with the perfect amount of distance to offer full-day, half-day, or 2-day trips. We still want a place where we can be around a high tourism area to draw in customers there who are open to new experiences. Southern Utah would be ideal, cause we have a great tourism hook, but we don't want to compete with

Based on the information above, what are your immediate goals/next steps?

Finding a river with minimal BLM interference, lower-class rapids, and the route less traveled by other companies in the area.

Based on the information above, what are your long-term goals/next steps?

Creating a good customer base within the existing rafting community and bringing in people from outside the community. This can be achieved through more of a strong brand and unique services specifically related to our theme so we can be set apart from the 10+ companies in the area. Also finding a way to keep pirate trips unique to our company alone, if possible.

Competitor Data Collection Plan

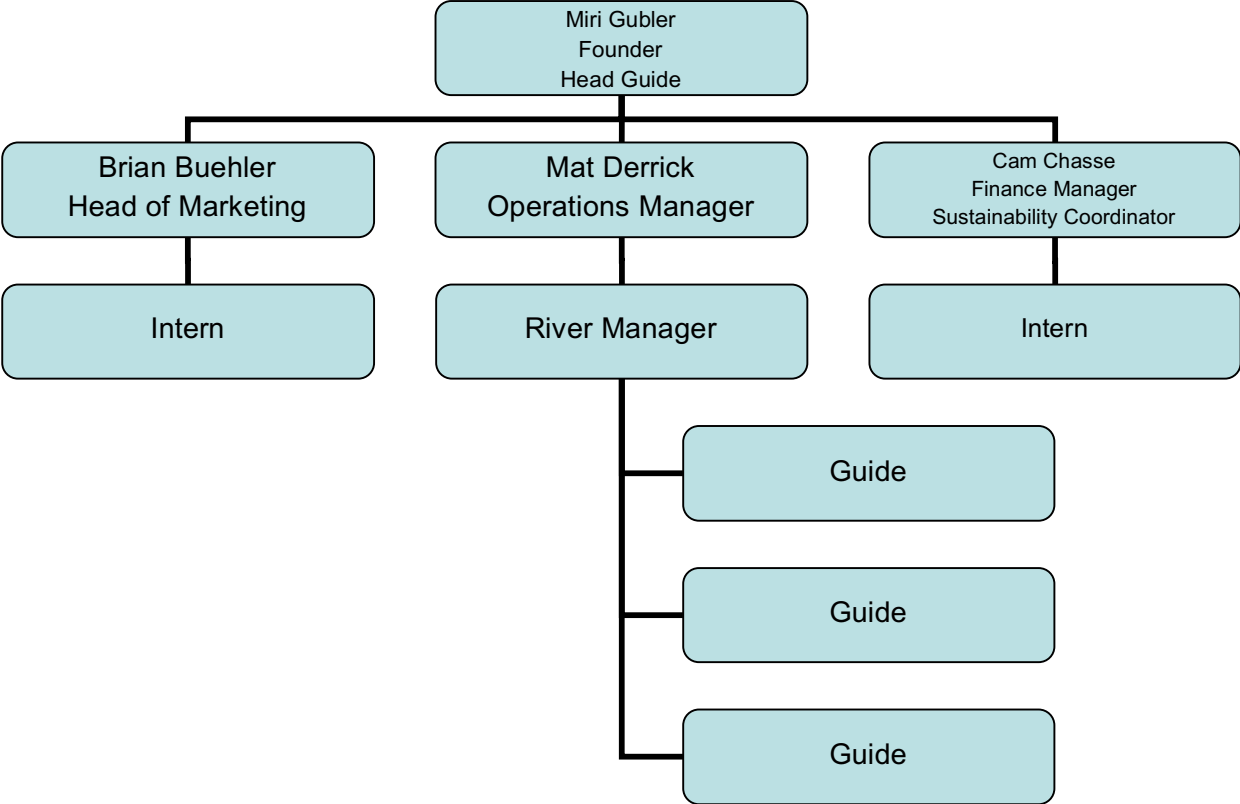
For each category, brainstorm ways you can collect information about your competitors.

Price	<p>Trip Duration: Half-Day, Full-Day, Overnight, Multi-Day: 3-day, 4-day, 5-day</p> <p>Age: Youth or Adult</p> <p>Group: 10+ Discount, Full-Raft Discount</p> <p>Included Costs vs. Excluded Costs: Access fee, Transportation, BLM fees</p> <p><i>*Visit websites, call offices, word-of-mouth, flyers</i></p>
Benefits/Features	<p>Meals & Snacks & Drinks:</p> <p>Wetsuits & Lifejackets:</p> <p>Pictures: Pictures taken from shore on rapids or</p> <p>Other Boats: Inflatable kayaks, Sit-on kayaks, SUPs, Tubes</p> <p><i>*Trip Advisor reviews, sign up for tours to get firsthand experience, ask guests</i></p>
Size/Profitability/Market Share	<p><i>*Look at annual statements, visit their office, Internet search</i></p>
Market Strategy (Target Markets, Distribution, etc.)	<p><i>*View annual reports</i></p>

