REQUEST FOR PROPOSAL FOR
THE CITY-OWNED REAL PROPERTY
LOCATED AT
1794 - 22nd STREET SOUTH
ST. PETERSBURG, FLORIDA, 33712

Issue Date
April 30, 2018

The undersigned certifies that the enclosed proposal is being submitted and is subject to the
terms and conditions as outlined in the Request for Proposal as issued by the City of St.
Petersburg on April 30, 2018.

United Skates of America, Inc.
Name of Company/Organization

James Dvorak
Proposal Contact Person
dvorakjusa@gmail.com
Contact Person E-mail address

Signature of individual submitting proposal
for above Company/Organization

James Dvorak
Printed name of individual

Date
06.29.2018
UNITED SKATES
OF AMERICA, INC.
ROLLER SKATING

PAY

TO
THE
ORDER
OF

Two Hundred Fifty and 00/100 Dollars

City of St. Petersburg
Real Estate & Property Manage.
P.O. Box 2842
St. Petersburg, FL

100 E. Campus View Blvd., Suite 115
Columbus, Ohio 43235
614-802-2440
Check Number: 72264

Date: Jun 29, 2018
Amount: 250.00

RECEIVED

VOID AFTER 180 DAYS

Signature: [Signature]

Security Features Included. Details on Back
9.1 Proposed use of Property

The proposed use for approximately 18,000 sq. ft. section of the former Wal-Mart in the Tangerine Plaza is to convert this space into a first-class family Roller Skating/Family Fun Center that will primarily service the residents of St. Petersburg, Florida.

The Roller Skating Facility would include the following components:

1. Solid hardwood skate floor (Approximately 128’ x76’)
2. Approximately 650 Pairs of Rental Skates and Rental Roller Blades
3. Pizza Café featuring made from scratch pizza, plus large Café seating area!
4. Game arcade area with both video and ticket dispensing games
5. A first-class birthday and party rooms
6. A novelty/ticket redemption shop which redeems game tickets for prizes and sells novelty merchandise
7. Music provided by a top D.J. and an excellent sound system
8. An exciting light show
9. Skating lessons for all ages
10. Private Party events
11. Birthday parties
12. STEM (Science, Technology, Engineering, and Math) educational programs for school classes

These components will provide South St. Petersburg with a first-class family roller skating facility! Our objective is to provide a clean, fun, friendly and safe experience for all patrons while providing positive cash flow for the city from the operations.

“See Plan of Rink Layout”

The community will be positively impacted by the dozens of programs we will implement. The following programs will touch the lives of thousands of St. Petersburg’s residents. This facility will be a focal point for family gatherings, birthday parties, and a safe space to have fun! (See Program List)

The end-user will be an LLC to be formed upon receipt of the bid, which will be affiliated with United Skates of America, Inc.
United Skates of America Rink Programs for the St. Pete Community

1. **Fundraisers; Available to:**
   - Schools
   - Churches
   - Youth Groups, Example: Student Council, Boys & Girls Clubs
   - Charities

2. **STEM (Science, Technology, Engineering & Math) Copyrighted Field Trips**
   - STEM Daytime Field Trips
   - STEM Summer Field Trips for Groups and Summer Camps
   - Girl Scouts & Boy Scouts STEM Lessons

3. **School Programs**
   - Fun & Reward Field Trips
   - Fundraising
   - Reward Certificates
   - Graduation Events

4. **Birthday Parties**
   - Youth, Teen & Adult Parties available for all sessions
   - Donate Birthday Parties to School PTA’s as giveaways for School Fairs and/or as rewards for students
   - Private Birthday Parties

5. **Group Rates (Summer Camps, Day Cares, YMCA’s, Boys & Girls Clubs, etc.)**
   - Rainy Day/Heat Wave Program (Last Minute Group Booking Options)

6. **Girl & Boy Scouts**
   - Calendar of Events specifically for Girl & Boy Scouts for the current school year
   - Boy & Girl Scouts Skate Free Program

7. **Libraries**
   - Read and Roll Program

8. **Churches**
   - Gospel Skates
   - Churches Skate Free
   - Eid Celebrations

9. **Sports Teams**
   - Banquets
   - Sports Teams Skate Free

10. **Family Reunions**

11. **Camp USA (Summer Camp)**

12. **Passing Program: Discount & Free Passes:** Provided to students and families for economical enjoyment.
   - Passes created for Holidays, School Days Out & School Breaks, Back to School, End of School Year
13. **Skate Lessons**
   - Available for All Ages and levels of experience (Learn to skate to advance skating)

14. **Summer Affordable Family Nights (Deep Discount Sessions)**
Preferred Real Estate Interest to be Conveyed

Our proposal is for United Skates of St. Pete, LLC and the City of St. Petersburg to enter into a management agreement to operate the new Tangerine Roller Skating Center.

