

TAB 1

Letter of Interest



123 Glenwood Avenue Bridgeport, CT 06610
203-576-8118

www.Wonderlandofice.com

Lisa Fedick, CAE
President and CEO,

June 1, 2021

City of New Haven
Bureau of Purchases
c/o Michael V. Fumiatti, Sr.

Electronic Submission for Ice Rink Operator, RFP # 2021-05-1377

Letter of Interest

The Wonderland of Ice Associates is pleased to submit the following proposal for the operation of the Ralph Walker Ice Rink and the Blake Field Concessions at 108 State Street. The Wonderland of Ice Associates propose to create a viable, exciting, seasonal business with greatly expanded programs and services, as well as ancillary operations.

When the City of New Haven was founded by the English Puritans in 1638, its literal name meant a new port, which represented new opportunities for its settlers. We have chosen **Skate New Haven** as the name of our new business because it embodies, the same basic philosophy that we share with the City founders, creating a place of new opportunity for the New Haven residents.

The Ralph Walker Ice Rink is truly a unique and beautiful structure with a long, proud history. The recent renovations and upgrades have created the best of both worlds, combining the thrill of skating outdoors with the dependability and functionality of an indoor refrigerated ice rink.

The following proposal is a co-operative plan, in which the City of New Haven will partner with the **Skate New Haven** to manage, maintain and operate the Ralph Walker ice skating facility. In its simplest form, with the exception of the refrigeration plant, **Skate New Haven** will be fiscally responsible for the housekeeping, operation and maintenance of the facility and all necessary systems and equipment, related to the "back of the house operations" that are required to provide and maintain a top quality, saleable sheet of ice in a clean, modern facility. **Skate New Haven** will then program and sell the ice time and handle all related day to day "front of the house" operations.

Our Skate New Haven Mission Statement:

*To create a **clean, safe and dependable** place to keep our kids **safe**, while providing them with an **accessible and affordable** recreational outlet, where they can skate for an afternoon or follow their dreams.*

Ice sports and ice skating rinks have become part of the entertainment industry. As members of the ice sports industry, rinks are not only in competition with the ice rink down the road, but also with every other sport, recreation, past time, and activity that competes for an individual's discretionary income. Our customers expect safe, clean, dependable, and up to date facilities.

Ice rinks sell time. Time can be neither created nor inventoried. In order to market its products most effectively, an ice rink needs a consistently dependable, high quality sheet of ice in a clean, safe and well maintained facility.

In order for a community ice rink, like the Ralph Walker Ice Rink to remain viable and grow over the long term, it needs to follow the pyramid model pictured below.

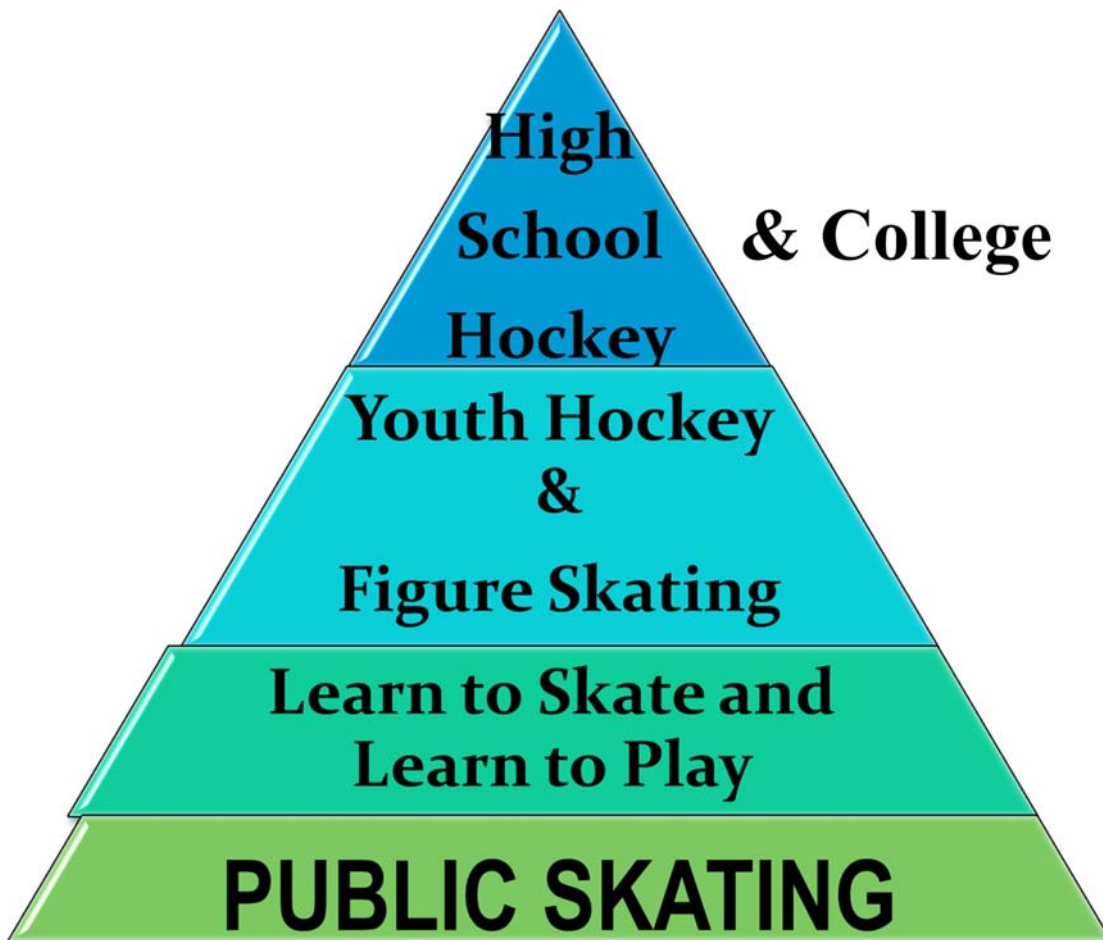
The wider the base, the more stable the body. Public skating appears at the base of the pyramid. This is the activity that draws the largest customer group and represents all of the facilities long term potential customers, who are visiting the facility for the first time. It is our responsibility to ensure they have a positive experience and have reasons to return to the rink and become more involved in the facilities programming offerings.

The second level of the user pyramid is learn to skate and learn to play hockey programming, which can also be house league hockey, during which, the novice skaters from the public sessions will develop specific skills and start to feel a brand loyalty and begin to participate in multiple programs.

The third step up the pyramid represents a skater's participation in a dedicated travel hockey or figure skating program. The top of the pyramid represents college and / or high school hockey, in our case, the Albertus Magnus Falcons. The most important take away is that of the thousands of aspiring hockey players who attend public sessions, only about 30 per year will sport an Albertus hockey jersey.

Building The Rink's Hierarchy and Viability

The Pyramid



Our dual goal at Skate New Haven is to increase participation and build membership. This can only be accomplished through a constant commitment to a rigorous customer service plan.

Outstanding customer service is much more than a pleasant greeting. Our customers expect a clean, well maintained and safe facility. They expect to participate on public sessions that are monitored by skate guards trained in safety and first aid. Our customers expect to participate in instructional programs taught by certified and trained professionals.

Marketing and Customer Service

Is more important if the purchase relates to a “service” as opposed to a “product” and should always strive to add a *perception* of added value to every purchase. We sell EXPERIENCES and must strive to turn our customers into our Advocates.



The key to a successful marketing of an ice rink is based in the customer service component. The Customer Lifecycle diagram above summarizes the Skate New Haven marketing plan, as our customers travel up the User Pyramid from public skating, when they are “converted” into paying customers.

We would like to be considered for both the Rink Operator contract, as well as the Blake Field Complex concession. The food concession is an integral part of every commercial ice rink. It is critical to have consistent hours of operation in synergy with the master schedule of the rink, as well as high quality consumables. We plan to promote birthday, private and corporate parties, fully utilizing the dedicated party room in the magnificent new common building. Running both the rink and the food concession will ensure these offerings are seamless.

We look forward to speaking with you about this opportunity and sharing our knowledge and excitement for the Ralph Walker Ice Rink, the City of New Haven and our ice skating industry.

Respectfully Submitted,

A handwritten signature in cursive script, reading "Lisa Fedick". The ink is dark and the signature is fluid and legible.

Lisa Fedick, CAE

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Team Composition

Team Composition and Description

The principal of the Wonderland of Ice Associates is **Lisa Fedick**, and she would assume a similar role in Skate New Haven. Lisa is the President of the Wonderland of Ice Associates, the management company who in 1989, embarked on one of the first and most successful ice arena privatization scenarios in the nation, with the city of Bridgeport, Connecticut. In addition to her rink expertise, Lisa is also a highly accomplished figure skating and hockey coach. Working alongside Lisa for the last thirty years is **John Ferguson**. John's hockey pedigree places him in a class by himself. John is the owner of the Center Ice Sports Shops. Lisa and John are as creative, as they are knowledgeable, with a management style that is hands on and involved in every project on which they place their names.

