

Hello BOD member

I have been an instructor in the Pacific Northwest for 10 years now. I have done the best that I could do with some ideal natural resources. My emphasis has been basic and novice instruction and promotion of hanggliding in this region. Repair services have been intentionally left to capable self-reliant advanced pilots because of my emphasis on teaching volume. Currently, the business has barely paid for itself. It has not provided any kind living wage for its sole employee. But the good news is that I have not exhausted all my ideas on how OHGS can possibly provide a living wage for a lone instructor/dealer or how it could expand and improve its service – which could be good news for anyone embarking on instruction in the rest of the nation.

Some of these ideas involve aspects of which control rests entirely in our hands. Some of these ideas involve forces we cannot control but that can convince others to change. Lastly, some are in areas that other's control but do not realize that fact! Those areas may require not only some persuasion, but some out-of-box creativity, openness to new ideas and willingness to try new ways of doing things.

I'll use the USHPA strategic plan as a spring board for these ideas. At the same time I'll provide some feedback how the strategic plan would or would not help a guy like me. I believe that's really that's what the strategic plan is about. If we had all current instructors all over the country pumping out 10 intermediate students a year - consistently - we wouldn't be so desperate about growth.

The reality is five things must happen for a school run by one person:

1. It must develop a professional program of instruction given the resources available. The perception of a value must be apparent to the customer and pilot community. We cannot sell snake oil.
2. The program (and its cost to the customer) must be actively promoted by all the USHPA chapters within a pre-determined economic sustainable territory. This must result in generating a minimum dollar volume of impulse and committed students.
3. The business must sell a minimum volume of merchandise in connection with the program or the outside sales to the community. This is necessary to subsidize the instruction program to keep prices affordable.
4. The business must be able to pay its single employee a living annual wage for any chance of expansion.
5. The business must be able to re-invest back into itself for upkeep, improvement and absorb setbacks (cars breaking down, gliders damaged, etc)

If any one of these elements is missing, the aspiring instructor will not survive. What specifically happens is:

1. The instructor becomes disheartened by the actual effort, unreliability and risk of instruction. They are overwhelmed by the work, scheduling of ideal experiences, equipment damage, or no longer feel confident they can safely teach someone - so they quit.
2. Not enough prospective students call. The instructor depends too heavily on the complete commitment of fewer and fewer students from too small a territory. They are also surprised

by the lack of support, petty jealousies, expectations of buddy deals from peers, excessive scrutiny and arm-chair criticism, so return to the recreational pilot community.

3. The single instructor's low instructional volume necessitates augmenting instructional income with equipment sales. If students or the community do not purchase equipment, the business fails.
4. If the business cannot pay its expenses and/or cannot pay the instructor, an instructor will, by necessity, find another job and become less available for instruction until the quality of service (availability and reliability) deteriorates to the point of becoming entirely non-viable.
5. The program remains primitive and deteriorates till it cost too much to re-tool and/or instructor is distracted to greater sources of income.

I now would like to make some comments about the Strategic Plan and suggest what can be emphasized to resolve the above issues.

The Strategic Plan Overview

As a whole, much of the plan depends on successful interdependency of the major goals. It is logical that the approach of the BOD would give equal priority to the points addressed in the plan – but it may be the wrong thing to do. This may be spreading our efforts too thinly to have the sought for effect of – **Unity; Promotion; Safety, Support, Activity and Efficiency** and accompanying hoped for result - **Growth** (Hey, about making T-shirts for the BOD with this motto for the meeting?)

This plan ACTS BIG– as if individuals and a the decisions of a few companies (even the sick or absent harness sewing assistant) do not have a huge effect on our “industry”. The plan does not address vendor/instructor relationships– hence discussion about how vendor's market-share, dealer territories, qualifications for dealership, and continuing professional development for instructors are left out of the plan or very ambiguously addressed. It's as if these topics were not the major other side of the coin to an individual instructor's success and sustainability.

Even manufacturer product offerings are tending to complement each other rather than compete. Certainly, free-trade/anti-trust regulations are still a concern –the regulations don't care about the size of the industry. But, in fact, size matters! When the total market diminishes we to need to share the pie more equitably and not take advantage of “passion” or “love of teaching” of anyone busily providing service, otherwise the it eliminates a key aspect to a successful sport industry.