This center will be planned, designed and built with the help of United Skates of America, Inc. The City will own the facility and United Skates of St. Pete will operate this facility, as it does with 19 other high quality skating rinks in the United States.

(See Attached list of locations United Skates of America manages)

The company owns 14 of the facilities and manages 5 for municipalities similar to the City of St. Petersburg.

The attached layout shows how the rink will be positions in the 18,000 sq. ft. space. We estimate this facility to produce over $500,000 in revenue in year one and climb to $750,000 by year five. The facility is projected to be financially self-supporting. The proforma for year 1-5 is in section 9.3.

Management Fee Explanation:

United Skates of America, Inc. (USA) through an affiliated entity to be formed upon our receipt of the bid, will provide the following management services to the City of St. Petersburg in relation to the new roller skating facility to be constructed by the City.

During the planning and design process for the facility, USA will assist the City to lay out and provide specifications for the building to provide for the most cost-effective approach for both the initial construction and the ongoing operations. In addition, USA will provide assistance to the City in negotiating, utilizing our industry purchasing power, for the purchase of the equipment necessary for the operation of the facility. This assistance will be done at no cost to the City.

Management services related to the daily operation of the facility after it is open to the public will include items such as the following:
1. Hiring and training of all employees necessary to provide a clean, fun and friendly experience to the patrons of the facility utilizing our extensive library of training materials and checklists.

2. Collection of revenues and disbursement of all operating expenses utilizing our unique web based accounting system which provides key financial and operational results to facility and supervisory management on a daily basis to quickly measure actual results and take corrective actions necessary to improve future performance.

3. Provide a detail financial statement showing all major revenue and expense categories to the City on a monthly basis.

4. Implementation of our extensive marketing and sales programs and plans including social media, web site development and graphic artwork support.

5. Implementation of our copyrighted STEM Educational Program which includes lesson plans, training and materials.

6. Risk management including employee training, aiding in insurance claim handling and defense, facility insurance purchasing and facility inspections.

7. Sharing in all applicable USA purchasing contracts to maximize buying power and provide tested sources for materials and supplies.

8. Access to USA’s web library containing thousands of pages and hundreds of hours of recordings of manuals, forms, training and development material, policies and procedures applicable to all areas of the facility operation.

The cost of all these management services will be fixed fee of $6,250 per month ($75,000 per year) plus 5% of monthly total gross revenues. The total fee (fixed plus %) for a month will be payable each month after completion of the monthly financial statement.

All direct costs of operating the facility, including the management fees, will be reflected as operating expenses of the facility. All corporate support and corporate supervision costs will be paid by USA. The excess of revenues over expenses will be paid to the City at the end of each fiscal year after completion of the annual financial statement. In the event that expenses exceed revenues, the resulting deficit will be reimbursed to us by the City monthly as incurred and invoiced to the City during the year.

We will not charge a management fee for the first twelve months of operation of the facility as our contribution to the cost of the equipment necessary to open the facility. The first-year management fee being donated to the City for equipment would have a value of over $100,000.
Construction & Equipment Budget

Construction:
The estimated construction cost to convert this space to a roller skating facility is estimated between $300,000 - $400,000. Since the building is owned by the city and contractors will be selected by the city these costs will vary.

Equipment:
The major equipment components includes:

1. Hardwood maple skate floor 76’ x 138’
2. 700 pair of rental skates and equipment
3. Sound system
4. Light show
5. Café equipment & seating
6. Surveillance camera system
7. Cleaning & Maintenance equipment
8. Maintenance & cleaning supplies
9. Signage
10. Showcases & grid wall for retail sales
11. Misc. Items

