



FLYING BIKE COOPERATIVE Brewery



Flying Bike Cooperative Brewery

Business Plan - version 1.5

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FLYING BIKE COOPERATIVE Brewery

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[Ryan Vanderpol - President](#)

[Brian Cadwell – Vice President](#)

[Kevin Badger – Vice President](#)

[Steve Manghi - Treasurer](#)

[Mitch Johnson - Secretary](#)

[Tim Dery - Director](#)

[David Wiegand - Director](#)

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FLYING BIKE COOPERATIVE Brewery

1. Introduction

Document Overview

Originally founded by homebrewers, Flying Bike Cooperative Brewery is a member-owned cooperative that plans to open a commercial brewery and taproom in the greater Seattle area. As of October 2013 the Cooperative is comprised of over 670 member-owners.

Our mission is to open a cooperatively-owned brewery where the beers we brew are the product of member homebrew competitions which are judged by members. We also aim to educate members in the science and art of craft brewing and various beer-related subjects, as well as provide unique member-only experiences within the craft brewing community.

The current goals of the Cooperative are

1. Select a location for a brewery and taproom
2. Finance the brewery through a Member Investment Campaign
3. Build, open and operate a brewery and taproom in 2014
4. Equip our head brewer with the tools to turn member homebrews into high-quality craft beers

We believe a moderate taproom (50 – 100 patrons) and smaller microbrewery system (~5 barrels) is the best option for opening the doors to our brewery and serving the membership of the Cooperative.

This document describes the details of these goals and lays out a plan created by the Board of Directors to drive the execution of these goals.

Intended Audience

This document communicates the current vision of what Flying Bike's Board of Directors consider an ideal course for the Cooperative and is intended for member-owners of the Cooperative, interested investors, and any parties with which the Cooperative does business, including, but not limited to, financial institutions, legal counsel, commercial real estate representatives, landlords, etc.



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Document History

Changes made to this document are tracked here.

<u>Version</u>	<u>Date</u>	<u>Changes</u>	<u>Contributors</u>
1.0	7/7/2013	Initial public version	Chris Tarnstrom, Ryan Vanderpol
1.1	7/19/2013	Fixing grammatical and formatting issues, cleanup	Ryan Vanderpol
1.2	7/30/2013	Clarifying Board structure, vision and financial sections.	Ryan Vanderpol, Tim Dery
1.3	10/24/2013	Various textual updates and clarifications throughout; reorganization and simplification where appropriate; updated several sections to be more inline with the co-op's current goals; updated Board Member profiles to reflect current Officers and to include Melissa Kerson and Erinn Hale; added Board Member photos.	Ryan Vanderpol
1.4	10/28/2013	Additional clarification and reorganization of brewery and taproom cost analyses. Added basic market analysis section. Expanded finances section. Cleaned up old and verbose data.	Ryan Vanderpol, Kevin Badger
1.5	10/30/2013	Improved continuity and financial details. Expanded Beer section. Updated timeline.	Ryan Vanderpol, David Wiegand, Melissa Kerson



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2. Co-op

History

Originally founded by a group of homebrewers with a dream to open a brewery of their own, Flying Bike Cooperative Brewery was established so that everyone with a similar dream could participate. The founding team wanted to create a community that could pool funds and effort, select recipes democratically through member competitions, and foster learning through member education.

In February of 2011, Flying Bike incorporated as a member-owned cooperative. In April of that year, the first ownership shares were offered at \$150, and membership exploded to over 300 within just a few months. After a few years of attending festivals and community events, hosting brewing competitions, and researching how to launch a cooperative business, it became clear that membership shares alone would not raise enough capital to start the brewery. In September of 2013, the membership amended the Articles of Incorporation to allow the sale of non-voting Preferred Share Stock. Funds raised by member-owner investment in this stock will be used to build the brewery and sustain the first year of operations until the brewery becomes profitable.