PESTEL Analysis

CATEGORY	RISK	IMPACT	MITIGATION	ANALYSIS
POLITICAL	Public land grab Dam propositions	River could be obstructed by construction plans River obstructed	Join activist groups	
ECONOMIC	Recession Exchange rates go up	Less money for rec. activities Foreigners visits decline	Decrease company spending Increase advertisement to U.S	
SOCIAL/ CULTURAL	Healthier United States Rafting accidents/deaths Popular pirate or rafting film/documentary	Recreation increases People weary of rafting Interest/customers increase	Increase tours Demonstrate the safety of our operations Increase operations	
TECHNOLOGICAL	Rafting gear innovations New Go-Pro technology	Better, possibly more expensive gear More families looking to find things to film → more guests	Need to upgrade gear in order to not fall behind competitors Offer video editing service	
ENVIRONMENTAL	Cold/Rain Big or small snow year (aka water levels for rapids fluctuate)	Open too early, no business No one rafts Big=more challenging rapids/season longevity	Close operations/offer another activity Decrease rafting trips Temporarily lay off guides Cater to what you have	
LEGISLATIVE (LEGAL)	Increase/decrease in taxes Stricter river laws i.e. No drinking/safety laws	Less/more money for business Restructure of tours	Buy new equipment, add different tours give employees raise Change tours accordingly	

ORGANIZATIONAL CHART



Taken from the ARCR Website

Below is a list of questions often asked by people who are considering moving to Costa Rica. The answers can be found in Criteria Information.

1. What is required to obtain legal residency? Can I meet these requirements? What is the cost? How often does residency have to be renewed, what are the conditions of renewal and what is the cost?
2. What is required to visit, or while you are waiting for residency? (Visas, length of stay permitted, restrictions on residents on visa or in tourist or temporary resident categories)
3. What is the political situation? (Dictatorship, democracy, monarchy, etc.)
4. How stable is the country? (History of coups, potential for future unrest)
5. Weather (Do you like 4 seasons? Hot weather? Temperate all year? Snow?)
6. Income taxes (Are you taxed on income brought into the country? Are you allowed to earn income in the country? If yes, how is it taxed?)
7. Other taxes (Sales taxes, import duties, exit taxes, vehicle taxes, property taxes, etc.)
8. How much will it cost you in fees, duties and taxes to bring into the country your personal possessions? (Cars, boats, appliances, electronic equipment, personal effects, artwork, etc.)
9. Rental Property – rental rates, laws protecting tenants, lease laws, rental taxes.
10. Purchase of Property – Property value, taxes, restrictions on foreign ownership, purchase taxes, legal and registration fees, laws about foreign property owners, history of government respect for these laws, expropriation laws, squatters rights. If you are going to build, building regulations, how are local construction companies, is there any guarantee on construction once finished, what are construction costs?
11. Communications – Are there reliable phone and fax lines, cellular phones, connections to Internet and other computer communication services, are there local newspapers – radio – TV in a language you understand? Is there cable vision or is satellite TV available?
12. Transportation – How are the roads? Are flights available to places you wish to go? How are the bus, train, ferry services? How costly is it to travel to and from your chosen country to frequent destinations? (To bring in or visit family, business interests, etc.)
13. What time zone is your proposed country of residence in compared to areas in which you may want to be in frequent telephone communication, such as where there are family or business interests.
14. Shopping – Would you have a choice of items which you wished to purchase to compare prices? In case of malfunction, are parts and service available locally? (Appliances, electronics, photographic equipment, computers, vehicles, furniture and fixtures, etc.) Is computer software support and repair service available?
15. Are the types of food to which you are accustomed readily available, both in restaurants and markets?
16. If you have hobbies, are clubs, supplies and assistance available?
17. What cultural activities are available? (Art, music, theater, etc.)
18. What entertainment is available? (Sports, cinemas, night clubs, dancing, fiestas, etc.)
19. What recreational facilities are available? (Golf courses, tennis, health clubs, recreation centers, other participatory sports)
20. Will your appliances, electronics and electrical equipment work on the available power supply?
21. If you like the beach are good beaches available? What is the water temperature?
22. What is the situation with poisonous growth, insects, snakes, dangerous animals?

23. What is the violent crime rate? Sneaky crime (theft, car and house break ins)? What support can be expected from the police department? How helpful are the police to local residents and foreign residents?
24. How do the local residents treat foreign visitors and residents?
25. What are the local investment opportunities? Is there any consumer or investment protection legislation for investors? What return can you expect on investments?
26. Is the banking system safe and reliable? Can they transfer funds and convert foreign currency cheques, drafts and transfers? Are chequing, savings and other accounts you may need available to foreigners? Is there banking confidentiality? Exchange controls? Can money brought into the country be taken back out again?
27. Are good lawyers, accountants, investment advisors and other professionals available?
28. How is the health care system? Are there diseases which are dangerous to foreigners, and if so does the local health care system address the problem? What is the quality of hospitals, doctors, dentists? What is the availability of specialists? How is the ambulance service? Is dentistry up to the standards you are used to?
29. How is sanitation? Can you drink the water? Do restaurants have good sanitation standards? Are pasteurized milk and dairy products available? Do meat, fish and vegetable markets have satisfactory sanitary standards?
30. How is the education system? If you have children, are good private schools available in the language in which you would like them educated? What is the school year?
31. If you are interested in having domestic staff, what is the cost of cooks, housekeepers, gardeners, etc.?
32. What legislation is there to protect foreign residents? What rights do foreign residents have in comparison to citizens? What is the government's past record in respecting the rights of foreign citizens?
33. What natural dangers are there? (Hurricanes, tornadoes, typhoons, volcanoes, earthquakes, droughts, floods)
34. Where does the country stand environmentally? What are the environmental issues? What is the history in dealing with environmental concerns?
35. Is there controlled growth and well managed development?
36. Can pets be brought to the country?

Talk Like a Scallywag!!