Estimated Cost: $250,000 - $275,000

Total Projected Cost: $550,000 - $675,000
<table>
<thead>
<tr>
<th></th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% OF REVENUE</td>
<td>% OF REVENUE</td>
<td>% OF REVENUE</td>
<td>% OF REVENUE</td>
<td>% OF REVENUE</td>
</tr>
<tr>
<td>Skating Admissions</td>
<td>$194,000 (38.8%)</td>
<td>$232,800 (38.8%)</td>
<td>$252,200 (38.8%)</td>
<td>$271,600 (38.8%)</td>
<td>$291,000 (38.8%)</td>
</tr>
<tr>
<td>Skaters &amp; Skatemates</td>
<td>$32,000 (6.4%)</td>
<td>$38,400 (6.4%)</td>
<td>$41,600 (6.4%)</td>
<td>$44,800 (6.4%)</td>
<td>$48,000 (6.4%)</td>
</tr>
<tr>
<td>Redemption</td>
<td>$18,000 (3.6%)</td>
<td>$21,600 (3.6%)</td>
<td>$23,400 (3.6%)</td>
<td>$25,200 (3.6%)</td>
<td>$27,000 (3.6%)</td>
</tr>
<tr>
<td>Lockers</td>
<td>$5,000 (1.0%)</td>
<td>$6,000 (1.0%)</td>
<td>$6,500 (1.0%)</td>
<td>$7,000 (1.0%)</td>
<td>$7,500 (1.0%)</td>
</tr>
<tr>
<td>Pro Shop</td>
<td>$3,000 (0.6%)</td>
<td>$3,600 (0.6%)</td>
<td>$3,900 (0.6%)</td>
<td>$4,200 (0.6%)</td>
<td>$4,500 (0.6%)</td>
</tr>
<tr>
<td>Vending</td>
<td>$10,500 (2.1%)</td>
<td>$12,000 (2.1%)</td>
<td>$13,500 (2.1%)</td>
<td>$14,000 (2.1%)</td>
<td>$15,000 (2.1%)</td>
</tr>
<tr>
<td>Cafe</td>
<td>$136,500 (27.7%)</td>
<td>$166,200 (27.7%)</td>
<td>$180,050 (27.7%)</td>
<td>$193,900 (27.7%)</td>
<td>$207,750 (27.7%)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$500,000 (100.0%)</td>
<td>$600,000 (100.0%)</td>
<td>$650,000 (100.0%)</td>
<td>$700,000 (100.0%)</td>
<td>$750,000 (100.0%)</td>
</tr>
<tr>
<td><strong>COST OF GOODS SOLD</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stuff Shop</td>
<td>$9,600 (30.0%)</td>
<td>$11,520 (30.0%)</td>
<td>$12,480 (30.0%)</td>
<td>$13,440 (30.0%)</td>
<td>$14,400 (30.0%)</td>
</tr>
<tr>
<td>Redemption</td>
<td>$3,600 (20.0%)</td>
<td>$4,320 (20.0%)</td>
<td>$4,680 (20.0%)</td>
<td>$5,040 (20.0%)</td>
<td>$5,400 (20.0%)</td>
</tr>
<tr>
<td>Pro Shop</td>
<td>$1,800 (60.0%)</td>
<td>$2,160 (60.0%)</td>
<td>$2,340 (60.0%)</td>
<td>$2,520 (60.0%)</td>
<td>$2,700 (60.0%)</td>
</tr>
<tr>
<td>Vending</td>
<td>$3,675 (35.0%)</td>
<td>$4,410 (35.0%)</td>
<td>$4,778 (35.0%)</td>
<td>$5,145 (35.0%)</td>
<td>$5,513 (35.0%)</td>
</tr>
<tr>
<td>Cafe</td>
<td>$34,625 (25.0%)</td>
<td>$41,550 (25.0%)</td>
<td>$45,013 (25.0%)</td>
<td>$48,475 (25.0%)</td>
<td>$51,938 (25.0%)</td>
</tr>
<tr>
<td><strong>TOTAL COST OF GOODS</strong></td>
<td>$53,300</td>
<td>$63,960</td>
<td>$69,290</td>
<td>$74,620</td>
<td>$79,950</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>$446,700 (89.3%)</td>
<td>$536,040 (89.3%)</td>
<td>$580,710 (89.3%)</td>
<td>$625,380 (89.3%)</td>
<td>$670,050 (89.3%)</td>
</tr>
<tr>
<td><strong>RINK EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Mgmt Payroll</td>
<td>$98,500 (19.7%)</td>
<td>$118,200 (19.7%)</td>
<td>$128,050 (19.7%)</td>