I believe that vendor's lack of protection of the bona fide instructor's market share is a major reason why an instructor – even one that has solved the consistency and regularity problem of teaching - cannot make a living. It is the lack of growth at an individual instructor level that is killing the sport. Until, each and every competent present instructor can make a living and even expand (by resolving the above points), then certifying new instructors makes no sense at all. It may only tempt to lower the standards of certification, professional services rendered and SAFETY – which impacts all other points in the strategic plan.

I'm sure the omission of bottom-line financial concerns of a certified instructor is because of ethical and legal concerns regarding the proper interaction of non-profits and commercial operations, the proper role of USHPA in regulation, insurance and certification. When 20 or more manufacturers

were competing, there was some promising growth. Almost anyone with an itch for stardom could be become an instructor. Minding your own business and the my-turf approach made sense. But now, competition and the hands off approach is a detriment to growth. We need to nurture every competent instructor in sustainable market territory.

We need an entirely different business model for the future involving more cooperation and much closer relationship between the vendor and instructor and USHPA – the financial success and competence of the single certified instructor being central. We have to stop pretending to be a big “industry”. Of course, this is assuming that individual companies are looking beyond their own retirement or liability concerns. I’ll discuss this after going through Strategic Plan point by point.

The following section will present a summary of the USPHA Strategic Plan by excerpting the **issue, problem, probable cause, goal** and **action solution** as agreed on in the last meeting. Although all the points are valid and should eventually be dealt with, I feel we must prioritize, focus and follow-through only one point at a time with the maximum amount of resources we have on hand.

I can tell you now, that **Instructional Support and Promotion** should be the focus of the BOD for the foreseeable future. I believe we will have much more effective overall long-term follow-through by this approach. That’s because we will have solved each interdependent point much more effectively. The sequence in which we follow-through matters, too. I will provide a **Comment** on each section anyway since the points should be dealt with eventually.

Strategic Plan Summary

I. UNITY - DEVELOP AND EXECUTE STRONG INTERNAL MARKETING -

Problem: Many USHGA members belong to USHPA because they "need the insurance", they do not believe they are not getting much other real value for their membership. New pilots have trouble finding organizational support. There is conflict between pilots flying different categories of gliders.

Probable causes are:

1. Lack of mentoring. This means that new novices often cannot find helpful peers to share the challenge of flying and advancing in skill. It assumes that some instructional programs cannot teach all the strategic skills needed to be successful.

Comment: Mentoring by chapters is an important attraction for a new pilot, especially if the local school cannot afford to provide escalating site tours to complete the student’s strategic education. However, this is more an instructional standards issue not an internal PR or UNITY issue. It does not impact what advanced pilots think they are getting for their money in the organization. Also, this belongs elsewhere in the strategic plan under supporting instructors.

Goal: Develop a mentor program

Action: Membership and Development Committee to work with Safety and Training Committee and office to develop criteria, implement, and advertise the program.

Comment: A mentor program should be instituted by chapters that will not compete with certified instructional services. Some chapters could really help a beginning instructor, if there is not enough novice students are available for cost effective strategic site tour lessons. Include this comment in the developed program.

2. Lack of New Chapters. This means the new novices often cannot find organized groups to socialize with and share the fun of flying, and preserve our flying privileges.

Goal: Create more chapters where there is minimum number of pilots and sites

Action: Regional directors to explore and promote new chapter possibilities in their regions. Where feasible, assist in the formation of at least one new chapter in each region per year, until there is an active chapter in every pilot community.

Comment: Membership in USHPA involves participation in the mission. Chapters are an extension of the national organization and its' mission. Chapters must have a purpose beyond meeting in a room to discuss flying stories or drink beer. Therefore, membership in a chapter is not only about "getting something" from the organization. It is also about contributing something to the mission of the chapter - presumably, an extension of Unity, Promotion, Support, Activity and Efficiency. But a chapter must have buy-in of the national agenda, a focused mission and an action plan. The chapter must back it up with participation of all the members. A memo to each chapter and an article in magazine reminding everyone for what we stand for and they do to help could clarify the relationship.

Also, depending on the population size a single instructor would provide service to one or more chapters. Currently, the market is so small that we must make sure that instructional competition does not harm any high quality program.

3. Short sighted approach by some commercial interests that are detrimental to the overall good of the sports. Some instructors intentionally keep students from organizations to protect their "commercial" interest in the student.

Goal: Attain USHPA membership of students while still in the program of instruction

Action: Office to work with Safety and Training Committee to develop educational program for schools, along with collateral materials, regarding the benefits of USHGA membership.