Flying Bike is governed by a nine-member Board of Directors (elected to three-year terms) and a broader member-inclusive Steering Committee. Our third board election cycle completed in September 2013.

Market Analysis

Although it may seem like common sense to anyone who has lived and breathed (and drank) craft beer in our region, one thing is for certain: beer is thriving!

According to a July 29, 2013 press release from the Brewers Association, the first six months of 2013 saw dollar sales of American craft beer up 15% over the same period in 2012¹. Earlier this year, Paul Gatza, director of the Brewers Association, said the following about the American craft beer industry:

Demand for beer produced by small and independent brewers has never been higher, as evidenced by increased production and the hundreds of new breweries joining the playing field each year. Beer drinkers nationwide are responding positively to high-quality, full-flavored, diverse offerings from American craft brewing companies that continue to innovate and push the envelope.

We're not the only ones aware of this trend. According to the Brewers Association, there are 2,538 breweries operating in the U.S. as of June 30, 2013, an increase of 446 breweries since June 2012.

¹<http://www.brewersassociation.org/pages/media/press-releases/show?title=brewers-association-reports-continued-growth-for-u-s-craft-brewers>



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Activities

The Cooperative is actively involved in both member-based activities and regional community events. Some of the activities organized and participated in by the Cooperative are as follows.

- Member-judged homebrew competitions, from which we have recipes for our Fly-PA, 7-Spoke Stout, and Airship Ale.
- Collaboration Beers with Northwest Brewing (7-Spoke Stout), Three Skulls Brewing (Fly-PA), and Machine House Brewing (Airship Ale).
- Sponsoring or volunteering as part of many local beer events such as Seattle Beer Week, Tour de Pints, Seattle International Beer Fest, and many more.
- Organized multiple Beer Education classes on beer brewing and appreciation.
- Cooperative events with other local non-profits and co-op's.
- Frequent member outreach at beer festivals, cooperative-themed events, and cycling-community events.
- Monthly member meet-ups at various taprooms and beer bars, including support of newly-opened craft beer businesses.
- Monthly board meetings (open to membership)

Advisors

We have a supportive relationship with Black Star Cooperative Brewery in Austin, TX, as well as with local cooperatives, including Central Co-op, PCC, Bellingham Beer League, and Tacoma Food Co-op.

Members of the brewing industry have been generous and forthcoming with both advice and providing a location for cooperative events. Notable assistance has come from Maritime Brewing, Northwest Brewing (formerly Trade Route), Naked City Brewing, Hilliard's Beer, Machine House Brewery, and Stoup Brewing.



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3. Location

The goal of Flying Bike is to found a local-minded brewery with beer created by members, for both members and non-members alike to enjoy. It is also important that the location provides the brewery with consistent enough foot-traffic to create sustainable taproom sales. With this and many other factors in mind, the Board of Directors developed specific criteria to guide the design and build-out of a brewery and taproom.

Brewery

We researched taproom and brewery sizes and consulted with professional brewers, which led us to these design parameters:

- Ability to brew “house” beer recipes as well as an assortment of seasonal and specialty recipes sourced from the membership.
- Primary focus on taproom sales with eventual local and regional distribution.
- A relatively small 5 bbl brewhouse supported by 5 bbl and 10 bbl fermentation vessels.

Taproom

The goal of Flying Bike is to found a brewery with beer by members for members. When considering the aspects we sought in our brewery’s taproom, we considered the following important factors:

- A safe, comfortable space where members can assemble, socialize and drink co-op beer with other members and non-members.
- A taproom with a capacity of 50 – 100 patrons, (~700 to 1400 sq ft) that will allow us to hold homebrew competitions and other member events.
- Taproom and brewery large enough to produce revenue to:
 - Sustain operations
 - Repay member-investors
 - Ensure membership patronage dividends
 - Grow the brewery to support moderate local retail and taproom sales

Location Considerations

The following considerations were most important to the location of our brewery

- Priority to serve the largest concentration of our membership. See the appropriate appendix for a distribution map of memberships in the Seattle area.
 - Primary: Fremont/Wallingford, South Lake Union, and Capitol Hill
 - Secondary: Pioneer Square, Ravenna, Greenwood, and the Central District
- A location accessible by bike, public transit, and car, and where membership living outside Seattle can find convenient access and parking.
- A neighborhood with sufficient foot traffic to ensure enough taproom sales to be profitable.
- Location costs which wouldn’t be prohibitive to entry given limited finances.