The minimum: smaller sheet of essential terms, better for younger customers

Next level: an added level of the pirate glossary

Next level: taken up another notch

Master Pirate (almost captain!): all the words and phrases

Words

Lad = a boy

Aye = yes

Arr = yes, I agree, hmmm

Ahoy = hello

Square = fair, honest

Lubber = land lover, a person who is not skilled at sea

Seafaring = working or traveling on the sea

Seaman = sailor

Barbecue = ship's cook

Bloody = very good

Chart = map

Blimey = said when someone is surprised

Booty = treasure

Sea legs = ability to walk steadily on the deck of a moving ship

Bearings = location, where you are

Gunner = sailor who fires the cannons

Parley = a discussion between enemies

Irons = handcuffs and shackles

Blighter = a bad, gross person

Buccaneer = pirate

Articles = legal binding agreement, list of rules

Maroon = abandon on a deserted island

Mutiny = when members of a crew or army overthrow their officers

Swab = a sailor, usually one of low rank

Matey = aka mate, another sailor on your ship who is your friend

Hands = sailors

Blaggards = a scoundrel or a jerk

Affy Davey = sworn oath

Bungling = messing up, making mistakes

Sauce = back talk

Heave = pull

Overboard = those over the rail of the ship in the water

Saber = sword with a curved blade

Doubloon = Spanish gold coin

Powder Monkey = a gunner's assistant

Black jack = large drinking cups

Old Salt = a sailor that has a great deal of experience on the seas
Scuttle = to sink a ship

Seadog = an old sailor or pirate
Grog = alcoholic drink, rum

Phrases

Shiver me timbers = shock or disbelief
Thar She Blows! = used when a whale (or wildlife) is spotted from the ship
Son of a Biscuit Eater = an insult
Three Sheets to the Wind = someone who is really drunk
Walk the Plank = a punishment that entails someone walk over the side of the ship and into the water
Heave ho = instruction to put strength into whatever one is doing (paddle faster/harder!)
Batten down the hatches = a signal to prepare the ship for an upcoming storm (or rapid)
Cry Havoc = to start a war
Davy Jones Locker = bottom of the sea, death, Jones is an evil spirit that preys upon sailors
Dog Watch = late afternoon or early evening work shift
Bite the bullet = be brave
Spanish Main = Caribbean Sea, an area controlled by Spain

Scourge of the 7 Seas = a pirate known for their particularly violent and brutal nature

Black Spot = summons to a meeting, usually a death threat

Pieces of Eight = Spanish silver coin

Make Terms = agree to the rules

By Thunder = swearing something

French Leave = sneak off and abandon your shipmates, cowardly

Jolly Roger = pirate flag, usually with a skull and crossed bones

Trim Sail = adjust the sails

Make Sail = unroll and put sails down

Weigh Anchor = lift the anchor from the water so a ship can move

Leeward = the wind blows toward this side, bad position

Avast Ye = pay attention

Poop Deck = deck that is the highest and furthest back

Cockswain = the helmsman

Prizes and Trade-in Values

1. Big Booty: t-shirt or hat redemption prize at the office for each member of the winning crew
2. Big Booty: trip pictures
3. Medium Booty: local deal/voucher (helping promote local business)
4. Medium Booty: diamonds
5. Medium Booty: local deal/voucher (helping promote local business)
6. Small/Medium Booty: Pearls
7. Small/Medium Booty: 10 doubloons
8. Small Booty: rubies
9. Small Booty: sapphires
10. Small Booty: emeralds
11. Small Booty: 5 doubloons
12. Small Booty: 5 doubloons

Trade-in value:

Rubies =

Sapphires =

Emeralds =

Diamonds =

Pearls =

Doubloons =

Small Prizes: rafting stickers, ice cream, eye patches, fake swords, shot glasses, postcards, or a discount on trip pictures, t-shirts, hats, and flags.

Medium Prizes:

Large Prizes:

2175 S 1900 E

Salt Lake City, UT 84106

Brian Buehler

(802) 345-1559

bbuehler52@aim.com

Employment

Student Assistant University of Utah Phonathon Fall 2012-Current

- Manage the calling floor to make sure all donations are correct
- Calling Alumni and associates of the University to update information, inform them of new improvements at the University, and ask for donations

Production Assistance National Geographic Summer 2013 & 2014

- Helped create and hand out call sheets to the production team
- Completed purchase orders
- Responsible for the cast members including their transportation
- Responsible for the cast and crews' equipment

Production Assistant Xterra Fall 2013, Fall 2014

- Ran media cards from the cameramen to the media manager
- Was in charge of keeping track of all production gear
- Reference Randy Mills (808)280-8541
- Reference Paul Ehman (808)870-4732

Ski Nanny Private Winter 2011,2012

- Taught children from the age 5-11 how to ski
- Responsible for providing meals
- Cared for the children at night
- Reference Howard Owens (818) 919-9427 howens@natgeotv.com

Property/Landscape Manager Private Summer 2009-2012

- Kept lawn and wooded trails in pristine condition
- Planted and maintained food plots and irrigation systems
- Responsible for the house during the winter
- Reference Bill Ryan (954) 579-7315 gwryan@aol.com

Education

Salt Lake City, UT University of Utah Fall 2012-Current

- Intended to receive a B.A. in Business emphasis in accounting and a B.A. in Parks, Recreation, and Tourism
- Freshman and Sophomore year had a GPA of 3.84 and made Dean's List

Fair Haven, VT Fair Haven Union High School Fall 2009-2012

- Graduated with a 4.0
- Concurrent enrollment during senior year at Castleton State College
- Captain of Football and the Track team

Matthew Taylor Derrick

95frozen@gmail.com

341 W. 13130 S.

Draper, UT 84070

801-362-9522

DOB 08/28/77

Objective

To work for a company that has high standards and opportunities for personal and professional growth and development.