The proposed management team for the Ralph Walker Ice Rink is as follows:

Lisa Fedick: General Manager, duties will include oversight of all aspects of the operation and staff. Lisa will be responsible for all financial reporting. Lisa will be the liaison with the City of New Haven. Resume is attached.

John Ferguson: Hockey Director, duties include ice scheduling, programming (creating and administering hockey camps, clinics and leagues) Resume is attached.

Christopher Avena: Operations Manager, full time duties include participation, scheduling oversight and supervision, of the maintenance staff. Chris will be responsible for developing and implementing all maintenance plans, keeping logs of work completed and ordering supplies. His focus will be on housekeeping, ice maintenance (including Zamboni and edger), dasher boards, locker rooms and goal nets. Resume is attached.

Michael Gianotti: Front of the House Manager, duties include box office staffing and oversight, marketing and promotions and parties and special events. Michael has a very unique and diverse background, perfectly suited to our team. A retired newspaper reporter, Mike has started a second career as a freelance event promoter and planner. Mike has recently directed major galas for the Mid-Fairfield Aids project and the Orcott Boys and Girls Club. Mike is eager to start full time employment.

Skating Director: This individual has asked to remain anonymous until the contract is awarded. She is an Ice Sports Industry (formerly Ice Skating Institute), Certified Skating Director (CSD) and gold level judge. Her duties will include both the on and off ice administration of group and private instructional programming. She will organize all Skate New Haven class offerings for basic skating skills, tots and preschoolers, introduction to hockey skating and introductory classes for group and team activities such as synchronized skating and theater on ice. She will also be responsible for hiring and scheduling professional skating instructors.

Ashley Vogt: Concession Manager, duties will include staffing, scheduling, ordering and complete oversight of the food concession. Ashley is currently working part time in

a medical lab. She was the assistant manager at King's breakfast and brunch restaurant in Newtown, Connecticut until the building was destroyed in a truck crash in October, 2020. Ashley was active in all facets of the business, but spent most of her time in the kitchen, preparing and packaging the large volume of take out orders. She also was responsible for ordering and inventory control. Ashley, now a resident of Orange is eager to get back into the food service business.

The managers and directors above will each screen and hire adequate staff to fulfill the requirements of their departments. All candidates will be approved by, and all employment contracts will be negotiated by Lisa Fedick and John Ferguson.

Lisa Ann Fedick

43 Woodside Drive

Orange, CT 06477

(203) 209-5434

lafwonder@aol.com

February 1, 2021

Curriculum Vitae

EDUCATION:

Bachelor of Science in Chemical and Materials Science Engineering,

University of Connecticut, Storrs, Connecticut

Bachelor of Science in Chemistry, Fairfield, Connecticut

PROFESSIONAL EXPERIENCE:

September 1989 to Present: President and General Manager, Wonderland of Ice Associates, Incorporated, Bridgeport, Connecticut

Planned and implemented the strategic change in business operations from a seasonal, five-month facility to a full year, twelve-month basis.

Responsibilities Include:

- Entire operation of the Wonderland of Ice, which is an indoor ice skating facility
- All aspects of the daily ice rink operations including scheduling, personnel, concessions, physical operations and marketing
- Expansion of the scope of services and programs offered
- Increased profitability by 600 percent

November 2006: After five years of planning and oversight, opened the \$3 million addition to the Wonderland of Ice, which included a second NHL size skating surface, a dedicated three rink curling sheet along with additional and expanded ancillary operations.

Wonderland of Ice Skating School Director

Responsibilities Include:

- Hiring and training professional staff
- Coordinating, monitoring and administrating group lesson programs
- Designing, marketing, scheduling and staffing summer figure and recreational skating camp programs using both the USFSA and ISI systems
- Competition Director: MIRMA "Skate for Knowledge" ISI District III Championships, 2004 to the present
- Scheduling and administration of Annual Basic Skills and USFS Open competitions

Wonderland Hockey School, Co-Director

Responsibilities Include:

- Team selection, scheduling and administration of nine leagues, consisting of over one hundred and twenty teams annually
- Power skating instruction
- Designing, marketing, scheduling and staffing summer hockey camp programs

Lisa Ann Fedick

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August 2014 to present: Managing Partner RoseGarden Ice Arena, Norwich, Connecticut

Responsibilities Include:

- RFP response and design of business plan
- Planning and Oversight of \$1.5 million total renovation project
- Hired and Trained opening staff
- Designed comprehensive operations and maintenance plan

November 2014 to the present: Ice Sports University*, Chairperson

**Formerly the Ice Arena Institute of Management*

Responsibilities Include:

- Design, oversight and implementation of all curriculum. This school provides a comprehensive program of education and industry best practices for all facets of the Ice Arena Industry with programming for Managers, Operators, Programmers, Skating Directors and Coaches.
- Training faculty and scheduling nationwide schools and one day seminars.

February 2021 to present: S/L/A/M Collaborative: Architect, Designer, Landscape Architect

Ice making equipment, rink design and operations project consultant

December 2018 to March 2020: Skate Westbrook, CEO and Operator

Responsible for all aspects of the business, operation and maintenance of an indoor, synthetic ice, mall skating rink.

November 2003 to present: Junior Sound Tigers, AAA Youth Hockey, Co-Owner

Negotiated and implemented a partnership agreement with the *Bridgport Sound Tigers*, American Hockey League, New York Islander affiliate to purchase the rights to and administer their AAA youth hockey program at the Wonderland of Ice.

June 2004 to March 2005: Managing Partner Space City Ice Station, Houston, Texas

- Crafted the feasibility study and pro forma business plan to obtain financing
- Supervised complete renovation of the facility, which had been closed in March 2004, as a result of a catastrophic mechanical failure. New construction included the ice floor and refrigeration plant, contracted all new equipment purchases
- Hired and trained opening staff
- Implemented a new marketing plan, expanded programming and the scope of services offered

September 1976 to present: Independent Figure and Power Skating Coach

- Coached figure skaters from the basic skills to the national competitive level
Taught power skating from the basic skills to the professional level, students include: **Chris Drury**, 2002, 2006 and 2010 Olympian and 1999 NHL Rookie of the Year, Colorado Avalanche
Ted Drury, 1992 and 1994 Olympian, Carolina Hurricanes
Julie Chu, 2002, 2006 and 2010 Olympic Silver Medallist, Harvard University
- Coach of the 2002 Ice Skating Institute World Production Team Champions
- Choreographer, **Stars, Stripes and Skates**, benefit for the 9/11 Victim's Fund, Madison Square Garden, New York, New York, September 20, 2002
- Director **Toys from Wonderland**, annual Holiday Toy Collection Ice Show

Lisa Ann Fedick

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September 2009 to present: Sacred Heart Figure Skating Club Team, Head Coach

- Responsible for daily administration of team on and off ice operations. Fourth Place US Figure Skating Eastern Conference, 2010 to the present. Twelfth place in 2018 and sixth place in the 2019 United States Intercollegiate National Championships.

PROFESSIONAL MEMBERSHIPS

- Member, Ice Sports Industry (ISI)
- Member, U.S. Ice Rink Association
- Member, Ontario Recreation Facilities Association (ORFA)
- Member, Professional Skater's Association (PSA)
- Member, United States Figure Skating Association (USFS)
- Member, Northeast Ice Skating Managers Association (NEISMA)
- Member, Metropolitan Ice Rink Manager's Association, (MIRMA)
- Member, Minnesota Ice Rink Manager's Association (MIAMA)
- Member, USA Hockey
- Member, Ice Skating Institute (*became the Ice Sports Industry in 2018*)

PROFESSIONAL ACTIVITIES / HONORS / CERTIFICATIONS:

- 2014 to the present: Ice Skating Institute, Second Vice-President
- 2021 elected Ice Sports Industry, First Vice-President
- 2020 Honored by the City of Bridgeport Mayor Joseph Ganim for positively impacting the community
- Ice Sports University, Chairperson
- 2013 Named to the Executive Board of Directors of the Ice Skating Institute
- 2010 to present numerous articles published in The Edge, Ice Sports Industry trade publication, as well as a monthly local report
- Recipient of the 2008 Ice Skating Institute National Merit Award
- Named 2006 Ice Skating Institute Woman of the Year
- 2004 Ice Skating Institute, District III National District Merit Award Winner
- Received the 2010 Al Tyldesley Award for Excellence in Safety at the Wonderland of Ice, presented by Willis Insurance Company
- 2005 became one of thirteen ice arena industry professionals in the United States, to date, to have successfully complete the Certified Arena Executive (CAE) program of the Ice Arena Institute of Management. Certification includes proficiency in arena Operations, Programming and Management. Member of the initial seven individuals nationally, to be certified in 2005.
- Member of the Board of Regents and teaching faculty of the Ice Arena Institute of Management
- Ice Skating Institute of America, Education Foundation, Trustee
- Professional Skater's Association, Master Rated Coach, Master Rated Program Director and Master Rated in Sports Sciences and Medicine
- Named to the Professional Skater's Association Coaches National Honor Roll: 1988 through 1997 and 1999-2000
- Three-time United States Junior Olympic Figure Skating Coach

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PROFESSIONAL ACTIVITIES / HONORS / CERTIFICATIONS (cont):

- United States Figure Skating Association, Gold Medalist
- Named 2010 and 2018 Sacred Heart University Club Sports Coach of the Year
- Ice Sports Industry, Gold Level Certified Judge and International Referee
- Learn to Skate USA, Certified Instructor
- Named 2007 Housatonic Girl Scout Council Woman of Distinction
- 2004 State of Connecticut General Assembly Congressional Award for Commitment to the Community
- Executive Board member of the Metropolitan Ice Rink Manager's Association
- Bridgeport Figure Skating Club (USFSA Affiliate), Treasurer
- Wonderland Wizards Youth Hockey (USA Hockey Affiliate), Member Board of Directors
- USA Hockey Level III Coach
- Professional Skater's Association, Level III Power Skating Coach
- Travis Roy Foundation for Spinal Cord Research, Trustee
- Co-Chairperson, Hockey Fights Cancer

SPEAKING AND EDUCATIONAL ENGAGEMENTS

2018 Ice Rink Summit: Lake Placid, NY. One of thirteen national industry leaders invited to participate in a think tank on navigating the challenges facing the future growth of our industry.