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- Neighborhoods currently under-served by craft breweries.
- Adequate utility service, especially electricity, fresh water and waste water, natural gas, etc.
- A space conducive to brewery operations with high ceilings, cement floors, and capability for proper ventilation.
- Easy access for delivery of ingredients and equipment as well as eventual access for keg distribution.
- We would be most comfortable with a lease near \$15 / sq. ft., but would be willing to accept lease rates of up to \$25 / sq. ft. on an ideal property, presuming it provided excellent foot traffic, bike access, accessible parking, and space to grow.

Location Selection

The Board of Directors spent several months during the summer and fall of 2013 evaluating dozens of potential spaces with a commercial real estate broker from Colliers International. All of these spaces were evaluated against the aforementioned criteria. Some were excellent locations, but too expensive; some were really cheap, but would not have provided sustainable foot traffic; others would require too much capital investment to get in good enough shape to brew; but some were just right.

As of January 2014, the Board of Directors has identified several potential locations and begun the initial negotiation processes. The Board hopes to secure a space and have a signed lease in early 2014.



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4. The Brewery

Considerations

When discussing the needs of the brewery, we considered:

- The process of replicating homebrew recipes on a larger scale may require some experimentation. A smaller system permits less costly experimentation.
- Our more popular beers will demand larger production batches than less popular or more experimental brews.
- We aim to provide our brewer with the tools to achieve a high degree of control to ensure quality beer and consistent results.

Size

In order to accommodate these needs, we have decided to pursue the following:

- Brewing System: A brewhouse capable of producing 5 bbls of more popular beers, and as little as 2 bbls of experimental batches. Double batches could be employed to produce 10 bbls.
- Fermentation: We will employ a mix of smaller fermenters and larger fermenters ranging in size from 2.5 bbl to 10 bbl. Our initial investment would include enough to support some experimental batches and to generate inventory of current competition-winning beers.
- Adequate equipment to support efficient and effective control of brewing factors.

Cost

The following is a breakdown of a potentially viable brewhouse, fermentation configuration and refrigeration system that would meet the defined brewery constraints. Unlike the fixtures in the taproom, the brewery must be installed and tuned by professions to ensure optimal efficiency and to reduce chances of bacterial infections.

Brewhouse & Equipment	\$114,000
Installation & Labor	\$20,000
TOTAL	\$134,000

See the appropriate appendix for a more detailed analysis.



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5. The Taproom

Considerations

When designing the taproom the following characteristics will be taken into consideration.

- A natural, raw, industrial vibe that is reminiscent of Seattle culture, history, and outdoors.
- Fixtures should be able to be designed, assembled, and installed by co-op members.
- Favor simplicity over complexity. Reclaimed over new. Natural over manufactured.
- Provide a warm, “clubhouse” atmosphere that is comfortable and inviting.
- Plenty of communal seating should be available to encourage social interaction between patrons.

Inspiration

Given these considerations, some inspirational photos from a few of the Pacific Northwest’s more popular establishments:



Ballard Pizza Company



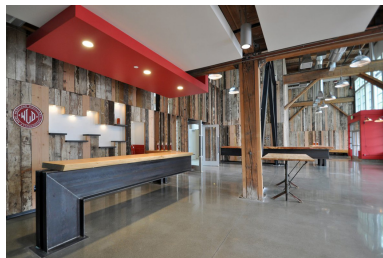
Brave Horse Tavern



Milstead & Co.