Education

The University of Utah College of Health; Parks, Recreation & Tourism; Commercial Recreation. 3.8 GPA
January 2012-Present

Weber State University Toyota Technical Training
2002-Present

Davis Applied Technology Center Automotive program
March 2001-April 2003

Summary of Qualifications

- Computer proficiency, Microsoft Word, Excel, HTML
- Team leader for several Toyota Dealerships
- Communications (written, oral) with customers
- Bachelor's degree in progress in Parks, Recreation, and Tourism
- CPR and first aid certified with Red Cross
- Marketing and financial skills

Related Skills and Experience

Organization

- Organization
- Time management
- Work area cleanliness for safety and efficiency
- Self motivated and thrive under pressure

Communication Skills

- Understanding what the customers concerns are
- Communicating with Toyota and customers on difficult repairs
- Dialogue with managers about expectations
- Explaining why the service is needed and explaining the benefits
- Staying current on the latest innovations and repair techniques
- Promoting a positive environment and product

Problem Solving

- Finding the root cause of an issue and not just the symptoms
- Following directions and procedures
- Finding new ways to be efficient and cost effective for the company and customer

Computer Skills

- Microsoft Excel, Word, Email, HTML, and the Internet
- Using diagnostic equipment

Employment History

Mark Miller Toyota Toyota Master Technician and Automotive Service Excellence Master Technician. Responsible for repairing customers vehicles.
December 2012-Present

Karl Malone Toyota Toyota Master Technician and Automotive Service Excellence Master Technician. Responsible for repairing customers vehicles.
December 2001-September 2012

Camping World Installation technician of all R.V. accessories and performance upgrades. Banks Exhaust certified installer. HWH hydraulic jacks and 5th wheel hitch specialist.
May 2000-October 2001

Joe Morley's BBQ Restaurant Manager and head cook over a staff 25 people. Responsible for the kitchen preparations and staff, catering orders and opening and closing the restaurant. Delegation of responsibilities between servers, bussers and cooks to optimize effectiveness. In charge of equipment needs, food ordering and all kitchen preparations.

May 1993-October 2000

TIA E. LINK

220 E. 22nd St. • New York, NY 10010 • tiaelink@gmail.com • +1 917 715 3108

WORK EXPERIENCE

SHAZAM MEDIA SERVICES INC.

NEW YORK, NY

COMMERCIAL COUNSEL, JUNE 2014 – PRESENT

Shazam is an audio recognition application with related music and media services that has been used on over 600 million devices and has over 100 million MAUs. As part of a small legal team, responsibilities have covered nearly every aspect of the business including: drafting and negotiating commercial agreements with numerous technology partners, major television networks, radio partners, OOH advertisers, visual partners, and white/gray label partners, among others; acting as primary point of contact for all advertising-related contracts in the US; creating templates for recruiting, data transfer, modifications to third-party online terms, Shazam products, etc; ensuring compliance with privacy law (led recent revision of privacy policy, internal guidelines for use of personal data and internal COPPA policy).

APPNEXUS INC.

NEW YORK, NY

ASSOCIATE GENERAL COUNSEL, JULY 2013 – MAY 2014

As part of the product and commercialization team, primary responsibilities include advising on complex strategic and commercial partnerships, as well as a wide variety of legal and policy matters relating to data privacy, technology, intellectual property, international expansion, and product offerings. Other responsibilities include acting as the primary point of contact for all marketing issues, including reviewing vendor agreements and marketing materials for use both internally and externally.

HUDSON RIVER TRADING LLC

NEW YORK, NY

ASSOCIATE GENERAL COUNSEL, FEBRUARY 2012 – JUNE 2013

Provided a wide variety of legal support to management in all operational and administrative areas. Responsibilities included negotiating contracts worldwide with systems vendors, securities exchanges, clearing agents and tower lessors, handling all in-house employment issues, including immigration law issues, settlement agreements and employment contracts, establishing subsidiaries in multiple jurisdictions and managing all ongoing compliance, drafting intellectual property and royalty sharing agreements, liaising with CCO on regulatory issues, analysis and compliance and liaising with accounting and tax group heads on annual engagements and financial disclosure.

SULLIVAN & CROMWELL LLP

LONDON, UK/SYDNEY, AUSTRALIA

ASSOCIATE, 2007-2010

Responsibilities included representing financial institutions and corporations in a broad range of matters, including Project Finance, Corporate Finance, Secured Transactions and Debt Capital Markets, by advising on transaction structures, drafting and negotiating contracts, coordinating and executing transactions, advising on compliance matters, preparing regulatory filings and providing other general corporate counsel.

EDUCATION

STANFORD LAW SCHOOL

STANFORD, CA

J.D., May 2006

ACTIVITIES: Senior Editor, *Stanford Law and Policy Review*; Lead teacher, StreetLaw, a legal educational program for incarcerated and at-risk youth; Member, Volunteer Attorney Program.

HARVARD UNIVERSITY

CAMBRIDGE, MA

B.A. in Psychology *cum laude*, June 2003

HONORS: John Harvard Scholarship 1999-2003; Deuter Prize recipient.

ACTIVITIES: MVP, JV Soccer; Tutor, Adams House Neighborhood Development Program.

QUALIFICATIONS

Admitted to the New York Bar in 2007; membership active and in good standing

INTERESTS

INTERESTS: Travel (60+ countries and counting), all things art and dance, observing violations of social norms.

Miri Gubler

> OBJECTIVE

I am a dependable and hard-working student at the University of Utah looking for a job that will utilize my existing skill set while still allowing for personal and professional growth. I have a keen eye for detail with experience keeping thorough and accurate records. I also have a proven track record at building and maintaining relationships with new and existing clients. My 5+ years working in customer service and an office environment make me well-qualified for the job.