Ice Sport Industry:

Speaker International Conferences: 2019 Chicago, IL
2018 Washington D.C.*
**Created and launched the Certified Skating Director (CSD) Part 3 Curriculum*
2017 Minneapolis, MN

Speaker District Seminars: 2018 Pittsburg, PA & St Louis, MO
2017 Pasadena, CA & Chicago, IL

Northeast Ice Skating Manager's Association (NEISMA):

Speaker Annual Conferences: 2019 Springfield, MA*
2018 Lake Placid, NY*
2017 Hyannis, MA*
2016 Springfield, MA*
2014 Norwich, CT

Metropolitan Ice Rink Manager's Association (MIRMA):

Speaker Spring and Fall Annual Conferences: 2010 to present

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Minnesota Ice Arena Manager's Association (MIAMA):

Annual Conferences: 2019 Director of Educational Programming
2016 Director of Educational Programming
2015 Director of Educational Programming
2012 Speaker St Paul area, MN

Ice Skating Institute:

Speaker International Conferences: 2016 Las Vegas, NV*
*Created and launched the Certified Skating Director
(CSD) Part 2 Curriculum*
2015 Boston, MA*
2014 Dallas, TX*
2013 Las Vegas, NV

2012 Orlando, FL

Speaker District Seminar: 2015 Tampa, FL

Professional Skater's Association (PSA):

Speaker International Conference: 2015 Minneapolis, MN

ISIA Asia:

2012 Hong Kong and Kuala Lumpur, Malaysia

Michigan Arena Manager's Association (MAMA)

Conference Keynote Speaker: 2015 Detroit, MA

*Conference Director of Educational Programming, encompassing Ice Arena Management, Operations & Maintenance and Programming

John F. Ferguson

38 Russell Avenue

Orange, CT 06477

203-338-0202

- Experience: Madison Avenue Sport and Entertainment 2009 - Present
Director of Talent and Development
- Family advisor
 - Guidance to the careers of many top-tier college and professional athletes
- Team Doritos Hockey Club 2007 - Present
Owner/Director
- Hire all head and assistant coaches
 - Organize and schedule games and tournaments for 6 travel teams
- Wonderland Wizards 2004 – Present
Director of Coaches
- Hire all travel and house league head and assistant coaches
- Hockey Fights Cancer, Bridgeport, CT 2001 – Present
Co-Chairman
- Worked with NHL officials to bring the Stanley Cup to Bridgeport, CT
 - Media relations
 - Community outreach
- Micro and Starter Hockey Programs, Bridgeport, CT 1990 – Present
- *Program Director*
 - Registration
 - Sending mailers to children ages 4 and up to promote instructional hockey programs
 - Ordering and distribution of team jersey's
- Hockey Schools, Bridgeport, CT 1990 - Present
Owner/Director
- Wonderland Hockey School
 - Next Level Hockey School
 - 3 Star Hockey School
 - New England Defense Camp
 - In the Crease Goalie Camp

Connecticut Rangers AAA Youth Hockey, Bridgeport, CT 1990 - Present
Owner/Director

- Organize 6 levels of AAA youth hockey teams
- Hire head and assistant coaches
- Schedule of tryouts, practice ice, games and tournaments

Wonderland of Ice Men's Senior League 1990 - Present
Director

- Registration
- Supervisor of games

Center Ice Pro Shop, Bridgeport, CT 1989 - Present
Owner/Manager

- Responsible for all aspects of store management and operation
- Customer Service

Wonderland of Ice Spring & Summer Leagues, Bridgeport, CT 1989 - Present
Assistant Director

- Scheduling
- Head team Selections
- Daily supervision of games

Travis Roy Golf Tournament, Orange, CT 1994 - 2005
Co-Chairman

- Celebrity Sponsorships
- Publication Relations
- Silent and live auctions

Activities:

Teach fundamentals of ice skating to special needs children, 1998 - Present
Drury Bros. Hockey School Proceeds Charity, 1990 - Present
Christmas Toy Drive, 1990 - Present

Awards:

2003 NAACP Man of the Year Award, Bridgeport, CT

CHRISTOPHER J. AVENA

168 Highland Ave., East Haven, CT 06513 860-303-8810 cja2112@comcast.net

RECREATION DIRECTOR / FACILITIES MANAGEMENT & OPERATIONS

Athletic Facility Maintenance / Budget Responsibilities / Team Member Coaching / Training and Supervision / Event Management

Proven managerial and coaching skills elevating team members to deliver a top shelf employee and customer experience. High level organizational skills that lead to time saving efficiency. Created and manage all aspects of a hockey skill development company working with all ages of players and skill levels.. Work in a team environment to achieve departmental goals. Award-winning sales producer with an impressive record of driving major gains in revenue and market share for leaders in banking/financial services, telecom, advertising and e- Commerce. Won key accounts, opened new markets and strengthened client retention for firms such as **Wells Fargo** and **SBC/AT&T**. Heavily recruited, made strong contributions in training in-house sales teams and channel partners. Can make an immediate impact by:

- Event Management & Operations**
- Developing Team Member's skills to achieve goals**
- Cost conscience and revenue driver**
- Ice Maintenance technician and zamboni driver**

Education includes a **BSBA degree from Bryant University** and continuing professional development studies. *Won Vice Presidents Club honors at SNET, Sales Excellence Certificate at SBC and Sales Excellence Award at Wachovia/Wells Fargo. Enjoy golf, tennis, cycling and coaching youth sports.*

SELECTED ACCOMPLISHMENTS

Organize Department Staff and Maintenance Schedules. Work within warranties and develop maintenance schedules to maintain facilities while working within departmental budget. Train staff to properly perform daily responsibilities and in game tasks. Coordinate with all internal and external departments to ensure the smooth delivery of all athletic contests.

Manage, schedule, hire, train event staff of over 70 employees. Hold pre-event meetings to ensure event needs are met and to maximize the patrons experience. Work together with Sales to ensure their clients receive concierge level service as well as supporting their special events and promotions. Handling customer issues during the event ensures their experience is our top priority while keeping the needs and safety of the building in place. Coordinate with operations and staff to maintain the building for all events and cater to each event's specific needs and set up.

Reduced costs, increased sales, streamlined ordering process. Organized all aspects of retail store including streamlining customer ordering process. Reduced shipping costs by 58% switching providers after performing cost analysis. Reduced inventory costs by 10% implementing JIT (Just in Time) ordering. Increase sales by 5% first year in retail management.

Achieved #1 branch rating in district. Brought branch from last to first in our district in 10 months though coaching corporate structure. Managed customer interaction process and the following of Wells Fargo's customer roadmap sales model. Identified opportunities through utilization of reports and the analysis of the data.

Built \$16M book of business from internal referrals. Recognized untapped resource due to operational separation between Wells Fargo branch banking officers/associates and loan originators. Cultivated relationships on the *other side of the house*, educating staff on lending programs/services.

Achieved top 10% sales ranking six consecutive years. SBC/SNET wanted to grow advertising revenues drawn from its existing client base. Leveraging strong relationship building skills together with a strategy-oriented solution selling approach, won significant year-over-year add-on sales from existing base in both print and Internet ads.

CAREER HISTORY

Founder/Head Instructor, Hockey Skills and Concepts, 2002-present. Established a game situational ice hockey camp to work on the intellectual aspect of playing ice hockey as well as the enhancement of each player's skill set. Company mission statement: Sharpening the individual player's mental game and enhancing their skill set by providing the ultimate hockey experience.

Manager Varsity Athletic Facilities, Sacred Heart University, 2019-present. Responsible for all aspects of varsity athletic contests including the set up, break down and in game operations. Supervise student worker staff to perform tasks related to the in game needs to successfully host NCAA division one varsity games. Work within the athletic facilities departmental budget to maintain fields, courts and equipment through organization of maintenance schedules and knowledge of warranties and contracts currently in place. Integral part of budgetary planning for the upcoming academic calendar.

Event Staff Manager/Assistant Manager Operations, Harbor Yard Sports & Entertainment, Nov 2017-2019. Train, Schedule and supervise over 60 event staff employees for all arena events. Head Zamboni Driver for the Bridgeport Sound Tigers of the American Hockey League. Work daily with the Ice Supervisor to maintain proper ice conditions and maintenance.