<td>$137,900 (19.7%)</td>
<td>$147,750 (19.7%)</td>
</tr>
<tr>
<td>Security</td>
<td>$12,000 (2.4%)</td>
<td>$13,000 (2.2%)</td>
<td>$13,000 (2.2%)</td>
<td>$13,000 (2.2%)</td>
<td>$13,000 (2.2%)</td>
</tr>
<tr>
<td>Hourly Mgmt Payroll</td>
<td>$76,492 (15.3%)</td>
<td>$82,022 (13.0%)</td>
<td>$79,582 (12.2%)</td>
<td>$81,174 (11.6%)</td>
<td>$82,797 (11.0%)</td>
</tr>
<tr>
<td>Total Management Payroll</td>
<td>$113,492 (23.3%)</td>
<td>$134,122 (22.4%)</td>
<td>$136,040 (21.0%)</td>
<td>$139,540 (19.5%)</td>
<td>$142,331 (19.0%)</td>
</tr>
<tr>
<td>Total Payroll</td>
<td>$241,992 (48.4%)</td>
<td>$265,322 (44.2%)</td>
<td>$278,354 (42.6%)</td>
<td>$291,440 (41.6%)</td>
<td>$304,561 (40.6%)</td>
</tr>
<tr>
<td>Advertising</td>
<td>$27,500 (5.5%)</td>
<td>$30,000 (5.0%)</td>
<td>$32,500 (5.0%)</td>
<td>$35,000 (5.0%)</td>
<td>$37,500 (5.0%)</td>
</tr>
<tr>
<td>Utilities</td>
<td>$45,000 (9.0%)</td>
<td>$45,000 (7.5%)</td>
<td>$45,000 (6.9%)</td>
<td>$45,000 (6.4%)</td>
<td>$45,000 (6.0%)</td>
</tr>
<tr>
<td>Repairs &amp; Maint.</td>
<td>$60,000 (12.0%)</td>
<td>$62,000 (13.0%)</td>
<td>$64,000 (11.0%)</td>
<td>$66,000 (10.0%)</td>
<td>$68,000 (10.0%)</td>
</tr>
<tr>
<td>Supplies (B)</td>
<td>$15,000 (3.0%)</td>
<td>$16,000 (3.0%)</td>
<td>$17,000 (3.0%)</td>
<td>$18,000 (3.0%)</td>
<td>$19,000 (3.0%)</td>
</tr>
<tr>
<td><strong>TOTAL CONTROLLABLE EXPENSES</strong></td>
<td>$398,492 (79.2%)</td>
<td>$437,822 (73.1%)</td>
<td>$496,354 (71.0%)</td>
<td>$541,440 (70.2%)</td>
<td>$592,381 (70.7%)</td>
</tr>
<tr>
<td>Management Fee (A)</td>
<td>$0 (0.0%)</td>
<td>$105,000 (17.5%)</td>
<td>$107,500 (16.5%)</td>
<td>$110,000 (15.7%)</td>
<td>$112,500 (15.0%)</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$0 (0.0%)</td>
<td>$0 (0.0%)</td>
<td>$0 (0.0%)</td>
<td>$0 (0.0%)</td>
<td>$0 (0.0%)</td>
</tr>
<tr>
<td>Licenses &amp; Contracts</td>
<td>$6,000 (1.2%)</td>
<td>$6,000 (1.0%)</td>
<td>$6,000 (0.9%)</td>
<td>$6,000 (0.9%)</td>
<td>$6,000 (0.9%)</td>
</tr>
<tr>
<td>Insurance Premium</td>
<td>$25,000 (5.0%)</td>
<td>$25,000 (4.2%)</td>
<td>$25,000 (3.8%)</td>
<td>$25,000 (3.6%)</td>
<td>$25,000 (3.3%)</td>
</tr>
<tr>
<td>Total Occupancy</td>
<td>$31,000 (6.2%)</td>
<td>$35,000 (5.2%)</td>
<td>$36,000 (5.1%)</td>
<td>$36,000 (5.1%)</td>
<td>$36,000 (5.1%)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$7,500 (1.5%)</td>
<td>$9,000 (1.5%)</td>
<td>$9,750 (1.5%)</td>
<td>$10,500 (1.5%)</td>
<td>$11,250 (1.5%)</td>
</tr>
<tr>
<td><strong>TOTAL RINK EXPENSES</strong></td>
<td>$427,992 (85.6%)</td>
<td>$523,322 (87.2%)</td>
<td>$544,604 (83.8%)</td>
<td>$565,940 (80.8%)</td>
<td>$587,331 (78.3%)</td>
</tr>
<tr>
<td><strong>RINK INCOME</strong></td>
<td>$187,008 (34.4%)</td>
<td>$127,188 (22.8%)</td>
<td>$36,106 (5.6%)</td>
<td>$59,440 (8.5%)</td>
<td>$82,719 (11.0%)</td>
</tr>
</tbody>
</table>