Comment: Instructors and schools keep students away from the community for good reasons beyond commercial interests. Many pilots in the community confuse students and distract them from the real effort of learning how to fly. The only thing that keeps a student on the path to a practical rating, on a smooth road, is trust and dependence on the instructors program. Too often students are provided the wrong information regarding the pace, nature and real cost of learning how to fly. Most of these well intentioned but unenlightened pilots draw new-comers into the mountains with promises of cutting corners on the way to independence. USHPA membership is important for insurance issues, but total social inclusion in the organization early hurts the instructor and the student.

4. Fewer flying related events.

Goal: Encourage fly-ins and more fun competitions.

Action: Competition Committee to work with Membership and Development Committee to develop programs to increase the number of fly-ins and unsanctioned "fun" competitions.

Action: Competition Committee to develop program to increase the number of sanctioned competitions, focusing on Regional and National Level. This includes a comprehensive review of the USHGA Competition System and how it can be revised to support the long term goals of the Association.

Comment: Spot landings, dollar-on-the-pole grabs, and all manner of fun competitions can be organized by chapters. Also, events at the training grounds introducing newly graduated pilots to the community could be helpful. But chapters can also benefit from fund raising events like air show simulator rides or providing parking services at such events. Chapters need to make money to help purchase or preserve sites.

5. Tribal mentality, cultural differences, manner in which paragliding was incorporated into the USHPA. Glider type flying bias

Goal: Create feelings of unity and cooperation between pilots flying different aircraft

Action: ED to investigate the possibility of reestablishing the USHGA store to sell wearable (t-shirts, hats, etc.)

Action: Regional Directors to solicit articles by enlisting volunteer authors to write a section for each month's Chapter News section of HG/PG Magazine. Regional Directors will be responsible for ensuring articles are written and submitted to Editor by deadline (Two months prior to publication).

Action: ALL Regional Directors to proactively promote bilingual equality. Directors to open lines of communication with respected community members in their Regions who take a middle ground to vocalize their stand.

Action: Executive Committee members to personally contact key antagonists on both sides to work on finding a common middle ground.

Action: Planning Committee and Marketing Committee to work on development of a unity message for hang gliding and paragliding.

Action: Cross-over articles in HG/PG Magazine to educate membership

Comment: My vision of sport aviation involves a natural escalation of performance, a separation by operating limitations and an appropriate place and time to fly each aircraft. All aircraft complement one another based on the situation and purpose. In fact, a case can be made that sport aviation begins with gliding flight – either hang gliders or paragliders – and logically escalates to power and general

aviation

II. PROMOTION - DEVELOP AND EXECUTE STRONG EXTERNAL MARKETING TO INCREASE PARTICIPATION IN THE SPORTS -

Problem: Relative lack of public interest and motivation to pursue the sport.

Goal: Double the membership within 10 years.

Probable causes are: First, lack of media exposure, too little packaged information and too few opportunities to learn the sport locally. Second, the run-around prospective students receive when contacting “titled” but unavailable instructors on the USHPA instructor list. Third, the effort and expense of pursuing the sport.

For a prospect to become attracted to the sports of hang gliding and paragliding, three steps or goals have to happen.

1. Prospects must become aware that the sports actually exist

Goal:

Identifying the targets of a renewed public relations effort.

Identify the best communication channel to reach the target must be determined

Action: Reactivation of Marketing Committee by President

Action: Marketing Committee to develop and conduct External Marketing Survey

Comment: An ideal target market is small business owners. They are often in control of their time and exercise irregular schedules – perfect for our weather-dependent sport. By definition, they are able to analyze risk and make good decisions. They often have the needed income. They also empathize with and understand the value they receive from their small business instructor – making them easier to teach and sell to. Prospects must have some nominal information about the sports such that they are provoked into pursuing further information about the sports.

Goal: Advertise appropriately within the communication channel

Action: Marketing Committee to identify optimal communication channel

Comment: Make sure we separate national advertising from local advertising. Let’s see if we can get manufacturers to help dealers advertise in appropriate local areas. Promoting the sport in small business magazines and national outdoor adventure magazines or making sure all instructors are listed in chamber of commerce listings could be very fruitful. The USHPA site could be a good communication channel if it listed only listed reliably available certified instructors.

Goal: Supporting materials and media services must be developed.

Action: Marketing Committee to develop strategic external messaging

Comment: 1-800- HANG-GLIDE says it all and is cheap to print. Perhaps USHPA could pay for this referral service.

Action: Marketing Committee to work with Publications Committee and Office to develop Media Kit, A Public Relations Guide, Brochures, Advertisements, and other collateral materials.