Ice Rink Manager/Head Instructor/Pro Shop Manager, Milford Ice Pavilion, April 2017-Nov. 2017. Manage daily operations of the facility including ice making, cleanliness of the facility, ice rental and customer service. Head Instructor for rink sponsored hockey camps and clinics. Responsible for implementation, ordering, sales, advertising and customer service of Pass Shoot Score pro shop. Set up the retail space including initial inventory for the pro shop. Work directly with the owner promoting rink and executing on initiatives to increase ice rental and overall rink sales.

Retail Store Manager, Hockeygear.com, 2015-2017. Manage daily operations of the store from ordering, scheduling and customer service. Developed a skill set of sales associates by providing coaching sessions and product knowledge training. Implemented JIT ordering. Owner lost the bid to renew the lease.

Branch Manager, Wells Fargo Bank, 2013-2015. Manage daily operations of the branch from compliance standards, customer service and sales objectives. Developed skill sets of the bankers and tellers to achieve branch goals. Serve as credit proponent for the district coaching team members in all branches around achieving their credit solution goal. **Lending Consultant**, Wells Fargo Home Mortgage (formerly Wachovia), 2007-2013. Developed a strong referral network with financial and legal professionals. Built in-house referral process, capturing significant new revenue streams from existing customers in other business areas. Recruited based on referral by a former client.

References:

Mark DeCola - 203-671-6922 - City of New Haven CFO Public Works

Jay Fruzia - 203-345-4828 - Webster Bank Arena - Lead Ice Technician/Operations Coordinator

Mark Maiocco - 203-913-4991 - Webster Bank Arena - Electrical Engineer

George Arnautis - 203-430-0662 - Yale University - Ingalls Rink Operations Manager/Supervisor

Joseph Colavope - 203-671-2760 - Joey Cal's Deli and Catering - Owner

TAB 3

Experience and Capacity

Wonderland of Ice Company Profile

The Wonderland of Ice Associates, Incorporated, was established by President and CEO, Lisa Fedick in 1989, when the company was awarded the long term management lease of the Wonderland of Ice skating rink in Bridgeport, Connecticut. This represented one of the first ice arena public privatization arrangements in the United States. In 2006, under the company's direction, the facility was renovated and expanded to include a second NHL size skating surface, a dedicated three rink curling sheet, along with additional and expanded ancillary operations, which facilitated a change in business operations from a seasonal, five-month facility to a full year, twelve-month basis, expanding the scope of services and programs offered and increasing the profitability of the business by over 600 percent. Since 1989, the Wonderland of Ice has been home to the Sacred Heart University Men's and Women's NCAA Division 1 ice hockey programs, as well as the Fairfield Prep Hockey team, 15 time CIAC Champions.

In 2014, the Wonderland of Ice Associates directed the complete renovation and transformation of the RoseGarden Ice Arena, in Norwich, Connecticut, and went on to be awarded the long term lease for its operations and management by the City of Norwich.

Drawing on the hands on experience of the past three decades, the Wonderland of Ice umbrella has added an expert services division, providing consulting, feasibilities, renovation and forensic services, encompassing all aspects of ice arena operations and management, working throughout the United States and Canada.

Community Outreach at the Wonderland of Ice

- **Lisa Fedick and John Ferguson** were both honored by Mayor Joseph Ganim and the Bridgeport City Council for "*positively impacting the community and demonstrating the true Holiday Spirit by generously giving to those in need during the 2019 Holiday season*" on February 3, 22020.
- **Lisa Fedick and John Ferguson** were both honored with the 2004 **State of Connecticut General Assembly Award for Commitment to Community**
- **John Ferguson** was name d the **2003 NAACP Man of the Year**
- "**Toys from Wonderland**" Holiday Toy Collection and Distribution 1990 – Present
- **Halloween Night Open Skate and Costume Contest** 1993 – Present
- "**Hockey in the Hood**" Physical Education Initiative 2004 - Present
- **Thanksgiving Turkey Drive** 1990 – Present

- ***Wonderland Wizards New Year's Eve Party*** 2002 - Present
- ***Winter Coat Drive*** 1990 – Present
- ***Drury Brothers Charity Hockey School*** 1990 - Present
- ***Hockey Fights Cancer Stanley Cup Visit*** 2001
- ***Hockey Fights Cancer Charity Games*** 2002 - Present
- ***Bridgeport's Bravest Charity Hockey Tournament*** 2007
- ***St. Baldrick's Charity Hockey Tournament*** 2007 – Present
- ***Ashley Krakowski Memorial Game*** 2009 – Present
- ***"Connecticut Storm"*** Special Needs Hockey Program 2008 - Present

TAB 4

Technical Responses

Technical Response and Project Approach

Operating Season: The operating season (seasonal calendar) in year one, 2021-2022 will be defined as October 4th through April 10th, 2022, weather permitting.

Open (Public) Skate: As previously discussed, public skating sessions are the first point of entry for all of the rink's potential customers, whether they participate as a member of a party or individually. Therefore the schedule for public sessions must be plentiful and consistent and altered only when no other option is available. Sessions of two hour duration are preferable, as most customers will take a break at some point and visit the food concession or skate shop. We propose the following public skating schedule for all weeks of operations, except December 24 through January 3, 2022.

Mondays: 11:00AM – 1:00PM

Tuesdays: 11:00AM – 1:00PM

Wednesdays: 11:00AM – 1:00PM

Thursdays: 11:00AM – 1:00PM

Fridays: 11:00AM – 1:00PM and 7:30 – 9:30PM

Saturdays: 2:00 – 4:00PM and 7:30 – 9:30PM

Sundays: 2:00 – 4:00PM and 7:00 – 9:00PM

Total: 20 hours per week

December 24 through January 3, 2022 (open New Year's Day)

Mondays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:30PM

Tuesdays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:30PM

Wednesdays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:30PM

Thursdays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:30PM

Fridays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:30PM

Saturdays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:00PM

Sundays: 12:30 – 2:30PM, 3:00 – 5:00PM and 7:00 – 9:00PM

Total: 42 hours per week

All public sessions will be monitored and supervised on the ice by trained skate guards. Attached is the Ice Sports Industry Skate Guard Training Manual, which offers a comprehensive training and testing program for potential candidates, which stresses safety, customer service and action plans.

On ice skate aids (pictured below) will be purchased by Skate New Haven and they will be available for rental during all sessions. These devices are very important for the development of our clientele and will also be used during introductory level skating school classes.



Scheduling: A proposed schedule for the 2021-2022 season that shows probable hours allotted for Albertus Magnus, public skating, Skate New Haven instructional and hockey programming and ice time available for rental is listed on the revenue projections located in Tab 5.

The scheduling hierarchy as proposed will be followed. It is our hope that the residents of New Haven will benefit from the reduced pricing structure being offered, as well as the quality and convenience of the Ralph Walker Ice Rink. Although it can take several years for skaters to climb the afore mentioned User Pyramid, it is our hope that the City of New Haven will be able to field a competitive high school ice hockey team in the near future.

Programming:

Learn to skate classes for all ages will be offered each week. Also offered will be Bridge Classes to build the figure skating club. Recreational camps and vacation clinics will also be offered. This programming component is currently especially critical, as the Ralph Walker Ice Rink is in a rebuilding stage. Learn to skate (entry level) classes will be offered four days a week during the 2021 – 2022 season.

Learn to Play Hockey classes will be offered for all ages, including adults. Skills specific camps and clinic will be offered to support all other hockey programs who share the rink. Stick Time and Pick Up Hockey sessions will also be offered daily.

Adult Hockey will be promoted and a formal, multi-tiered league introduced.

Hosting of hockey Tournaments, out of town and out of state players enhance the economic development of the area during the events. There also exists a potentially huge market for Adult Hockey tournaments

Birthday and Corporate Party packages will be crafted and enhanced by the ancillary space that exists within the arena.

Arena Curling will be offered as an alternative on ice activity.

Fee Schedule: Skate New Haven will follow the proposed fee schedule for the 2021-2022 season and request input during the formulation of the 2022-2023 schedule, based on the performance of the previous season.

Maintenance: A good maintenance program is the hallmark of a well-run facility and well-run facilities attract business. Maintenance is more than just painting, repairing dasher boards, doors and repairing broken equipment. Maintenance is broadly defined as the Work required to preserve or restore buildings, grounds, utilities, and equipment to original conditions or such conditions that can be effectively used for its intended purpose. Below are five specific types of maintenance defined.

- **Preventive Maintenance:**

A planned and controlled program of periodic inspection, adjustment, lubrication, replacement of components, as well as performance testing and analysis comprises a preventive maintenance program. Examples include: filter replacement, belt changes, and oil changes.

- **Definition of Emergency Maintenance:**

Unscheduled work that requires immediate action—to restore services or resolve problems that could interrupt activities. Examples include resurfacer breakdown, loss of electrical power, ice plant shutdown, and air-conditioning breakdown.