Westland Distillery



Westland Distillery

Cost

The following is a breakdown of some of the items we will need to purchase to build the taproom. In creating these estimates, the Board of Directors identified reasonably outfitted taproom. Some adjustments may be made to this as taproom construction proceeds. There are also areas here for member volunteers to contribute in terms of construction and installation of taproom fixtures.



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Fixtures and Equipment	\$25,000
Installation & Labor	\$5,000
TOTAL	\$30,000

See the associated appendix for a complete cost breakdown.



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6. Beer

Member Driven Beer

What is a brewery, if not a big malt beverage (beer) chemistry set? A place for experimentation and refinement of recipes, to the service and pleasure of it's patrons?

As a cooperative, ours is a very unique model compared to the operation of other craft breweries. We have sourced, and will continue to source, recipes for our beers *from our membership*. Homebrewers in the cooperative have the opportunity to get their beer on tap at Flying Bike if their brew wins a competition. We have thus far sourced three delicious beers from our membership, described below, and look forward to brewing them at our brewery when we open (currently they are brewed in collaboration with a licensed brewing facility).

Fly-PA

In the Fall of 2011, Flying Bike held their first member beer competition, and out of 35(!) entries, Mike Kilpatrick's IPA recipe was chosen as our first member sourced beer recipe. Mike got the opportunity to brew this at Three Skulls Brewery, and scale up his recipe which featured not only the classic IPA citrusy notes, but also featured the subtle flavors imparted by an addition of Lavender, and Agave Sugar. It was very well received by our membership, and debuted at Pillagers Pub in Greenwood.



7-Spoke Stout

Flying Bike's second competition featured a Stout, and David Flynn prevailed with his American Stout recipe out of a field of many. David's experience scaling his recipe up at Northwest Brewing is exactly the sort of experience Flying Bike provides its member-owners, and he remembers it as a whole lotta work! The result: 7-Spoke Stout, features the classic Stout ingredients of Caramel Wheat, Crystal 80, Chocolate Malt - with a twist: California Ale (WPL001) was used to ferment the beer. In the end, this beer was eminently quaffable, and falls right smack in the middle of the BJCP definition of 13E American Stout.



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Airship Pale

Member-owner Bob Yeaw prevailed in the Pale brewing competition that we held in the Summer of 2013. His American Pale styled ale consisted of a boggling number of ingredients, including 6 different malts, and 4 additions (including dry hopping) of 6 different hops!

Bob had test brewed this version a couple of times to dial in the flavor profile, including the just released Belma hops. When this beer was scaled up and brewed in collaboration with Machine House Brewing it had a record shortest "shelf life", with the last keg being blown just 3 weeks after it's release!



Future Recipes

It is the goal and intent of this brewery to feature all member sourced beers, made with locally sourced and sustainable ingredients whenever possible. To that end, we will continue to utilize our membership (non-brewers and homebrewers alike) to select beers from our regular competitions to build out our recipe-book with the standard stable of beer styles, as well as rotating seasonal offerings. As the beer list matures, recipes will be honed and adapted to new equipment and ingredient availability. We will continue to hold member competitions to offer the unique opportunity to get your beer on tap.



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7. Operations

Overview

As we prepare to open and operate the brewery, we will:

- Hire a Head Brewer, General Manager and Taproom Staff.
- Brew an adequate amount of beer to satiate demand at public opening
- Fund the first six months of opening our doors.
- Operate the brewery in a manner that creates a balance between production and sales.
- Strive towards profitability

Staffing

We will hire a Head Brewer and a General Manager approximately 2-3 months ahead of opening. Staff-level positions will be hired just ahead of opening.

Initial Brewing and Inventory

We need to provide initial supply inventories for brewing, chemicals and supplies for cleaning the brewery and taproom, inventory for the bar, etc. Once we are licensed to operate as a brewery, our brewer will get to work polishing recipes and acclimating to our brew systems and setup.

Operational Reserves

To make sure we work out the kinks, polish the recipes, and get our beer out there, we hope to secure funding that will ensure our bills are paid for the first six months without relying on revenue.