Comment: Instructors and clubs need a little blank space to paste their local contact information on any generic brochures and information items.

Action: Marketing Committee to assist ED in developing and prioritizing additional tactics, other than public relations

Action: Marketing Committee, Finance Committee to assist ED to analyze cost and feasibility of hiring a marketing professional. Identify possible funding sources.

Comment: We need a major theatrical film and/or television documentary on the sport. We must insist on dramatic plot lines and cinematography and plot lines using good writing and digital technology. Locally, each chapter should inform the local news outlets of fun and reliable flying events (say the sled run landing contest) on continual basis. A section in the sports statistic section should include local records and distances flown. A safety officer should be present to discontinue activities when unsafe conditions are present.

2. There must be opportunities both for training and subsequently for flying without barriers that exceed the individuals' motivation to pursue the sport. This third step is a function of available flying sites and instruction.

No Actions Taken –

Comment: Okay, the next section should cover half of it.

III. SUPPORT -SUCCESSFUL DEVELOPMENT AND SUPPORT OF INSTRUCTION -

Problem:

Information necessary for an aspiring instructor is scattered and not easily accessible. Some established instructors oppose apprenticing anyone for fear of creating competition. There are too few instructors.

Probable causes are:

New instructors and certification requirements are too much hassle. It is difficult for many to find an ICP that they can attend without significant hardship. The apprentice requirements are very difficult to meet in many cases

Goal: Streamline the instructor certification process

Action: Safety and Training to review the apprenticeship requirements and determine under

what conditions they may be waived or made advisory.

Identify all instructor certification requirements, develop ethics standards for instructors, and determine the best method of making this information available to our membership and implement this approach.

Comment: The assumption here is that we need more instructors. What we need are more successful self-sustaining professionally refined instructors - within a sustainable market territory. If we succumb to lowering standards across the board, SAFETY will be compromised. Worse yet, the quality of experience of prospective pilots will decrease and they will tell their friends what a crazy sport this is. We will lose sites from crashes. Some of the best instructors have been high school teachers, coaches, or come from some other educational background. If and when we grow, this is the pool of we should explore when expanding. But, let's develop some explicit standards and documentation for instruction so they do not have to re-invent the wheel.

Action: Executive Director, Safety and Training Committee, and Membership and Development Committee will identify all instructor certification requirements, develop ethics standards for instructors, and determine the best method of making this information available to our membership and implement this approach.

Comment: Making new instructors by lowering standards will severely impact **SAFETY**. Creating competition in already serviced instructional territories will undermine existing instructors and lead to further decline.

Establish a procedure to ensure an equitable number and distribution of ICPs and the dissemination of their location, date, and Administrator in a timely manner.

Action: Safety and Training Committee in coordination with Membership and Development will establish a procedure to ensure an equitable number and distribution of ICPs and the dissemination of their location, date, and Administrator in a timely manner.

Comment: Determining the distribution of ICP's must take in account the reality of competition being detriment to presently available instructional program. If we make it too hard for every instructor to make a living then no one will provide reliable service.

1. Recertification of current instructors

Goal: Retain the instructors we already have

Problem: Established instructors experience difficulties with the present recertification requirements in areas not well served by ICP Administrators.

Probable cause: Geography

Action: Safety and Training to evaluate the recertification process and implement an online recertification capability similar to the FAAs.

Comment: Recertification should be contingent on a real schedule of instructional availability –

otherwise it's just a title. So the goal should read "recertify motivated and active instructors".

2. Instructor liability insurance

Goal: Get instructor liability insurance

Problem: The threat of lawsuit is high but many instructors are teaching without liability insurance.

Action: Executive Director and Insurance Committee to produce a proposal for affordable instructor liability insurance, sponsored by USHGA, so that it is economically feasible for instructors to teach.

Comment: Some customer entities require insurance like the Boy Scouts and high schools. This would also help with the negotiating with landowners and stewards regarding instruction on their lands.

3. Instructor support

Problem: Increase in the safety and training committee workload associated with safety issues and concerns of enforcement of our requirements and procedures. This has led to little time for instructor support. Additional support in this area is required. Very few instructors are living on what they make teaching. The committee feels that there are ways for USHPA to provide low cost support to both individual instructors and flight parks.

Goal: Help Instructors somehow????

Action: Executive Director to establish a contact within the office staff to provide support to Safety and Training for instructor certification and general instructor support

Action: Publications Committee to work with Marketing Committee to produce downloadable ads and a brochure with strategic messaging for both HG and PG

Action: Publications Committee to investigate cost and feasibility of special issue of the Magazine, focused on external marketing, that can be individualized for instructors and Schools.