- **Definition of Deferred Maintenance:**

Work that has been deferred on a planned or unplanned basis due to lack of funds in an annual budget cycle. Roof repairs, major building renovations, mechanical equipment, roads and walkways are often deferred.

- **Definition of Reactive Maintenance:**

Work performed that was not planned or scheduled to be completed at that time. This type of maintenance takes place when equipment failures/breakdown occurs or when preset operating limits are exceeded. Reactive maintenance is not considered the most effective or efficient.

- **Reliability Centered Maintenance:**

An overall strategic plan designed to be proactive with the upkeep and inspections of all equipment and facilities on the maintenance plan. This plan combines regular inspections and service combined with service based on historical records of equipment failures and breakdowns. This program is being used by most industries today as the hallmark of all maintenance programs.

Typical routine maintenance can consist of daily, weekly, monthly, semi-annual, and annual inspection and service. To keep the building in a consistently tip-top condition, a maintenance log must be developed. This log should match schedules of how often different items and areas need maintenance and what type of work needs to be done at that time. The schedules can be based on manufacturers' recommendations, industry standards, or use rates of the item. As dates for special maintenance approach, the manager can issue a work order for what needs to be done and when.

The condition of the ice, glass and dasher boards should be included in any safety and maintenance inspection program. The best way to inspect these areas is to walk the rinks circumference, on both sides, every day. Broken, chipped, or cracked glass is a danger to both skaters and spectators. Broken dashers, loose screws, damaged cap rail, uneven ice entry doors and damaged kick plates may cause injury and may encourage a lawsuit against the arena. Ice entry-door hardware receives hard use and requires daily checks. Ice surface entry doors should never be open when the resurfacers are on the ice.

Below is an example of a comprehensive building maintenance plan, identifying all areas to be addressed.

Area:	Clean	Repair	OK	Other	Comments
Parking Lot					
<i>Lighting</i>					
<i>Walkways</i>					
<i>Landscaping</i>					
<i>Trash Cans</i>					
<i>Marquee</i>					
<i>Parking Signs</i>					
Main Lobby					
<i>Flooring</i>					
<i>Ceiling</i>					
<i>Windows</i>					
<i>Doors</i>					
<i>Lighting</i>					
<i>Benches</i>					
<i>Tables</i>					
<i>Vending Machines</i>					
<i>Arcade Area</i>					
<i>Display/Bulletin Cases</i>					
<i>Barricades/Gates</i>					
<i>Vestibule</i>					
<i>Clocks</i>					
<i>Trash Cans</i>					
<i>Coin Lockers</i>					
<i>Fire Alarms</i>					
<i>Exit Signs</i>					

Telephones

Elevator

Water Fountains

Electrical Outlets

Area:	Clean	Repair	OK	Other	Comments
Skate Rental Area					
<i>Flooring</i>					
<i>Walls</i>					
<i>Ceiling</i>					
<i>Coat Racks</i>					
<i>Doors</i>					
<i>Storage Area</i>					
<i>Lighting/Outlets</i>					
<i>Counter Tops</i>					
<i>Information Display Area</i>					
<i>Skate Racks</i>					
<i>Skates</i>					
<i>Bulletin Boards</i>					
<i>Sound System</i>					
<i>Pinnies Storage</i>					
<i>Roll-up Door</i>					
<i>Manuals/Rack</i>					
Pro Shop					
<i>Flooring</i>					
<i>Walls</i>					
<i>Ceiling</i>					
<i>HVAC piping</i>					
<i>Windows</i>					
<i>Doors</i>					
<i>Fixtures</i>					
<i>Lighting</i>					
<i>Counter Top</i>					

Display Area

Roll-up Gate

Register/POS

Locker Area Keys

Skate Sharpener

Telephone

Pro Shop Merchandise

Sticks/Racks

Blades/Racks

Pricing/Labels

Flyers/Marketing

Storage Area

Area:	Clean	Repair	OK	Other	Comments
Concession Stand					
<i>Flooring</i>					
<i>Walls</i>					
<i>Ceiling</i>					
<i>Glass</i>					
<i>Doors</i>					
<i>Signage</i>					
<i>Lighting/Outlets</i>					
<i>Counter Top</i>					
<i>Display Area</i>					
<i>Roll-up Gate</i>					
<i>Register/POS</i>					
<i>Storage Area</i>					
<i>Supplies</i>					
<i>Sinks</i>					
<i>Refrigeration/Freezer</i>					
<i>Equipment (all)</i>					
<i>Trash Cans</i>					
<i>Boiler</i>					
<i>Storage Areas</i>					
<i>Exit Signs</i>					
<i>Drains</i>					
Rinks					
<i>Number of Rinks (specify rink number in comments)</i>					
<i>Lighting</i>					
<i>Dasherboards</i>					
<i>Ad Panels</i>					

Area:	Clean	Repair	OK	Other	Comments
Resurfacer Area					
<i>Flooring/Pit</i>					
<i>Walls</i>					
<i>Nets/Pads</i>					
<i>Hoses</i>					
<i>Water Controls</i>					
<i>Resurfacers</i>					
<i>Rental Ck. Control</i>					
<i>Ice Tools</i>					
<i>Edger /Tools</i>					
<i>Rink Doors</i>					
<i>Postings</i>					
Compressor Room					
<i>Flooring</i>					
<i>Walls</i>					
<i>Ceiling</i>					
<i>Lighting</i>					
<i>Doors</i>					
<i>Compressor Logs</i>					
Drains					
Cash Room					
<i>Flooring</i>					
<i>Walls</i>					
<i>Ceiling</i>					
<i>Phone system</i>					
<i>Doors</i>					

Furniture

Lighting/Outlets

Counter Top

Teller Lockers

Safe

Skate Shop: The rental skate inventory will be maintained (sharpened, laces and hooks replaced as needed) and all services will be kept in a log. Skate sharpening services will be available to the public for a fee depending on the condition and type of skate blade. An inventory of skating essentials will be available for purchase such as hockey and figure skating laces, skate guards, mouth guards, gloves and hockey tape.

Reporting: All payments throughout the arena, whether it be cash, check and credit card will be entered into an ice arena specific POS (point of sale system), which will be cloud based with remote access. POS reports will be imported into Quick Books with complete reporting made available to the City of New Haven on a monthly basis.

Concession Menu / Pricing (all prices tax included)

The concession will be named ***Snack New Haven***

- | | |
|--|--------|
| ➤ Fresh brewed Dunkin' Donuts Coffee, 12 ounce | \$3.00 |
| ➤ Tea selection, decaf and herbal, 12 ounces | \$3.00 |
| ➤ Whipped Hot Chocolate, 12 ounces | \$3.00 |
| add whipped cream or marshmallows | \$0.50 |
| ➤ Cappuccino | \$3.00 |
| ➤ Fresh baked real Belgian waffle | \$5.00 |
| ➤ Large hot pretzel | \$3.50 |
| ➤ Fresh popcorn (large bag) | \$3.00 |
| ➤ Nachos with cheese | \$5.00 |
| ➤ Peanut Butter and Jelly Sandwich | \$3.50 |

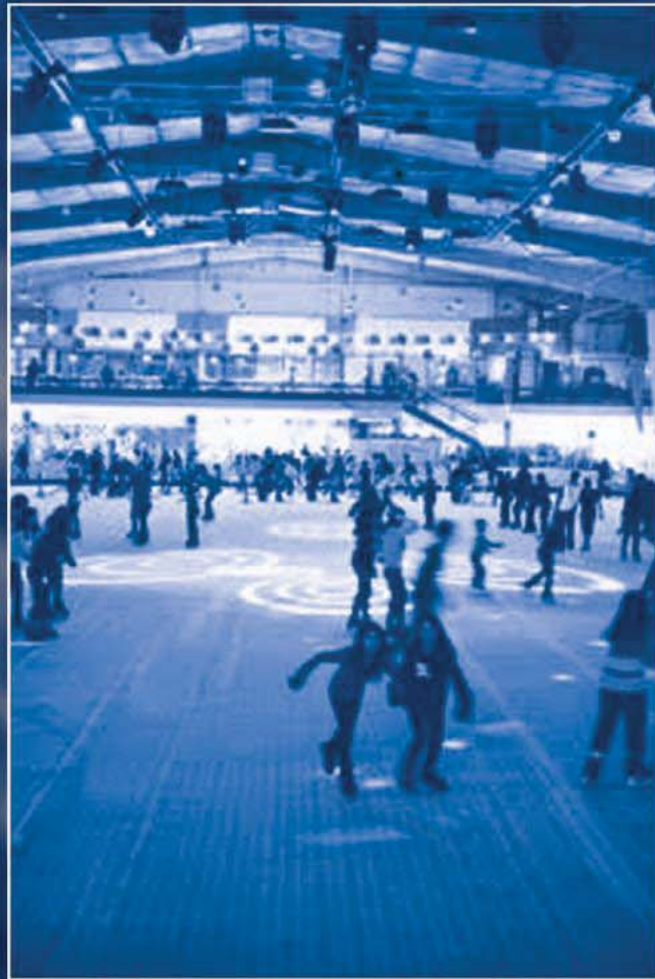
➤ Grilled Cheese Sandwich	\$4.00
add bacon	\$1.00
➤ Grilled Hot Dog	\$3.00
➤ Hamburger	\$4.50
➤ Cheeseburger	\$5.00
➤ Shaved steak and cheese hoagie	\$7.50
➤ Chicken Parm Hoagie	\$8.00
➤ French Fries	\$4.00
➤ Sweet Potato Fries	\$6.00
➤ Mozzarella Sticks (4) with Marinara Sauce	\$5.00
➤ Chicken Nuggets with choice of sauce	\$4.50
➤ Bacon, Egg and Cheese on a roll	\$4.00
➤ Fresh Bagels with butter or cream cheese	\$3.50
➤ Assorted Muffins	\$2.50
➤ Assorted Donuts	\$1.50
➤ Fresh Baked (on site) Cookies	\$1.00
➤ Slush (16 ounce)	\$3.00
➤ Bottled water and soda	\$2.00
➤ Gaterade and Ice Tea	\$3.00
➤ Fresh hand made Milk Shakes	\$7.00
➤ Assorted Candy and Chips	\$2.00
➤ Assorted penny candy	\$0.25 to \$1.00

Food service equipment required to prepare the menu above, beyond the standard provided, will be supplied by Snack New Haven.