Opening Expenses

In the weeks prior to opening our doors to the public we will incur the following approximated expenses. A more detailed breakdown of expected costs is available in the Appendix.

Salaries (prior to opening)	\$20,000
Initial supplies	\$12,000
Test Batches and Beer Inventory	\$12,000
Grand Opening	\$6,000
Six Months Operational Costs	\$106,000
Total	\$156,000



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Sales Beyond the Taproom

Once we achieve our primary goal of a taproom, we intend to explore moderate external sales. We have researched bottling, canning, cooperage and distribution, and understand the costs of launching external sales. If it is not cost or labor prohibitive and will not impact supply to the taproom, some regional distribution may be evaluated. Additionally, the brewery will be designed to be ready for expansion. We have existing relationships with bottle shops and popular beer bars; we also are connected to various local food co-ops. These relationships strengthen our ability to distribute externally.

Growth Plans

The brewery design will anticipate growth in fermentation capacity, cooperage, cold storage and regional distribution. To save costs for launching the brewery, we expect to open our doors prepared to brew 200-300 barrels annually, with the majority of that amount designated for the taproom and the remainder for growler and corny keg fills along with some limited retail keg distribution. Once we are certain our taproom is adequately supplied, we will explore accelerating external sales of kegs and bottles or cans.

As has been seen with nearly every new brewery in our area, we anticipate that we will very quickly have to scale operations in order to meet demand. We will be prepared to acquire additional larger (10bbl) fermenters and brite tanks and brew double batches to meet some of this demand. We will also be prepared to increase the frequency of our brewing schedule and hire additional staff when necessary.



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8. Finances

Overview

Now that we've laid out the costs of building and operating a brewery, it is important to understand how the Cooperative intends to raise the necessary startup capital to execute this plan.

Memberships

Almost all of the Cooperative's current cash balance was generated through sales of memberships. Research indicates that we can expect membership numbers to increase once we begin our fundraising campaign and location selection. Conversations with Black Star Co-op and Tacoma Food Co-op corroborate this. Co-op memberships will continue to play an important role in our fundraising.

Preferred Stock

In September 2013 the Board of Directors put forth an amendment to the Cooperative's Article of Incorporation allowing the the allocation of non-voting Preferred Stock. This amendment was passed by the membership in a landslide vote with more than 90% of voting members casting a ballot in favor.

The Board of Directors intends to raise the majority of the necessary funds through the sale of this Preferred Stock. When the Cooperative has adequate cash resources, it will pay an annual dividend on those shares. And at term maturity, the Cooperative will buy back the shares at their original value, plus the agreed interest rate, and for those in qualifying tiers, an additional per-share premium. All of these details will be laid out in the investor's Subscription Agreement.

The sale of Preferred Stock will be limited to the Cooperative's members who reside in Washington State. All members will receive an email and postal solicitation to participate in the campaign.

Timelines for dividend payments and repurchasing of shares will be decided by the Board of Directors.

- The Board of Directors will conduct an Annual Dividend Review.
- The Co-op will attempt to maintain cash reserves for operating expenses, with a conservative reserve.
- Funds in excess of the operational reserves will be considered for dividend payments and stock repurchases.

There are some inherent risks involved related to any investment, and this one is no different. Please make sure you review the Disclosure Document and understand the risks involved prior to investing.

If you have questions about this campaign or are interested in investing, please contact finance@flyignbike.coop.



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Leased Equipment

Another investment opportunity the Board of Directors is interested in investigating is leasing equipment from members. Each piece of equipment that a member purchases individually and leases to the Cooperative will reduce the Member Investment Campaign's fundraising needs. Members will be able to provide meaningful capital assistance to the Cooperative, and own an asset with a strong resale market value.

Sources

The funds to be used during the execution of this plan will come from multiple sources. The following are approximations for how the Board of Directors expects incoming capital to be allocated.