Comment: The dealer network model only works for high volume flight parks and schools. Higher volume schools depend less on equipment sales. However, low volume individual instructors depend on selling at least 12 gliders per year. Whatever we can do to make that happen will retain instructors! A new business model must be developed for individual instructors. If an instructor sold one glider per month at close to retail, all the overhead of running the instructional side of the business would be covered. Additional instructional revenue, tour fees and repair services would then provide for the salary, re-investment and longer-term security of the service. Individual instructors require more protection, support and nurture by manufacturers. Perhaps direct employment as manufacturer agents – rather than dealers - is required. That is, qualified instructors can be employed by manufacturers. Vendors would be able to control their markets better, not worry about anti-trust laws and protect their representatives. At the very least, the size of sustainable

geographic markets needs to be analyzed to insure that any designated dealer that provides service can survive. Then active promotion, support and advertisement needs to happen within that territory,

Comment: Directly associating equipment sales with national instruction standards could be another way of increasing equipment sales. Since the proper (or improper) equipment greatly affects the smooth progress of students in the sport, instructional standards can be modified to explicitly demand the appropriate equipment in the appropriate stage of instruction. This is exactly what the sport of SCUBA does to help instructors and increase the safety of the participants. I strongly recommend we emulate the SCUBA model of doing business.

Comment: Persuading advancing students to retain their beginner gliders is another strategy instructors can employ to create a more of a sellers market. The last thing instructors need is a plethora of good used gliders on the market. Most advancing students regret selling their easy first glider anyway.

Comment: Advertising is very expensive for a start-up. Often advertising is wasted on first attempts until the proper communication channels are found. Customizable 1/3 size brochures paid for by USHPA funds could help many instructors (we could ration them to perhaps 300 per year). 1-800-HANG GLIDE paid for by USHPA could really help. Chapters are essential to promoting instruction since the members are often in public view.

Comment: We are asking for a single instructor to be an educator, athlete, life-coach, promoter, businessman/bookkeeper, mechanic, secretary/receptionist. These jobs can and are held by individuals with these strengths in other industries. Anything that we can do to take the pressure off of single instructors so that they can concentrate on only instruction can help. A central book-keeping service (hiring a generic bookkeeper for all single instructors) and instituting an online scheduling system like many airplane clubs have and/or online inventory banking systems developed with each and every manufacturer is needed.

IV. SAFETY -CREATE AN ENVIRONMENT TO RAISE AWARENESS FOR SAFETY AND REDUCE ACCIDENTS

Problem:

Safety is an obvious and critical component to increasing the number of participants in our sports. Public perception has historically been negative. Our sports offer little in the way of ongoing safety and training clinics or seminars or PR to change the image the public has. Planning Committee members feel this is, in part, due to liability concerns. Lack of financial motivation is also a factor. Conflict within the organization exists regarding a culture of safety and resisting the imposition of tighter regulations on our members. Poor reporting of accidents continues to be a problem for the Association.

Goals: Increase reporting of accidents. Increase awareness among the pilot population of how their individual actions affect the entire sport.

Action: Awards Committee to work with Marketing Committee to improve Safe Pilot Awards Program and tie to PR Program

Action: Safety and Training Committee, Marketing Committee, Publications Committee, and Editor to work together to develop recommended guidelines for Hang Gliding /Paragliding Magazine content regarding safety considerations.

Action: Marketing Committee and Editor to work with top competition and other highly respected pilots to develop articles for the Magazine that foster a culture of safety

Action: Create a requirement for all USHPA Chapters to have an assigned Safety Officer.

Action: Solicit and provide accident reports for all accidents in their Regions within one week of any accident

Action: Safety and Training Committee to work with USHPA IT to create a national accident reporting database. Investigate Canadian method for feasibility.

Action: David Glover to survey all HG Tandem Instructors to gather initial data.

Comment: I used the Canadian method of analyzing accidents and their sources in the series the three articles in the magazine – Awareness, Accidents and Airmanship. All accidents can be categorized as Control, Strategic, Procedural, Supervisory and Design error. Furthermore, categorizing accidents this way provides an easy indicator to the primary problem, whether it was primary instruction, mentoring and support, equipment and use, and manufacturing sources . Using this method, we can improve areas in the support system but keep the database simple.