Concession Schedule: It is critical to have consistent hours of operation in synergy with the master schedule of the rink. Basically, the concession should be open anytime there are more than 20 people in the rink, including during public sessions, college games, instructional programming, and rental groups or when there are any activities scheduled on the outdoor Blake Field Complex. We plan to promote birthday, private and corporate parties, fully utilizing the dedicated party room in the magnificent new common building. Running both the rink and the food concession will ensure these offerings are seamless.

Staffing Plan: Staff will be employed and scheduled under the direction of the Concession Manager. Staffing and serving during a college hockey game or public session is very tricky because all skaters and spectators will converge on the concession during the 15 minute ice resurfaces. Items must be prepped ahead of time, as customers expect a grab and go experience. Front of the house staff will be cross trained and certified as food handlers to assist during these brief peak periods.

Training Manual for Rink Guards



ISI



Ice Sports Industry
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to the Ice Sports Industry since 1959.”

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Ice Sports Industry

TRAINING MANUAL FOR RINK GUARDS

This manual is published by the Ice Sports Industry (ISI), reflecting experience from many sources. This manual should not be considered a full and complete treatment of the subject, but rather a report from a recognized source. It is the purpose of the manual to make current information on ice skating and instruction conveniently available.

The Ice Sports Industry (ISI) disclaims any liability whatsoever for loss, damage or injury to any person or entity which results from participation in activities related to the guidelines listed in this booklet. In addition, the ISI is not responsible for the control or supervision of ice skating programs offered in ISI member facilities.

The Ice Sports Industry would like to thank the Metropolitan Ice Rink Managers Association (MIRMA) for their previous work and contribution to this manual.



Training Manual for Rink Guards

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The Role of the Rink Guard

The Rink Guard (also referred to as the Skate Guard or Ice Monitor) is one of the most important positions in the ice arena. It has evolved into one that encompasses safety, entertainment, customer service and education.

The purpose of this manual is to provide a general overview of the function of the Rink Guard and the many important responsibilities required of the role.

The role of the Rink Guard has evolved greatly through the years. No longer is the Rink Guard just the enforcer of rules during a public skating session. Today, the Rink Guard has become a customer service professional, an administrator, an entertainer, a teacher and essentially an ambassador of the ice rink.

Public Relations

From the moment a patron enters the facility, public relations is vital. No matter how brief the encounter (i.e. paying admission, receiving skate rentals, buying a refreshment, etc.), public relations and promoting a safe and fun environment are essential responsibilities of all ice rink staff.

What are public relations? Promoting goodwill between the rink and the public is the true meaning of this phrase as it pertains to your work as a Rink Guard. How the public is greeted, how skates are fitted, how patrons are assisted on the ice, how their questions are answered – all of these actions play an important role in good public relations. Often you are the primary point of contact for customers.

While the main role of the Rink Guard is the enforcement of rules and the creation of a safe skating environment, he/she must also have excellent customer service and communication skills, be able to act as a teacher at times, have the ability to entertain customers and be capable of handling an emergency situation.

Arena Rules and Enforcement

Rink Guards must enforce certain basic rules of conduct, such as those below, during skating sessions:

1. Skating in a manner that endangers or interferes with other skaters' safety or pleasure is strictly forbidden.
2. Roughness, excessive speeding or weaving through other skaters is prohibited.
3. No patron organized tag or games of any kind are permitted on or off the ice.
4. No more than two people may skate together.
5. No one is permitted on the ice without skates.
6. Skaters must keep moving while on the ice.
7. No figure skating or backwards skating is permitted, except in the designated area.
8. No eating, drinking or smoking is permitted on the ice surface.
9. Skaters are not allowed to carry children or secondary items such as cameras, handbags, etc. while skating.
10. Patrons must not sit on, lean over or leave articles on the dasher boards.
11. Exits are to be kept clear at all times.
12. No dogs or pets of any kind are permitted on the premises.
13. Incidents or malicious destruction are to be reported to a supervisor immediately.
14. No patrons-on-duty are allowed on the ice during resurfacings.
15. No skates are allowed in the bleachers.
16. Any disagreement with a patron who violates a rule must be referred to the manager or ice supervisor.
17. Throwing snowballs (or any other objects) is strictly prohibited.
18. Persons who appear to be under the influence of alcohol or other substances are not permitted in the arena. Refer to manager.

As a Rink Guard, you should be familiar with the rules at your rink and be vigilant about enforcing them. You must also be consistent in your enforcement of the rules. Everyone must be treated uniformly with no exceptions. Inconsistency can develop into more of a control and public relations problem than a lack of enforcement.

When a violation of the rules/s occurs, you should assume that patrons are not familiar with rink regulations. Politely request that the patron cease the violation of the rules. An explanation of why the regulation exists and is enforced will often be the only action required.

After you are sure the patron knows the regulations and is deliberately violating the rule/s, you should request he/she to leave the ice for a specific time period (approximately five minutes).

If the patron continues to violate the rule/s, you should request he/she leave the ice for an increased time period and warn him/her that an additional violation will result in a referral to management.

These discipline guidelines must be consistently followed, and it is important not to exceed this authority.

A FEW IMPORTANT REMINDERS ON DISCIPLINE...

- *Know the rules and procedures of your facility.*
- *Most infractions by patrons are minor and should be treated as such.*
- *Serious infractions are to be referred immediately to the rink manager on duty.*
- *If any patron refuses to leave the ice, you are not to physically touch him/her. Call the rink manager, who will take the proper action.*
- *You are essential to maintaining a safe and enjoyable environment for all patrons. Follow through on all infractions. Be polite, firm, fair and consistent.*

Guidelines & Tools for Rink Guards

Rink Guards should bring to the ice (or have easy access to) any or all of the following:

- First-aid kit
- Microphone
- Whistle (to get customers' attention when they break the rules or in case of an emergency)
- Bullhorn (to communicate in the event of a power outage)
- Accident reports
- Flashlight (to help guide customers during a power outage)
- Cones
- Walkie-talkie (to communicate with management and office staff)
- Ice packs
- Gauze pads
- Latex gloves

Patrolling the Ice Surface

The positioning of Rink Guards is very important. Emphasis should be placed on potential problem areas of the rink which include:

- Exits and entrances to the ice surface
- Center ice
- Two ends
- Sides used for congregating

To give maximum attention to the above areas, various positioning and patrol techniques are employed. These require the Rink Guard to skate backwards, forwards, around the outside edge, stand in corners and center ice, and at the four corner points of the skating "track." Often, it is very effective for Rink Guards stand in key areas of the ice surface to more easily observe all activities.

At no time should any two Rink Guards be in the same location. Teamwork requires that the Rink Guards position themselves according to the needs of the ice session in progress. Since certain areas can be more demanding, Rink Guards should switch areas approximately every 15 minutes. In some arenas, Rink Guards may also be stationed off the ice to have a different perspective on the session. These rink monitors should communicate with on-ice monitors via walkie-talkie about any troublesome areas of the rink or about any issues with patrons on the rink.

The Rink Guard the First Responder

Rink Guards should be quick to check on any patron who has fallen. You should ask if the customer is okay and determine if assistance is needed. You should never help a customer up from the ice surface if you suspect an injury.

If a skater has fallen, attend to them and assist them. If the skater is injured:

- Do not move the person.
- Call for help if first-aid assistance is needed.
- Keep other skaters from converging by putting cones around the area.
- Keep the skater as comfortable as possible (i.e. blanket, coat, etc.) until emergency personnel arrive.

In an emergency, (i.e. fire alarms, power outages, bomb threats, etc.), remember to remain calm and provide assistance to customers. For example, if the power goes out, slow all of the customers down and efficiently but safely escort them from the ice surface. Then communicate with management to see what further action is necessary.

Information

Rink Guards should be familiar with the various programs at the arena including learn-to-skate classes, learn-to-play hockey classes, leagues and camps. As ambassadors of the arena, you will often be asked questions about these programs. If you do not know the answer to a question, you should either find out the answer or direct the customer to the appropriate personnel for further assistance so that the question may be answered in a timely fashion.