531 South 900 East, Apt A15
Salt Lake City, UT 84102

435.764.3304
miri.gubler@gmail.com
mirigubler.weebly.com

SKILLS AND QUALIFICATIONS

- > 5+ years in office environment and customer service
- > Answering and directing a multi-line phone system
- > Type 95+ wpm
- > Proficient in Microsoft Office, including Excel functions
- > Strong organizational skills
- > QuickBooks, FedEx Shipping Manager, Inventory Avenue, PayPal

RELEVANT EXPERIENCE

Supply Link USA

Administrative Assistant & Bookkeeper, 2010-Present

- > Reconciled 10+ company bank accounts
- > Performed secretarial duties such as filing, data entry, inventory, filling will-call orders, creating invoices and purchase orders, processing customer payments and refunds, making deposits
- > Managed front desk, including fielding customer questions and complaints

Utah State University

Transcriber, January 2010 – August 2010

- > Typed in-class lectures for deaf students in real time, revised notes after class, and sent them to the student
- > Completed the TypeWell typing training course through a sponsor

EDUCATION

University of Utah, Salt Lake City, UT

Class of 2016

Parks, Recreation, and Tourism, BS

- > Emphasis in Sustainable Tourism Management
- > Senior scheduled to graduate December 2016
- > 29 supplemental credit hours accomplished in communications, literature, and writing

INTERESTS

- > Whitewater rafting, camping, snowboarding/skiing, piano, DIY crafts, poetry, Charlie Chaplin, cooking, and flower arrangements

REFERENCES

- > References available upon request

Cameron Chasse
163 M Street Apt 1 SLC, UT
camchasse@gmail.com | 603-973-2524

Summary of Qualifications

- Experienced leading small teams of coworkers and classmates
 - Technical skills include Microsoft Access, Excel, PowerPoint, and Adobe Photoshop
 - Event Planning
 - Electronic marketing using Photoshop
-

Education

Bachelor of Science in Sustainable Tourism

Minor in French

University of Utah

- GPA: 3.450
- Dean's List Fall 2013, Spring 2014, Spring 2015

Graduation summer 2016

Experience

Intern

Parc Naturel Viroin-Hermeton

June 2015 - August 2015

Nismes, Belgium

- Familiarize myself with the sustainability techniques of an EDEN (European Destination of Excellence) Award Winner. The EDEN Award is given each year by the European Commission to a destination that demonstrates excellence in Sustainability.
- Help with planning and operating of the farmer's markets
- Trail Maintenance and trail discovery
- Sit in on professional meetings with Department of Energy and other governmental organizations
- Solidified French speaking

Landscape Architect
Picot Company West

May 2012- October 2015
Salt Lake City, Utah

Lift Operator
Alta Ski Area

November 2009 - April 2011
City, State

Volunteer Experience

Organizer
International Rescue Committee
November 2014
Salt Lake City, Utah

- Organized and planned successful Winter Weather Clothing Drive for refugees

Volunteer
Huntsman Cancer Institute 5k Race
August 2014
Salt Lake City, Utah



NOTICE OF ALLEGED WORKPLACE SAFETY AND/OR HEALTH VIOLATIONS

INSTRUCTIONS:

Complete items 1 through 17 as accurately and completely as possible if it does not apply mark as Not Applicable (NA). Describe each hazard you think exists in as much detail as you can. If the hazards described in your complaint are not all in the same area, please identify where each hazard can be found at the worksite. If there is any particular evidence that supports your suspicion that a hazard exists (for instance, a recent accident or physical symptoms of employees at your site) include the information in your description.

After you have completed the form, return it to:

LABOR COMMISSION
UTAH OCCUPATIONAL SAFETY & HEALTH DIVISION (UOSH)
160 EAST 300 SOUTH 3rd Floor
P O BOX 146650
SALT LAKE CITY UT 84114-6650
Telephone: (801)-530-6901
FAX Number: (801)-530-7606

NOTE:

The filing of a Complaint does not automatically instigate an inspection of the company; an investigation of the allegations will be made.

(1) Employer Name:	
(2a) Mailing Address:	(2b) City, State, Zip:
(2c) Mailing Phone #:	(2d) Mailing Fax #:
(3a) Site Address:	(3b) City, State, Zip:
(3c) Site Phone #:	(3d) Site Fax #:
(4) Management Official:	(5) Type of Business:
(6) Hazard Description (Describe briefly the hazard(s) which you believe exists. Include the approximate number of employees exposed to or threatened by each hazard. Use another page if needed.):	
(7) Hazard Location (Specify particular building or worksite where the alleged violation exists):	
(8) Has this condition been brought to the attention of (Mark "X" in all that apply): <input type="checkbox"/> Employer <input type="checkbox"/> Other Government Agency (Specify) _____	
(9) Please indicate: <input type="checkbox"/> Do not reveal my name to the Employer. <input type="checkbox"/> My name may be revealed to Employer.	
(10) The Undersigned; Believes that a violation of an Occupational Safety/Health standard exists which is a job safety/health hazard at the establishment named on this form. (My Status: Mark "X" in only one box): <input type="checkbox"/> Employee <input type="checkbox"/> Ex-Employee (Reason for leaving, when) _____ <input type="checkbox"/> Federal Safety/Health Committee <input type="checkbox"/> Employer <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Representative Employees	
(11) Complainant Name (Type or print name):	
(12) Address (Street, City, State, Zip):	
(13) Telephone Number:	(14) Email:
(15) If you are an authorized representative of employees affected by this complaint, please state the name of the organization that you represent and your title.	
Organization:	Representative:
(16) Signature:	(17) Date:



NOTICE OF ALLEGED WORKPLACE SAFETY AND/OR HEALTH VIOLATIONS

This form is provided for the assistance of any Complaint and is not intended to constitute the exclusive means by which a complaint may be registered with the Utah Occupational Safety and Health Division (UOSH).