Cash on Hand	\$50,000
New Memberships	\$12,500
Member-Investor Shares	\$300,000
Total Project Funds	\$362,500

Uses

The following is a high-level view of how the raised funds will be allocated.

Professional Services (Attorneys, Architects, Permitting, Insurance, etc.)	\$40,000
Brewery	\$134,000
Taproom	\$30,000
Initial Operating Expenses & Inventory	\$50,000
6-Month Operating Reserve	\$106,000
Total	\$360,000



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9. Board of Directors



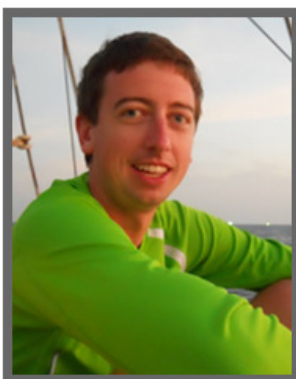
Ryan Vanderpol - President

Ryan Vanderpol, a native Washingtonian, moved to Seattle in 2002 to pursue a career in software engineering. Over the last 10 years he has led numerous software teams at startups all over the area. Ryan joined the co-op's Board of Directors in January of 2012 and has served as President since October of that year. He strives to build a local-minded and environmentally conscious brewery centered around a core community of beer enthusiasts. You can often find him snowboarding, backpacking, and cycling all over the northwest, or simply enjoying a book and a pint at one of our city's many amazing beer bars.



Brian Cadwell – Vice President

Brian Cadwell is a native Cascadian hophead from West Seattle. An attorney by day, he can be found seeking to formulate the perfect IPA recipe or hoisting a pint or two at Beveridge Place Pub in his free time.



Kevin Badger – Vice President

Kevin earned his Bachelor of Science in Aeronautical Engineering & Astronautics from Purdue University in 2005, and recently completed a Certificate in Business Administration from the University of Washington. He landed in Seattle six years ago after spending his growing years in the Bay Area of California and central Indiana. He quickly latched onto the bold flavors of Northwest beer and found an exciting scene of brewers and beer-lovers sprawled across the city. Kevin spends the work week as an aerodynamics engineer in new product development and loves to play intramural sports and ride his bicycle. His lifelong passion for working with teams and experience forming and leading groups has made the cooperative model a perfect business fit.

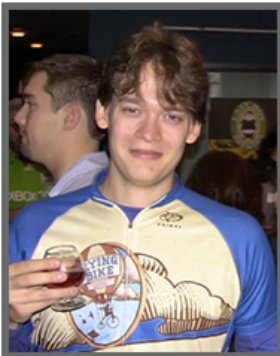


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Steve Manghi - Treasurer

Steve is a native of New Jersey and moved to Seattle in 1998. He took up home brewing as a way to share his love of craft beer with his friends. Steve sees that same community-building dynamic in action with Flying Bike Co-op. With an MBA from Seattle University and a background in commercial loan origination and underwriting; Steve currently leads a team of finance professionals at T-Mobile. He also stays busy keeping up with breaking craft beer news as Contributing Editor for www.americancraftbeer.com



Mitch Johnson - Secretary

Growing up on a farm in rural Minnesota, Mitch developed an appreciation for community, craftsmanship, and the outdoors. Though not much of a beer drinker when he first moved to Seattle, it didn't take long to develop a passion for the culture, and the impressive artisan craftsmanship that are both so rich and vivid in the Northwest beer scene. In the last year he has spent much of his free time cycling to many of the region's best breweries and pubs.



Tim Dery - Director

Originally from Ohio, Tim's 21st birthday was spent in Western Washington and he's been enjoying local craft beer ever since. By day he works for a large tech company, but nights and weekends are spent playing in local bands and brewing. He describes brewing beer on his deck in West Seattle as "zen-like", and no matter where he is right now he would probably rather be brewing. He's working on a toast for when the brewery opens, something along the lines of "Here's to night jobs turning into day jobs, and day jobs fading into fond memories!"