The Rink Guard the Entertainer

To liven up the skating experience, Rink Monitors can run trivia contests for customers, play games (i.e. Simon Says, Red Light, Green Light; karaoke, etc.), organize scavenger hunts or lead skills demonstrations.

The Rink Guard the Administrator

Rink Guards will sometimes be responsible for completing accident or incident reports. (See sample report, page 11)

- Fill forms out in a clear, legible and detailed manner.
- Management staff should be involved when the information about the accident or incident is obtained. It is preferable (but not always practical) for a manager to complete the accident report.
- Whenever possible, witness statements should be taken as well as employee statements.
- Always inspect the ice when an accident occurs.
- Write down any statements that the injured party makes about the accident.
- Make note of all staff that were on duty at the time of the incident.
- Do not speculate on the nature of an injury. Do not state, “Injured has a broken leg.” Instead, state, “Injured has pain, discomfort and swelling in their right leg.”
- Be specific on the date, time and location of the accident.

For more information, ask your manager.

Summary

While your primary role as a Rink Guard is the enforcement of rules and the creation of a safe skating environment, you must also have excellent customer service and communication skills, be able to act as a teacher at times, have the ability to entertain customers and be capable of handling an emergency situation.

You must familiarize yourself with all of the rules of your rink and be vigilant about enforcing them in a polite and firm manner. You must also be knowledgeable about all of the rink's programs in order to answer any questions that patrons may ask you.

A customer's experience at a public skating session may determine whether he/she returns to the ice arena and potentially participates in ice skating or hockey as a lifelong sport. Therefore, it is important that you consistently promote a safe and fun environment at all times. And, remember to be friendly, courteous, fun and helpful

Appendix A

Sample Accident Report

Rink Name _____ Address _____
Person Completing Report _____ Date _____

Date of accident ____ Time ____ Name of injured _____ Age ____ Sex ____
Address _____ City _____ State ____ Zip ____ Phone _____

If minor, were parents notified: Yes No If minor, were parents present Yes No

Event taking place on ice at time of accident _____
Name of person notified _____ Relationship _____
Address _____ City _____ State ____ Zip ____ Phone _____

How did accident occur? (Describe in patron's words.)

Ice Resurface Time: AM PM
Type of Cut: Wet Dry
Skate: Own Rental Figure Hockey
Were skates inspected? Yes No
Condition of Skates: _____

Please mark on the diagram with an "X" where the accident occurred.
Rink Name or Number _____

Inspector signature _____
Was ice surface at point of fall inspected? Yes No Condition of Ice _____
Description of Inquiry _____
Type of Aid _____ Administered by _____ Taken to hospital? Yes No
If yes, what hospital? _____ If not, what action was taken? _____
Did injured refuse treatment? Yes No If yes, reason for refusal _____

Number of staff members on duty at time of incident _____
Number of Ice Monitors in attendance _____ Approximate attendance _____
Name(s) of other person(s) involved in incident, if applicable _____

WITNESS:
Name _____ Relationship _____ Phone _____
Address _____ Comments _____

Signature of person who administered first aid _____
Signature of Manager _____

Additional Comments _____
Date of Report __/__/__



International Headquarters

6000 Custer Road, Bldg 9 Plano, TX 75023 Phone: 972-735-8800 Fax: 972-735-8815
Email: isi@skateisi.org Website: skateisi.org

TAB 5

Business Terms

Business Terms

Skate New Haven would propose a hybrid financial model in which the City of New Haven would receive a fixed monthly rental payment of seven thousand dollars, with the possibility of adding an additional smaller percentage of the net receipts.

For the concession, we would propose a percentage payment equal to ten percent of the gross receipts.

We would propose the initial lease term of five years plus two additional five year options to be negotiated and made part of the original master lease.

Please see financial projections and pro forma located below. The numbers are aggressive, but based on historical data from the Norwich RoseGarden Ice Arena and the 2022 Olympic quadrennial bump. I am confident that we can meet these thresholds and build from there.

RALPH WALKER ICE RINK REVENUE PROJECTIONS, YEAR ONE (2021-2022)

ICE SKATING	OCTOBER through/ DECEMBER						
DAYS	MON	TUE	WED	THURS	FRI	SAT	SUN
	6:00 - 9:00AM	6:00 -9:00AM	6:00 - 9:00AM	6:00 - 9:00AM	6:00 -9:00AM	7:00 - 8:00AM	7:00 - 8:00AM
	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	8:00AM - Noon	8:00AM - Noon
	11:00 - 1:00PM	11:00 - 1:00PM	11:00 - 1:00PM	11:00 - 1:00	11:00 - 1:00PM	Noon - 2:00PM	Noon -2:00PM
	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	2:00- 4:00PM	2:00 - 4:00PM
	3:00 - 6:00	3:00 - 6:00	3:00 - 6:00	3:00 - 6:00	3:00 - 5:30	4:00 - 7:00PM	4:00 - 7:00PM
	6:00 - 10:00PM	6:00 - 8:00PM	6:00 - 7:30PM	6:00 - 10:00PM	5:30 - 7:30PM	7:30 - 9:30	7:00 - 9:00PM
	10:00 - 11:00PM	8:00 - 10:00PM	7:30 - 10:00PM	10:00 - 11:00PM	7:30 - 9:30	9:30 - 11:00PM	9:00 - 11:00PM
		10:00 - 11:00PM	10:00 - 11:00PM		9:30 - 11:00		
	= PROGRAMMING						
	ADULT LEAGUE						
PEAK	4	2	2.5	4	0	6.5	8
\$275/375							
ALBERTUS	3	3	3	3	3.5	3	
\$195							
EARLY AM	3	3	3	3	3		
\$175/250							
\$15 Stick Time	10	10	10	10	10		
\$5.00 Resident	10	10	10	10	30	70	90
\$8/6 Non-Resident	10	10	10	10	30	70	90
Total Admissions	20	20	20	20	60	140	180
PRIME TIME		ALBERTUS		EARLY AM		PUBLIC	
Potential Hrs	27	Potential Hrs	18.5	Potential Hrs	15	Entries	460
Total Weeks	11	Total Weeks	11	Total Weeks	11	Total Weeks	11
Total Hours	297	Total Hours	203.5	Total Hours	165	Total People	5060
Usage Factor	80%	\$195.00	\$39,682.50	\$200.00	\$33,000.00	\$6.00	\$30,360.00
\$325	237.6	Usage Factor	80%	Usage Factor	20%	Usage Factor	100%
TOTAL	\$ 77,220.00	Revenue	\$31,746.00	Revenue	\$6,600.00	Skate Rental	60%
Revenue		STICK TIME				Rate	\$7.00
		Entries	50			Revenue	\$21,252.00
		Total Weeks	11			Total	
		Total People	550	Revenue	\$ 8,250.00	Revenue	\$51,612.00

RALPH WALKER ICE RINK REVENUE PROJECTIONS, YEAR ONE (2021-2022)

ICE SKATING	<u>Christmas</u>		<u>Holiday</u>					
DAYS	MON	TUE	WED	THURS	FRI	SAT	SUN	
	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM	6:00 - 8:00AM
	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM	8:00 - 12:30PM
	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM	12:30 - 2:30PM
	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM	3:00 - 5:00PM
	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM	5:00 - 7:00PM
	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM	7:00 - 9:30PM
	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM	9:30 - 11:00PM
	YOUTH HOCKEY TOURNAMENT							
	PICK-UP HOCKEY							
PEAK	2	4.5	4.5	4.5	0	3.5	3.5	
\$275/375								
ALBERTUS	3	3	3	3	3.5	3		
\$195								
EARLY AM	3	3	3	3	3			
\$175/250								
\$15 Stick Time	20	20	20	20	20			
\$5.00 Resident	200	200	200	200	200	250	250	
\$8/6 Non-Resident	200	200	200	200	200	250	250	
Total Admissions	400	400	400	400	400	500	500	
PRIME TIME		ALBERTUS		EARLY AM		PUBLIC		
Potential Hrs	30	Potential Hrs		Potential Hrs	10	Entries	3000	
Total Weeks	1	Total Weeks	1	Total Weeks	1	Total Weeks	1	
Total Hours	30	Total Hours		Total Hours	10	Total People	4000	
Usage Factor	60%	Usage Factor	\$195.00	Usage Factor	\$200.00	Usage Factor	\$6.00	\$24,000.00
\$325	18	Usage Factor		Usage Factor	10%	Usage Factor	100%	
TOTAL	\$ 5,850.00	Revenue		Revenue	\$200.00	Skate Rental	60%	
Revenue		STICK TIME				Rate	\$7.00	
		Entries	140			Revenue	\$16,800.00	
		Total Weeks	1			Total		
		Total People	140	Revenue	\$ 2,100.00	Revenue	\$40,800.00	

RALPH WALKER ICE RINK REVENUE PROJECTIONS, YEAR ONE (2021-2022)