34A-6-301(6)(a)(i) Any employee or representative of employees who believes that a violation of an adopted safety or health standard exists that threatens physical harm, or that an imminent danger exists, may request an inspection by giving notice to the division's authorized representative of the violation or danger. The notice shall be in writing, setting forth with reasonable particularity the grounds for notice, and signed by the employee or representative of employees. A copy of the notice shall be provided the employer or the employer's agent no later than at the time of the inspection. Upon request of the person giving notice, the person's name and the names of individual employees referred to in the notice shall not appear in the copy or on any record published, released, or made available pursuant to Subsection (7).

(ii)(A) If upon receipt of the notice the division's authorized representative determines there are reasonable grounds to believe that a violation or danger exists, the authorized representative shall make a special inspection in accordance with this section as soon as practicable to determine if a violation or danger exists.

(B) If the division's authorized representative determines there are no reasonable grounds to believe that a violation or danger exists, the authorized representative shall notify the employee or representative of the employees in writing of that determination.

34A-6-203(1) A person may not discharge or in any manner discriminate against any employee because:

(a) the employee has filed any complaint or instituted or caused to be instituted any proceedings under or related to this chapter;

(b) the employee has testified or is about to testify in any proceeding; or

(c) the employee has exercised any right granted by this chapter on behalf of himself or others.

(2) (a) Any employee who believes that the employee has been discharged or otherwise discriminated against by any person in violation of this section may, within 30 days after the violation occurs, file a complaint with the division in the commission alleging discrimination.

(b)(i) Upon receipt of the complaint, the division shall cause an investigation to be made.

(ii) The division may employ investigators as necessary to carry out the purpose of this subsection.

(c) If the investigator reports a violation and the employer requests a hearing on the alleged violation, the commission shall hold an evidentiary hearing to determine if provisions of this subsection have been violated.

(d) If the commission determines that a violation has occurred, it may order the violation to be restrained and may order all appropriate relief, including reinstatement of the employee to his former position with back pay.(1987)

34A-6-307(5)(c) Any person who knowingly makes a false statement, representation, or certification in any application, record, report, plan, or other document filed or required to be maintained under this chapter is guilty of a class A misdemeanor.

When Can a Formal Complaint Be Filed?

UOSH recommends that employees try to resolve safety and health issues first by reporting them to their supervisors, managers or the safety and health committee. At any time, however, employees can complain to their UOSH Office and ask for an inspection or an investigation.

Who Can Formally Complain?

Employees or their representatives have a right to file a formal complaint (Notice) to request an inspection of a workplace if they believe there is a violation of a safety or health standard, or if there is any danger that threatens physical harm, or if an "imminent danger" exists. Anyone who knows about a workplace safety or health hazard may complain, and UOSH will investigate the concerns reported.

NOTE: A formal complaint is a written Notice signed by a current employee or their representative.

What Information Must the Employee Give?

The employees or their representatives must provide enough information for UOSH to determine the nature of the safety or health hazards and whether they are potential violations of safety or health standards or other dangers that can cause injury or illness. This means describing the alleged hazard in enough detail so UOSH can determine the existence and seriousness of the hazard. Workers do not have to know whether a specific OSHA standard has been violated in order to file a formal complaint, as long as they have a good-faith belief that dangerous conditions exist in their workplace.

How does UOSH Respond to Formal Complaints?

There are two ways that UOSH can respond to a complaint. UOSH can either perform an on-site inspection or an off-site investigation, also known as a "phone/fax investigation".

While every worker has a right to receive an onsite inspection if certain conditions are met, there are times when a phone/fax (or letter) investigation may be a better alternative. A phone/fax investigation enables UOSH to respond more quickly to lower priority hazards. It also permits the agency to concentrate its resources on more serious workplace hazards. Employees who choose to request a phone/fax investigation do not give up the right to request an on-site inspection of potential violations and hazards if they are not satisfied by the investigation. Before deciding what kind of complaint to file, workers should call the UOSH Office to discuss their options.

If an off-site investigation is appropriate, the agency telephones the employer, describes the alleged hazards and then follows up with a fax or letter. The employer must respond in writing within five days, identifying any problems found and noting corrective actions taken or planned. If the response is adequate, UOSH generally will not conduct an inspection. The employee or employee representative who filed the original formal complaint (Notice) will receive a copy of the employer's response and, if still not satisfied, may then request an on-site inspection.

If the employee or employee representative files a written formal complaint (Notice) that meets certain conditions then an on-site inspection may be conducted.

Those conditions include claims of serious physical harm that have already resulted in disabling injuries or illnesses or claims of imminent danger situations; written, signed complaints requesting inspections; and situations where the employer provided an inadequate response to a phone/fax investigation.