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David Wiegand - Director

David is a native Seattleite who works by day in IT, and by night is perfecting his own homebrew recipes on a recently upgraded 1/2 bbl all-grain system. He's also active in his community (Greenlake/Phinney), Food rescue (Immanuel Lutheran Church), Biodiesel (NW Biodiesel Network) – and to balance it all he is an avid sailor and cyclist. David is a huge proponent of “Brew here, Drink here” philosophy, and other Locavore pursuits.



Melissa Kerson - Director

Melissa moved to the Seattle area from Kansas as a young girl, and immediately felt at home. Twenty years later, she picked up homebrewing while experimenting with DIY food, including backyard chickens and home-made cheese. She is as passionate about co-ops as she is for good beer, so she has been an enthusiastic supporter of Flying Bike since she joined in mid 2011. A municipal arborist by day, Melissa enjoys helping connect people to the environment, their food, and their local community and knows that member driven beer is an unparalleled way to do just that.



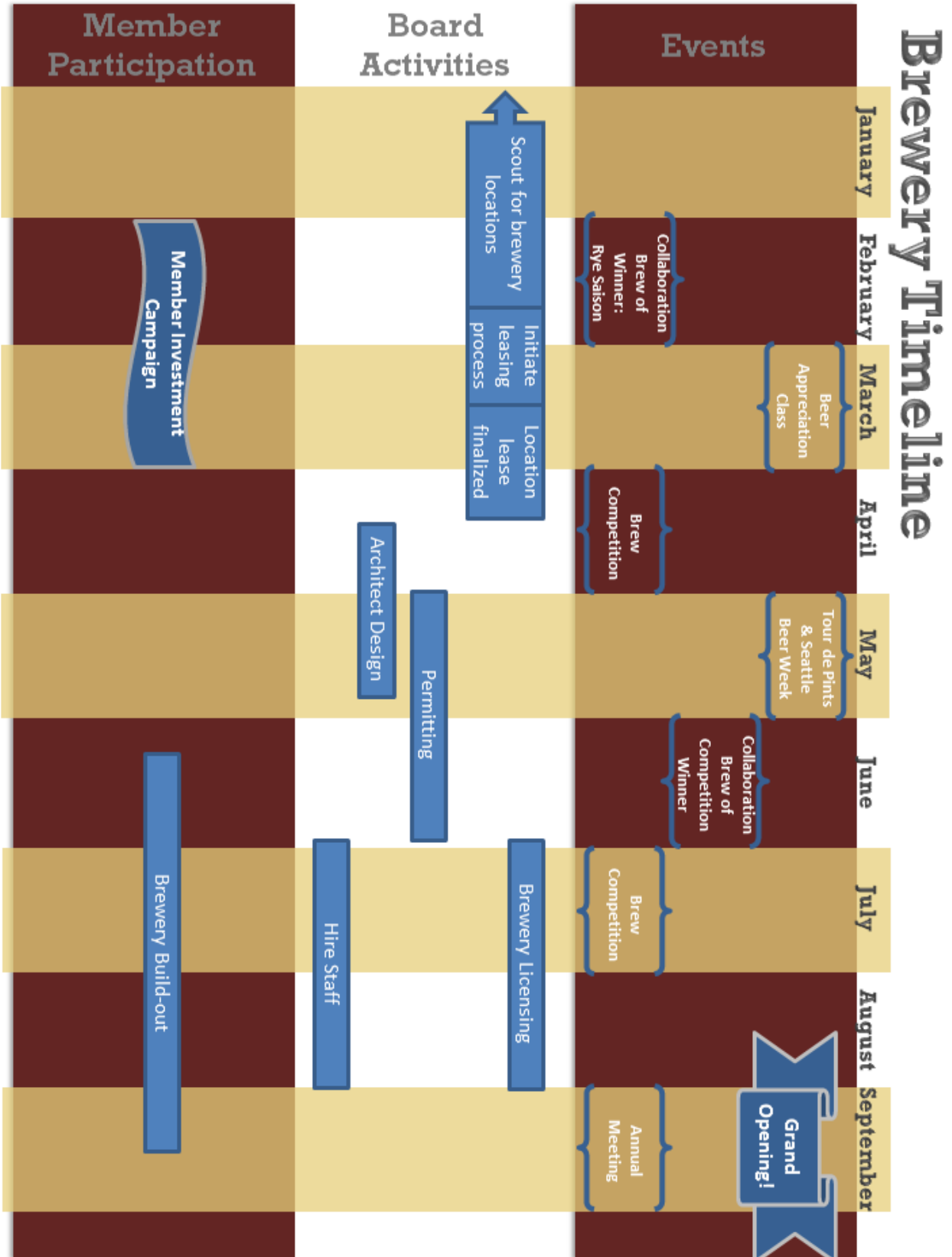
Erinn Hale – Director

Erinn is a professional photographer, locavore, Master Composter, cyclist, and after 12 years in Seattle--an honorary “local”. Her love of beer developed progressively after moving from Santa Barbara, CA where she attended UCSB and choked down her first beer- Dos Equis, a gateway beer if there ever was one. From those humble beginnings she moved from a pint of Mac & Jack’s African Amber to behind the bar at The Dray and then on to the hopsplasive world of Chuck’s Hop Shop, refining her palate and embracing the importance of supporting and actively participating in the local craft beer economy. She believes bikes, beer, and volunteerism is the trilogy of ideal health.