**NOTES:**
(A) Year 1 Management Fee of $100,000 is being contributed to the city toward the cost of equipment.
(B) Year 1 includes initial start-up costs for equipment and supplies.
Financial Capability

United Skates of America, Inc. (USA), an affiliated entity of the LLC to be formed upon receipt of the bid, which has been in the business of operating and managing family roller skating facilities since 1971, had total assets of approximately $2,488,000 and a net worth of approximately $1,505,000 as of the end of its most recent fiscal year, December 31, 2017. A copy of USA's operating statement showing its revenues and expenses for the 2017 and 2016 fiscal years is attached.

In the past, USA has had bank loans from Bank One, NA and Key Bank which have been paid off.
<table>
<thead>
<tr>
<th></th>
<th>Current YTD Actual</th>
<th>Prior Year LY Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue - variance 5% down</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Games</td>
<td>4003</td>
<td>70,374</td>
</tr>
<tr>
<td>Vendor Share</td>
<td>4015</td>
<td>(38,326)</td>
</tr>
<tr>
<td>Net Games</td>
<td>4007</td>
<td>32,049</td>
</tr>
<tr>
<td>Redemption</td>
<td>4005</td>
<td>801,606</td>
</tr>
<tr>
<td>Stuff Shop</td>
<td>4007</td>
<td>713,091</td>
</tr>
<tr>
<td>Admissions</td>
<td>4007</td>
<td>3,680,951</td>
</tr>
<tr>
<td>Laser Tag</td>
<td>4011</td>
<td>121,306</td>
</tr>
<tr>
<td>Skate Rental</td>
<td>4002</td>
<td>1,243,842</td>
</tr>
<tr>
<td>Skate Mates</td>
<td>4042</td>
<td>1,098,180</td>
</tr>
<tr>
<td>Lockers</td>
<td>4004</td>
<td>51,734</td>
</tr>
<tr>
<td>Pro Shop</td>
<td>4100</td>
<td>83,138</td>
</tr>
<tr>
<td>Vending</td>
<td>4008</td>
<td>126,022</td>
</tr>
<tr>
<td>Cafe</td>
<td>4200</td>
<td>3,175,567</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td></td>
<td>10,723,684</td>
</tr>
<tr>
<td><strong>Cost of Goods - variance 10%</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stuff Shop COS</td>
<td>5001</td>
<td>258,111</td>
</tr>
<tr>
<td>Redemption COS</td>
<td>5002</td>
<td>126,840</td>
</tr>
<tr>
<td>Pro Shop COS</td>
<td>5000</td>
<td>60,308</td>
</tr>
<tr>
<td>Vending COS</td>
<td>5101</td>
<td>52,031</td>
</tr>
<tr>
<td>Cafe COS</td>
<td>5100</td>
<td>784,360</td>
</tr>
<tr>
<td><strong>Cost of Goods</strong></td>
<td>1,282,036</td>
<td>11.6%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>9,441,648</td>
<td>88.4%</td>
</tr>
<tr>
<td><strong>Rink Expenses - variance 10%</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Mgt Payroll</td>
<td>6001</td>
<td>1,861,751</td>
</tr>
<tr>
<td>Advertising</td>
<td>6002</td>
<td>1,816,150</td>
</tr>
<tr>
<td>Utilities</td>
<td>6003</td>
<td>451,024</td>
</tr>
<tr>
<td>Repair &amp; Maint.</td>
<td>6004</td>
<td>363,008</td>
</tr>
<tr>
<td>Insurance Claims</td>
<td>6005</td>
<td>806,419</td>
</tr>
<tr>
<td>Supplies</td>
<td>6006</td>
<td>127,858</td>
</tr>
<tr>
<td>Mgmt Payroll</td>
<td>6007</td>
<td>106,426</td>
</tr>
<tr>
<td>Occupancy</td>
<td>6008</td>
<td>2,255,484</td>
</tr>
<tr>
<td>Misc Expense</td>
<td>6009</td>
<td>2,263,852</td>
</tr>
<tr>
<td>Home Office Exp</td>
<td>6010</td>
<td>175,523</td>
</tr>
<tr>
<td>Over / Short</td>
<td>6011</td>
<td>144,000</td>
</tr>
<tr>
<td><strong>Total Rink Expenses</strong></td>
<td>6,382,799</td>
<td>77.5%</td>
</tr>
<tr>
<td><strong>Rink Profit (Loss)</strong></td>
<td>1,053,786</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

01_TB-Stmis_2017-12 final.ods
### USA - Profit & Loss Statement with Equity method for all Subs.