Maintenance Schedules

2010 Ford E-350	
Driving Condition:	Towing
Cylinders:	8
Fuel:	Gasoline
Transmission:	Automatic
Engine Displacement:	5.4 L

Recommended maintenance for your vehicle

Mileage	5K	10K	15K	20K	25K	30K	35K	40K	45K	50K	55K	60K	65K	70K	75K	80K	85K	90K	95K	100K	105K	110K	115K	120K	125K	130K	135K	140K	145K	150K
MEMO: Gas engine; Up to 6.0 quarts of oil	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Replace platinum-tipped spark plugs																		X												
Replace front 4x2 wheel bearings and grease seals, lubricate and adjust bearings																														X
Replace accessory drive belts (if not replaced within last 100,000 miles)																														X
Change Premium Gold engine coolant																					X									X
Replace rear axle lubricant																					X									X
Inspect and lubricate all non-sealed steering linkage, ball joints, suspension joints, half and drive-shafts and u-joints	X	X		X	X		X	X		X	X		X	X		X	X		X	X		X	X		X	X		X	X	
Inspect 4x2 front wheel bearings; replace grease and grease seals, and adjust bearings						X						X							X					X						X
Change rear axle fluid (vehicles equipped with Dana axles)																					X									X
Change automatic transmission fluid						X						X							X					X						
Change automatic transmission/transaxle fluid and filter																														X

Inspect accessory drive belt(s)																									X												X										
---------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	---	--	--	--	--	--	--	--	--	--	--	--	---	--	--	--	--	--	--	--	--	--	--

Following the recommended Maintenance Schedule is the best way to keep your vehicles running right - it provides exactly what your vehicle needs, when it needs it. Visit Genuine Ford and Lincoln Mercury Parts & Service website for additional vehicle maintenance information.

[New Search](#) [Print](#)

Employee's Report of Injury Form

Instructions: Employees shall use this form to report all work related injuries, illnesses, or “near miss” events (which could have caused an injury or illness) – *no matter how minor*. This helps us to identify and correct hazards before they cause serious injuries. This form shall be completed by employees as soon as possible and given to a supervisor for further action.

I am reporting a work related: <input type="checkbox"/> Injury <input type="checkbox"/> Illness <input type="checkbox"/> Near miss	
Your Name:	
Job title:	
Supervisor:	
Have you told your supervisor about this injury/near miss? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Date of injury/near miss:	Time of injury/near miss:
Names of witnesses (if any):	
Where, exactly, did it happen?	
What were you doing at the time?	
Describe step by step what led up to the injury/near miss. (continue on the back if necessary):	
What could have been done to prevent this injury/near miss?	
What parts of your body were injured? If a near miss, how could you have been hurt?	
Did you see a doctor about this injury/illness? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, whom did you see?	Doctor's phone number:
Date:	Time:
Has this part of your body been injured before? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, when?	Supervisor:
Your signature:	Date:

Supervisor's Accident Investigation Form

Name of Injured Person _____

Date of Birth _____ Telephone Number _____

Address _____

City _____ State _____ Zip _____

(Circle one) Male Female

What part of the body was injured? Describe in detail. _____

What was the nature of the injury? Describe in detail. _____

Describe fully how the accident happened? What was employee doing prior to the event? What equipment, tools being using? _____

Names of all witnesses:

Date of Event _____ Time of Event _____

Exact location of event: _____

What caused the event? _____

Were safety regulations in place and used? If not, what was wrong? _____

Employee went to doctor/hospital? Doctor's Name _____

Hospital Name _____

Recommended preventive action to take in the future to prevent reoccurrence.

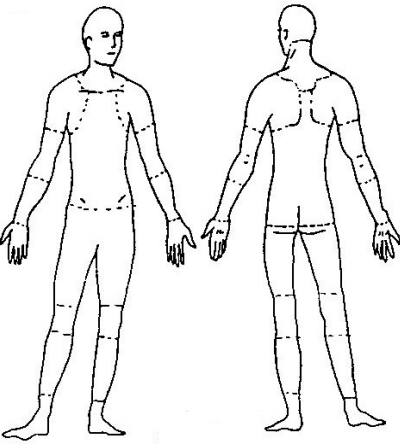
Supervisor Signature

Date

Incident Investigation Report

Instructions: Complete this form as soon as possible after an incident that results in serious injury or illness.
 (Optional: Use to investigate a minor injury or near miss that *could have resulted in a serious injury or illness.*)

This is a report of a: <input type="checkbox"/> Death <input type="checkbox"/> Lost Time <input type="checkbox"/> Dr. Visit Only <input type="checkbox"/> First Aid Only <input type="checkbox"/> Near Miss	
Date of incident:	This report is made by: <input type="checkbox"/> Employee <input type="checkbox"/> Supervisor <input type="checkbox"/> Team <input type="checkbox"/> Other _____

Step 1: Injured employee (complete this part for each injured employee)		
Name:	Sex: <input type="checkbox"/> Male <input type="checkbox"/> Female	Age:
Department:	Job title at time of incident:	
Part of body affected: (shade all that apply) <div style="text-align: center;">  </div>	Nature of injury: (most serious one) <input type="checkbox"/> Abrasion, scrapes <input type="checkbox"/> Amputation <input type="checkbox"/> Broken bone <input type="checkbox"/> Bruise <input type="checkbox"/> Burn (heat) <input type="checkbox"/> Burn (chemical) <input type="checkbox"/> Concussion (to the head) <input type="checkbox"/> Crushing Injury <input type="checkbox"/> Cut, laceration, puncture <input type="checkbox"/> Hernia <input type="checkbox"/> Illness <input type="checkbox"/> Sprain, strain <input type="checkbox"/> Damage to a body system: <input type="checkbox"/> Other _____	This employee works: <input type="checkbox"/> Regular full time <input type="checkbox"/> Regular part time <input type="checkbox"/> Seasonal <input type="checkbox"/> Temporary Months with this employer Months doing this job:

Step 2: Describe the incident	
Exact location of the incident:	Exact time:
What part of employee's workday? <input type="checkbox"/> Entering or leaving work <input type="checkbox"/> Doing normal work activities <input type="checkbox"/> During meal period <input type="checkbox"/> During break <input type="checkbox"/> Working overtime <input type="checkbox"/> Other _____	
Names of witnesses (if any): 	