V. ACTIVITY - PRESERVE AND INCREASE FLIGHT OPPORTUNITIES TO ENGAGE MORE STRONGLY THE MEMBERSHIP -

Problem Loss and lack of flying sites has become a major issue facing our sports. The committee recognizes the USHPA Foundation as playing a leading role in site preservation and acquisition. We have also identified areas where USHPA can provide valuable assistance to our members in this area. When examining root causes for lack and loss of sites we identified insufficient assistance from the office, liability issues, local pilot apathy, and lack of local resources (including skill to open sites and keep sites open). USHPA must provide the necessary resources and assistance to help open sites and to keep sites open. USHPA has made significant donations to USHGF in recent years for site preservation. USHPA and USHGF should explore cooperative programs and opportunities.

1. Assistance from National Headquarters

Goals

Make site preservation assistance a priority. Publications Committee to create recurring information box for HG/PG Magazine to continually let members know assistance is available.

Site Management Committee and Publications Committee to work with ED to

develop a comprehensive, easy to use Site Procurement Manual.

2. Local Apathy

Problem: Shrinking pilot populations have probably caused some sites to be lost due to lack of use. In some instances local pilots have become apathetic to site loss.

Action: Site Management Committee to work with Editor to solicit case history articles in HG/PG Magazine, focusing on site preservation education and inspiration for others

Action: Site Management Committee to work with Editor and Office to remind pilots not to take their sites for granted. Letter to be generated and sent out with insurance renewals to remind pilots,

Action: Editor to post reminder in November and December issues of **HG/PG** Magazine for pilots to remember land owner at Christmas

Comment: Chapters can do more fund raising to help with preserving sites. Air shows are an obvious opportunity to make some easy annual cash. Flight simulator rides, parking services, etc.

VI. EFFICIENCY_- IMPROVE ORGANIZATIONAL EFFICIENCY AND ACCOUNTABILITY -

Problem: Need for improvement in Board governance include clarification of roles and responsibilities of the Board and ED, ongoing Board training, new Director orientation, evaluation of Board structure, and improved communication between the Board and the Membership.

Probable cause: Increased concern among the membership that hang gliding and paragliding are in decline or growth is flat.

Action: BOD to adopt and adhere to recommended planning and control system as outlined in the Strategic Plan.

Action: ED to work with the EC and Planning Committee to establish action plan priorities based on staff support and funding.

Comment: We need to concentrate on instructor support of currently available instructors. This should be the first priority. We will not get anywhere until our current instructors start putting out more rated pilots and they make more money doing it. We need to determine if the individual instructor model is viable. Perhaps it does take two or more to run an instructional business with sufficient efficiency and volume to make money. I know that I need to hire at least two others for me to generate more cost effective instructional volume (one time impulse introductions and tow assistants). **But it will require investors.**

A HYPOTHETICAL INSTRUCTOR'S EXPENSE-INCOME

Expenses

Salary	\$15,912.00
transportation @ \$0.43/mile	\$1,548.00
meals	\$900
capital	\$1,000
depreciation	\$3,000
Medical insurance	\$3,000
Retirement	\$3,978.00

Comments

Minimum wage, 2080 hours/year (FT)
 # of lesson trips/yr and distance (2 per week, 5 months)
 some trips multiday
 scooter tow, glider stuff
 1 glider per year
 catastrophic, \$2500 deductible, \$/month
 25% of base pay

<u>Supporting numbers</u>	

2080	\$7.65
40	90
60	\$15
12	\$250

Total Expenses w/o Salary **\$13,426.00**

total with Salary \$29,338.00

Income

	<u>quantity</u>	<u>Amount per</u>	<u>Total</u>
Tandems	10	\$125	\$1,250
One-offs	30	\$125	\$3,750
3 lesson	8	\$125	\$3,000
6 lesson	3	\$125	\$2,250
Full	6	\$125	\$750
BCC classes	2	\$150	\$300

<u>Equipment sales</u>	<u>quantity</u>	<u>Net per</u>	<u>Total</u>
Gliders	5	\$1,000	\$5,000
Helmets	8	\$50	\$400
Harness	5	\$150	\$750
Instruments	5	\$100	\$500

total Income

\$17,950

Expenses 29,338 – Income 17,950 = \$11,338 or approximately 12 gliders per year.

Other sources of income can be developed by increasing the trade skill of the instructor. For instance, if I were a sport pilot instructor I could be providing trike lessons along with basic hang gliding lessons. Also, I could go for an airplane instructor rating and teach a little there. All that detracts from being available for hang gliding instruction though. Increasing equipment sales or average instructional group size volume should keep the business focus where it should be – teaching people how to soar.