#### December 2017

<table>
<thead>
<tr>
<th></th>
<th>Current YTD</th>
<th>Prior Year LY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Inc &amp; Exp</td>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>Income from Subs</td>
<td>260,268</td>
<td>314,650</td>
</tr>
<tr>
<td>AGI Fee Inc / Exp</td>
<td>8,500</td>
<td>10,000</td>
</tr>
<tr>
<td>Home Office Rev</td>
<td>4,860</td>
<td>4,522</td>
</tr>
<tr>
<td>STEM Income</td>
<td>94,321</td>
<td>93,871</td>
</tr>
<tr>
<td>Discount Income</td>
<td>5,992</td>
<td>7,402</td>
</tr>
<tr>
<td>Other Income</td>
<td>5,842</td>
<td>6,313</td>
</tr>
<tr>
<td>Gain / Loss on FA</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Income</td>
<td>874,802</td>
<td>975,802</td>
</tr>
<tr>
<td>Corp. Payroll</td>
<td>(1,047,283)</td>
<td>(1,041,770)</td>
</tr>
<tr>
<td>Corp. Travel</td>
<td>(114,321)</td>
<td>(123,099)</td>
</tr>
<tr>
<td>Corp. Office</td>
<td>(111,998)</td>
<td>(122,302)</td>
</tr>
<tr>
<td>Professional Income</td>
<td>(32,447)</td>
<td>(44,720)</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>(79,136)</td>
<td>(111,566)</td>
</tr>
<tr>
<td>Other Income</td>
<td>(1,388,622)</td>
<td>(2,040,122)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>(844,380)</td>
<td>(1,832,588)</td>
</tr>
</tbody>
</table>

Net Income (Loss): $83,824, 5.9%
Project Timeline St. Pete Roller Skating Rink at Tangerine Plaza

1. United Skates of America, Inc.'s proposal for designing and managing the new St. Pete Roller Skating Rink in Tangerine Plaza accepted 07/27/2018

2. United Skates of America, Inc. agreement with the City completed 08/15/2018

3. Layout draft agreed upon 09/04/2018

4. Layout drawings and specs completed 09/25/2018
   a. Equipment list and specs completed

5. Contractor(s) selected for project and components 10/17/2018

6. Construction commences 11/07/2018

7. Construction complete 12/07/2018

8. Management hired 12/07/2018

9. Solid hardwood maple skate floor installed, Painting completed, Light show and sound system installed, skate rental rack built, etc. 12/14/2018

10. Part-Time employees hired 12/30/2018

11. Marketing materials produced 12/30/2018
06/29/2018

12. Balance of equipment and supplies installed by          01/04/2019

13. Training of employees complete                      01/04/2019

14. Punch list items complete                           01/10/2019

15. Inspection for Certificate of Occupancy             01/10/2019

16. Pre Opening test run evening or daytime weekend sessions run Week of 01/14/2019

17. Grand Opening!! Dr. Martin Luther King Jr. Day      January 21, 2019!
9.6 Estimated type and number of new jobs that the development will create, including a time line, and projected salaries

The St Pete Roller Skating Rink will generate approximately 20-25 NEW jobs, giving preference to St Pete residents.

1. General Manager: Full Time position, 45 -50 hours/weekly. Salary: $45,000 annually plus bonus

2. Sales Manager: Full time hourly position, 30-40 hours/weekly. Salary: $16-$18/hour

3. 3 Part time management positions:
   A) Part time manager #1: 20-25 hours/weekly. Salary: $14-$15/hour
   B) Part time manager #2: 15-20 hours/weekly. Salary: $14-$15/hour
   C) Part time manager #3: 12-15 hours/weekly. Salary: $14-$15/hour

4. 15-20 part time associates: 10-25 hours/weekly dependent upon associate availability and weekly guest count, $8.25/hour

Timeline for hiring:

The General Manager, Sales Manager and two part time managers will be hired upon the initiation of the project. At least one additional manager will be added to the team within one year of opening the roller skating rink. A staff of 15 part time associates will be hired at least two weeks prior to the grand opening date.
9.7: Estimated type and number of existing jobs that will be relocated and/or retained at the Property, including salaries;

Not applicable to the project
Agreement to Complete

In the event that this bid is accepted by the City, we are prepared to enter into a binding agreement to complete the project and occupy the premises in accordance with the City’s objectives and the terms outlined in this bid proposal.
Proposer’s Entity

An Ohio LLC, qualified to do business in the State of Florida, will be formed upon receipt of the bid and structured as a wholly owned subsidiary of United Skates of America, Inc. (An Ohio S-Corporation). United Skates of America, Inc. is the world’s largest roller skating rink chain, and owns and operates locations in 10 states. Formed in 1971, United Skates of America, Inc. is the industry leader in entertainment and facility management in the roller skating business.