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10. Appendix A: Project Timeline





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11. Appendix B: Brewery Cost Analysis

Item	Cost
5 bbl Brewhouse Assembly	\$7,000
2 x 85 gallon mash tun	\$4,000
1 x 85 gallon lauter tun	\$2,400
2 x 80 gallon brewing kettle	\$4,600
1 x 80 gallon whirlpool vessel	\$2,100
4 x 2.5 bbl jacketed fermenter	\$12,800
2 x 5 bbl jacketed tanks	\$12,000
1 x 7 bbl jacketed tanks	\$7,600
2 x 2.5 bbl single wall brite tanks	\$4,500
2 x 5 bbl single wall brite tanks	\$9,000
1 Glycol System	\$5,000
2 Wort Chillers	\$4,000
1 HVAC system	\$15,000
1 Walk-in cooler - 30' x 20'	\$12,000
Pumps, hoses, tools, and misc. equipment	\$12,000
Installation Labor	\$20,000
TOTAL	\$134,000



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12. Appendix C: Taproom Cost Analysis

Item	Quantity	Cost
Bartop	1	\$3,000.00
Artwork	5	\$1,000.00
Gaming	1	\$400.00
Lounge Furniture	2	\$1,000.00
Shelving	1	\$75.00
Bar back storage	1	\$1,000.00
Bar fridge	1	\$1,000.00
Taphandles	8	\$200.00
Pint Glasses	350	\$450.00
Schooner Glasses	75	\$120.00
Tasting Glasses	150	\$300.00
Towels	50	\$25.00
Water glasses (short)	75	\$120.00
Glass quick dishwasher	1	\$3,500.00
Glass dishwashing racks	10	\$500.00
Specialty Mugs	100	\$200.00
Specialty Mug Storage Racks	2	\$700.00
Founding Member Plaque	1	\$300.00
Popcorn Machine	1	\$200.00
Table Decor	20	\$100.00
Purse Hooks	10	\$50.00
Coat Rack	1	\$200.00
Snack containers	1	\$300.00
Bike Rack	1	\$300.00
Helmet Rack	1	\$200.00
Bartop Stools	12	\$1,500.00
General Bar Stools	24	\$2,220.00
Chairs	18	\$1,800.00
Small Tables	6	\$600.00
Large Communal Table	1	\$950.00
Medium Tables	4	\$1,190.00
Lighting	5	\$1,500.00
TOTAL		\$25,000.00



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13. Appendix D: Member Distribution

The following is a distribution map of memberships by zip code.