ICE SKATING	<u>January</u> <u>through/</u> <u>March 15th</u>						
DAYS	MON	TUE	WED	THURS	FRI	SAT	SUN
	6:00 - 9:00AM	6:00 - 9:00AM	6:00 - 9:00AM	6:00 - 9:00AM	6:00 - 9:00AM	7:00 - 8:00AM	7:00 - 8:00AM
	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	9:00 - 11:00AM	8:00AM - Noon	8:00AM - Noon
	11:00 - 1:00PM	11:00 - 1:00PM	11:00 - 1:00PM	11:00 - 1:00	11:00 - 1:00PM	Noon - 2:00PM	Noon - 2:00PM
	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	1:00 - 3:00	2:00 - 4:00PM	2:00 - 4:00PM
	3:00 - 6:00	3:00 - 6:00	3:00 - 6:00	3:00 - 6:00	3:00 - 5:30	4:00 - 7:00PM	4:00 - 7:00PM
	6:00 - 10:00PM	6:00 - 8:00PM	6:00 - 7:30PM	6:00 - 10:00PM	5:30 - 7:30PM	7:30 - 9:30	7:00 - 9:00PM
	10:00 - 11:00PM	8:00 - 10:00PM	7:30 - 10:00PM	10:00 - 11:00PM	7:30 - 9:30	9:30 - 11:00PM	9:00 - 11:00PM
		10:00 - 11:00PM	10:00 - 11:00PM		9:30 - 11:00		
	= PROGRAMMING						
	ADULT LEAGUE						
PEAK	4	2	2.5	4	0	6.5	8
\$275/375							
ALBERTUS	3	3	3	3	3.5	3	
\$195							
EARLY AM	3	3	3	3	3		
\$175/250							
\$15 Stick Time	10	10	10	15	15		
\$5.00 Resident	10	10	10	10	60	140	150
\$8/6 Non-Resident	10	10	10	10	60	140	150
Total Admissions	20	20	20	20	60	280	300
PRIME TIME		ALBERTUS		EARLY AM		PUBLIC	
Potential Hrs	27	Potential Hrs	18.5	Potential Hrs	15	Entries	720
Total Weeks	11	Total Weeks	11	Total Weeks	11	Total Weeks	11
Total Hours	297	Total Hours	203.5	Total Hours	165	Total People	7920
Usage Factor	80%	Usage Factor	\$195.00	Usage Factor	\$200.00	Usage Factor	\$33,000.00
\$325	237.6	Usage Factor	80%	Usage Factor	40%	Usage Factor	\$6.00
TOTAL	\$ 77,220.00	Revenue	\$31,746.00	Revenue	\$13,200.00	Skate Rental	60%
Revenue		STICK TIME				Rate	\$7.00
		Entries	60			Revenue	\$33,264.00
		Total Weeks	11			Total	
		Total People	660	Revenue	\$ 9,900.00	Revenue	\$80,784.00

RALPH WALKER ICE RINK OPERATING PRO FORMA

Olympic Year
2021-2022
YEAR ONE

REVENUES

ICE RENTAL

ALBERTUS MAGNUS	\$	63,500.00
PEAK TIME RENTALS	\$	160,000.00
OFF PEAK TIME RENTALS	\$	20,000.00
IN HOUSE HOCKEY PROGRAM	\$	25,000.00
PUBLIC SKATING + SKATE RENTALS	\$	173,000.00
STICK TIME + PICK-UP HOCKEY	\$	20,000.00
ADULT HOCKEY PROGRAMMING	\$	50,000.00

SKATING SCHOOL IN HOUSE

LEARN TO SKATE	\$	70,000.00
LEARN TO PLAY HOCKEY	\$	20,000.00
YOUTH HOCKEY PROGRAMMING	\$	30,000.00
SKATE SHARPENING	\$	10,000.00

TOTAL REVENUES	\$	641,500.00
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RALPH WALKER ICE RINK OPERATING PRO FORMA

COSTS AND EXPENSES

PAYROLL:

STAFF SALARIES & WAGES	\$	200,000.00
BENEFITS	\$	18,400.00
PAYROLL TAXES	\$	21,300.00

INDEPENDENT CONTRACTORS

BASIC SKILLS INSTRUCTORS	\$	21,000.00
HOCKEY REFEREES	\$	18,750.00
HOCKEY INSTRUCTORS	\$	10,000.00
BASIC SKILLS EXPENSES	\$	5,250.00
<u>UTILITIES:</u>	\$	85,000.00

'ELECTRIC POWER		
'NATURAL GAS		
'WATER		
'WATER POLLUTION CONTROL		

INSURANCES	\$	20,000.00
JANITORIAL SUPPLIES	\$	10,000.00
ADVERTISING & PROMOTION	\$	15,000.00
WEB SITE SET UP	\$	5,000.00
WEB SITE MAINTENANCE	\$	1,000.00
LEGAL & PROFESSIONAL	\$	15,000.00
START-UP LEGAL	\$	10,000.00

MAINTENANCE & REPAIRS:

BUILDING & GROUNDS	\$	10,000.00
REGRIGERATION EQUIPMENT	\$	12,000.00
ICE RESURFACERS	\$	7,000.00
TELEPHONE	\$	6,000.00
POSTAGE	\$	1,000.00
OFFICE SUPPLIES & COPIES	\$	10,000.00
ASCAP	\$	500.00
LICENSES & DUES	\$	3,000.00
SUNDRY	\$	1,000.00

TOTAL OPERATING EXPENSES \$ **506,200.00**

2021-2022
YEAR ONE

NET BEFORE TAX OPERATING

'PROFIT OR (LOSS) \$ **135,300.00**

TAB 6

References

References

Mayor Joseph Ganim, City of Bridgeport (203) 576-7201

Former City of Bridgeport Mayor John Fabrizi (203) 275-5966

Former City of Bridgeport Mayor Bill Finch (203) 218-0335

Tony Madeira, CPFO Deputy Controller, City of Norwich Finance Department, (860) 823-3717, tmadeira@cityofnorwich.org

Francois Desaulniers, Former Chair Norwich Ice Rink Authority, fdesaulnie@aol.com

Carl Marottolo Sacred Heart University Men's Division 1 Ice Hockey Coach, (203) 814-4550, marottoloc@sacredheart.edu,

Kyle Wallack, Albertus Magnus Men's Ice Hockey Coach, (203) 672-6683, kwallack@albertus.edu

Kevin Russo, State of Connecticut District Court Judge, (203) 415-3541. kevin.russo@jud.ct.gov

Chris Drury, General Manager New York Rangers NHL Hockey Club, (917) 226-1187

Garth Snow, Former General Manager New York Islanders NHL Hockey Club and Operating Partner Eisenhower Park Ice Arena, (516) 209-8866

Doug Peters, National Sales Director of the Frank J Zamboni Company, doug@zamboni.com, (818) 926-3401

John O'Connor, retired US Marshall, (203) 675-4924

TAB 7

Organizational Documentation

Organizational Documentation

The Wonderland of Ice Associates, Inc was formed as a C Corporation in Connecticut in September 1989. Always a family business, the original ownership group was:

Lisa Fedick, President 34% ownership

Dorothy Fedick, Secretary / Treasurer 33% ownership

John Fedick, Vice-President 32% ownership

Kim LaRiccia, sweat equity 1% ownership

Unfortunately, both John (2007) and Dorothy (2002) have both passed away, leaving their equity to Lisa, who now controls 99% of the company.

Lisa Fedick

51 Bartling Drive Easton, CT 06612

All insurance and certification documents will be provided immediately after the contract is awarded.

In Summary

Skate New Haven will make available additional programming, including, but not limited to: learn to skate, learn to play hockey, figure skating, adult hockey, birthday and corporate parties and fundraising activities.

All marketing and promotional expenses will be the responsibility of **Skate New Haven**.

All programming implemented will be designed to enhance and not compete with existing offerings.

A web site will be developed and maintained to market and brand, not only the new programming offerings at the Ralph Walker Ice Rink, but also to promote public skating and other arena events. Social media outlets will also be utilized as part of a comprehensive marketing program, our goal being to bring people into the Ralph Walker Ice Rink and into the City of New Haven to spend their discretionary income.

The culture that we will strive to create is of a clean, safe and well run community ice that offers something for everyone, in a professionally managed environment.

The highest level of training will be made available to the Operations staff, including professional certifications and participation in educational programs. **Skate New Haven** will send one operations staff member to the Ice Sports Industry Operations school annually, for training. **Skate New Haven** will generate and provide oversight of daily, weekly, monthly, and annual ice, equipment and building maintenance and preventative maintenance schedules.

Skate New Haven will provide constant reinforcement of good business practices and policies of conduct and procedures in ice rink operation, along with access to decades of ice arena management experience, as well as all professional networks and affiliations.

We have made changing lives through ice sports our life's mission. We are not a big corporation and will make the evolution of the Ralph Walker Ice Rink our mission.

We take very seriously the responsibility of being the potential steward of your very valuable community asset. We will strive to keep the Ralph Walker Ice Rink **available and affordable** for all of the residents of the City of New Haven and beyond.

In September 2021, we will embark on our 32nd year at the Wonderland of Ice...with us, **you know what you are getting**, a proven track record of growth and development, working with the City of Bridgeport!

The **Skate New Haven** team is a win – win for the City of New Haven.