United Skates of America, Inc. is owned by the following individuals:

- James Dvorak (40%)
- Jennifer Traeger (20%)
- Josh Traeger (20%)
- Jamie Traeger (20%)
Description of United Skates of America
Management Qualifications

United Skates of America, Inc. is the largest operator of roller skating centers in the nation with over forty-four (47) years of operating experience, our knowledge in operating roller skating based family entertainment centers is unmatched.

We have the knowledge, personnel, support systems and in-depth understanding of what is required to successfully plan, help build, outfit, and successfully operate a new rink in St. Pete. We understand the challenges and opportunities that accompany operating in urban communities and have a proven track record of success.

We incorporate the same standards of Clean, Friendly, Fun and Safe everywhere that we operate.

We currently operate nineteen (19) family entertainment facilities in ten (10) states in the following are the cities:

AZ — Chandler — Skateland of Chandler
AZ — Glendale — Great Skate of Glendale
AZ — Mesa — Skateland of Mesa
FL — Tampa — United Skates of America, Inc.
FL — Tampa — USA Skatworld
IL — Chicago — Dr. Martin Luther King Jr. Family Entertainment Center (Municipal Management Contract)
MD — Marlow Heights — Temple Hill Skate Palace
MD — Woodlawn — Hot Skates Roller Skating Center
IN — Indianapolis — Skateland of Indianapolis
MI — Lincoln Park — Lincoln Park Skating Center
NC — Raleigh — United Skates of America
NJ — Camden — Millennium Skate World (Municipal Management Contract)
NJ — Newark — Branch Brook Park Roller Skating Center (Municipal Management Contract)
NY — Brooklyn — Pier 2 Roller Skating Rink (Municipal Management Contract)
NY — Seaford — United Skates of America, Inc.
OH — Cleveland — Zelma Watson George Roller Skating Center (Municipal Management Contract)
OH — Columbus — United Skates of America, Inc.
OH — Columbus — Skate Zone 71
OH — Wickliffe — United Skates of America, Inc.

Our company United Skates of America, Inc., has the strongest corporate team in the industry. In addition we have extensive systems in Operations, Marketing and Sales, Accounting, Risk Management, Training and Information Technology that are essential for a successful, safe, clean, fun and profitable operation. The following are some key reasons why we are the best alternative to help build and manage a roller skating rink in St. Pete.
UNITED SKATES OF AMERICA, INC. (USA) has:

- Forty-seven (47) successful years of experience in multi-faceted amusement, recreation, and family entertainment management.

- Our corporate team of professionals includes:
  - The Best Operations Management Team for Roller Skating in the country.
  - Two (2) Certified Public Accountants (CPA’s) on our team
  - Four (4) Information Technology and Website Experts.
  - Two (2) Risk Management Professionals.
  - Four (4) Marketing and Sales Experts.
  - Food, Beverage and Retail Specialists
  - Physical Plant and Equipment Specialists
  - ON-SITE MANAGEMENT: a total of 128 managers, and 750 employees company-wide.
  - Trained team of professionals
  - Professional Regional Management
  - Local Management back-up
  - Ongoing training and development

RISK / INVESTMENT:

United Skates of America, Inc. has a proven track record of partnership arrangements and operate rinks with other major municipalities such as Brooklyn, New York, Camden, New Jersey, Cleveland, Ohio, and Essex County (Newark), New Jersey.

COMBINED FACILITY MANAGEMENT:

We will optimize all areas of operations (programming, marketing & sales, cafe, games, birthday parties, skate rental, and STEM workshops). We create great amounts of “FUN” for our guests?

We possess the expertise to deliver what is required for the facility to be successful while being responsive to the needs of the guests and community.

REVENUE & PROFIT:

We have proven know how to maximize attendance and revenues based upon solid operations and marketing & sales systems. Our marketing and sales programs are unparalleled in the industry. See the sections on (1) Advertising, Marketing, and Sponsorship and (2) Programming and Bowling Events included in this RFP.
We know how to maximize other available revenue sources that complement the core activities of roller skating.

We understand the value of great customer service, satisfaction and loyalty. We watch expenses closely and have the necessary controls to view them daily from anywhere in the country using our web based accounting system.

We have national contracts that help us buy necessary equipment and supplies at a lower cost. We have the greatest buying power in the industry for skate equipment and resources including:

- Café equipment
- Décor upgrades
- DJ and sound equipment
- Carpeting and wood skate floors
- Light show equipment
- Rental skates

Our buying power has the potential to save the City of St. Pete many $1,000's of dollars in expenses.