Number of attachments:	Written witness statements:	Photographs:	Maps / drawings:
What personal protective equipment was being used (if any)?			
Describe, step-by-step the events that led up to the injury. Include names of any machines, parts, objects, tools, materials and other important details.			
Description continued on attached sheets: <input type="checkbox"/>			

Step 3: Why did the incident happen?	
Unsafe workplace conditions: (Check all that apply) <input type="checkbox"/> Inadequate guard <input type="checkbox"/> Unguarded hazard <input type="checkbox"/> Safety device is defective <input type="checkbox"/> Tool or equipment defective <input type="checkbox"/> Workstation layout is hazardous <input type="checkbox"/> Unsafe lighting <input type="checkbox"/> Unsafe ventilation <input type="checkbox"/> Lack of needed personal protective equipment <input type="checkbox"/> Lack of appropriate equipment / tools <input type="checkbox"/> Unsafe clothing <input type="checkbox"/> No training or insufficient training <input type="checkbox"/> Other: _____	Unsafe acts by people: (Check all that apply) <input type="checkbox"/> Operating without permission <input type="checkbox"/> Operating at unsafe speed <input type="checkbox"/> Servicing equipment that has power to it <input type="checkbox"/> Making a safety device inoperative <input type="checkbox"/> Using defective equipment <input type="checkbox"/> Using equipment in an unapproved way <input type="checkbox"/> Unsafe lifting <input type="checkbox"/> Taking an unsafe position or posture <input type="checkbox"/> Distraction, teasing, horseplay <input type="checkbox"/> Failure to wear personal protective equipment <input type="checkbox"/> Failure to use the available equipment / tools <input type="checkbox"/> Other: _____
Why did the unsafe conditions exist?	
Why did the unsafe acts occur?	
Is there a reward (such as “the job can be done more quickly”, or “the product is less likely to be damaged”) that may have encouraged the unsafe conditions or acts? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, describe:	
Were the unsafe acts or conditions reported prior to the incident? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Have there been similar incidents or near misses prior to this one? <input type="checkbox"/> Yes <input type="checkbox"/> No	

Step 4: How can future incidents be prevented?

What changes do you suggest to prevent this incident/near miss from happening again?

- Stop this activity Guard the hazard Train the employee(s) Train the supervisor(s)
- Redesign task steps Redesign work station Write a new policy/rule Enforce existing policy
- Routinely inspect for the hazard Personal Protective Equipment Other: _____

What should be (or has been) done to carry out the suggestion(s) checked above?

Description continued on attached sheets:

Step 5: Who completed and reviewed this form? (Please Print)

Written by:

Title:

Department:

Date:

Names of investigation team members:

Reviewed by:

Title:

Date:

REQUISITOS

REGISTRO DE EMPRESAS CLASIFICACIÓN **C**

(Sector Turismo)

La empresa que desee registrarse en la **Categoría C** deberá presentar en la Plataforma de Servicios los siguientes requisitos (original y copia para recibido):

- 1 Solicitud dirigida a la Dirección General suscrita por el representante legal o apoderado de la empresa. En tal solicitud deberá indicarse:
 - a. Nombre de la persona jurídica.
 - b. Fundamentación detallada de las razones que justifican la solicitud.
 - c. Giro comercial de la empresa.
 - d. Dirección exacta de su domicilio social en el país y fax o medio electrónico para recibir notificaciones.
- 2 Certificación de personería jurídica de la empresa, expedida con no más de tres meses de antelación a la fecha de presentación de la solicitud, en la que se indiquen la fecha de constitución, los datos de inscripción, representantes legales y vigencia de la empresa.
- 3 Original y copia o copia certificada del documento de identificación del representante legal de la empresa. Cuando dicho representante legal no resida habitualmente en el país, se deberá presentar copia certificada por notario público de su pasaporte.
- 4 Carta del Instituto Costarricense de Turismo, mediante la cual se recomiende la inclusión de la empresa ante el registro de la DGME. Quedan exentas de este requisito las aerolíneas afiliadas a la Asociación de Líneas Aéreas.
- 5 Las aerolíneas deberán demostrar que están afiliadas a la **Asociación de Líneas Aéreas** y aportar carta donde se recomienda el registro.
- 6 Copia de la última declaración del impuesto sobre la renta de la empresa establecida. En caso de que la empresa no haya presentado aún una declaración de renta deberá aportar una constancia de su inscripción ante la Dirección de Tributación Directa.

- 7 El solicitante deberá estar al día con sus obligaciones ante la **Caja Costarricense de Seguro Social**.
- 8 Certificación de la **entidad aseguradora** correspondiente, que indique que la empresa se encuentra al día en el pago de la póliza de riesgos de trabajo o comprobante de pago al día debidamente certificado o confrontado contra original.
- 9 Completar el formulario de solicitud de acuerdo con la clasificación a la que pertenece. El formulario está disponible en el sitio web de la Dirección General de Migración y Extranjería. (Este formulario se aplicará una vez que se incorpore el expediente digital)

Notas

- 1 En caso que el trámite de registro no lo realice el o la representante legal de la empresa, deberá aportar poder especial mediante el cual le otorga facultades suficientes a una tercera persona para que realice las gestiones ante la DGME.
- 2 Todo documento que se encuentre en un idioma distinto al español, deberá estar acompañado de su traducción oficial al español o por notario público con conocimiento del idioma.
- 3 Todo documento emitido en el extranjero deberá estar debidamente legalizado por el o la Cónsul de Costa Rica en su país y autenticado por el Ministerio de Relaciones Exteriores y Culto de Costa Rica.
- 4 Los documentos públicos emitidos en el extranjero podrán ser presentados mediante una certificación apostillada.
- 5 Las solicitudes que se presenten de manera incompleta no serán recibidas en la ventanilla correspondiente.



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