New Education STEM Fieldtrip Program
(Attendance and Revenue Maximization)

We have developed and launched a copyrighted educational program called STEM (Science, Technology, Engineering, Mathematics) for elementary and middle school students. This STEM program will be rolled out to schools in St. Pete and the surrounding area! A great revenue source and service to the community. This daytime program is held when traditionally we have no business (Monday to Friday: 9am to Noon or 10am to 1pm). Its success has been a great builder of attendance and revenues.

(A video description of STEM and additional photos are included on the “jump drive” included with the bid proposal.)

- STEM introduces the fundamental principles with the fields of science, technology, engineering, and mathematics, connecting them in a way that demonstrates the idea of STEM is involved in everything we do.
• Students will be shown a connection between STEM and roller skating, an activity that they enjoy doing but do not necessarily attribute to things learned in the classroom.

• Students are encouraged to wonder, and then scientifically question why things are the way that they are and work the way that they work.

• The students participate in an hour of hands on STEM classroom activities taught by a dynamic, professional STEM educator. After the session, the students participate in two hours physical fitness activity of rolling skating and enjoy lunch (special lunch package).

• We are pursuing grant money so as to further expand the reach of the STEM program to schools and children in the community.

• United Skates of America, Inc. has the exclusive copyright of the STEM lesson plans and how STEM relates to roller skating.
  
  [See the attached flyers for the program at the MLK Center.]

KEY COMPANY & MANAGEMENT CRITERIA & BACKGROUND:

United Skates of America, Inc. welcomes the opportunity to present our credentials that are a vital key to facility management. Below are a few of our qualifications.

• We operate the highest volume roller skating facilities in the country. We are the undisputed leader in revenue because we have the best marketing and sales programs in the country. Combine that with great programs to build per person spending in the café, stuff shop, games, skate rental, skate mates, vending, and add-on sales from birthday parties and groups.

• Forty-seven (47) successful years of strong operating experience in the family recreation/entertainment industry.

• Our company current employs approximately 750 employees

• Management contracts with municipalities across the United States.

• Most extensive Marketing and Sales Programs in the family entertainment / recreation industry. Our programs drive revenue and profits!!

• Extensive risk management policies and procedures.

• A web-based accounting system that allows for real time data of revenues, expenses, and guest counts via secure Internet access.

• State of the art written operating procedures including cash control, disbursement, payroll, purchasing, accounting procedures and reporting, human resource, security and maintenance systems.
• Web based library consisting of videos and items for print for training and development, marketing and sales, operations, risk management, STEM education

• Comprehensive sales and marketing procedures and systems, which include several forms of electronic marketing. These are stored in an online library for our associates to use at will.

• Key day to day (daily) operations personnel with unparalleled experience

• Industry leader in social media focusing on:
  o Facebook
  o Instagram
  o On-line birthday party booking
  o Web scheduling

• Contracts with national vendors

• Lengthy and positive track record working with local government, school districts, youth and adult organizations.

• United Skates of America, Inc. will assemble the finest TEAM in the country to protect your investment
United Skates of America, Inc. operates 19 roller skating anchored family entertainment centers that USA operates. A description of these facilities are as follows:

1) **United Skates of America** opened in Columbus, Ohio in January 1972. This location is a 22,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $990,000. The website is www.unitedskates.com. This urban facility location and customer mix is very similar to the ZWG Rink.

2) **Skate Zone 71** opened in Columbus, Ohio in October 1972. This location is a 32,500 square foot facility that contains a roller skating rink, laser tag arena, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,500,000. The website is www.unitedskates.com.

3) **Skateland** opened in Indianapolis, Indiana in December 1973. This location is a 29,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,100,000. The website is www.unitedskates.com. This urban facility location and customer mix is very similar to the ZWG Rink.

4) **United Skates of America** opened in Wickliffe, Ohio in January 1977. This location is a 30,000 square foot facility that contains a roller skating rink, laser tag arena, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $985,000. The website is www.unitedskates.com.

5) **United Skates of America** opened in Seaford, New York in February 1979. This location is a 21,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $2,500,000. In 2015, this facility had 29,153 children attend birthday parties. The website is www.unitedskates.com.

6) **United Skates of America** opened in Tampa, Florida in December 1986. This location is a 22,500 square foot facility that contains a roller skating rink, café, arcade, retail novelty shop and inflatable bounce house. The total annual revenue for the location is approximately $1,400,000. The website is www.unitedskates.com.

7) **USA's Skateland – Mesa** opened in Mesa, Arizona in September 1998. This location is a 26,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,054,000. The website is www.unitedskates.com.
8) **USA's Skateland – Chandler** opened in Chandler, Arizona in September 2001. This location is a 23,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $937,000. The website is [www.unitedskates.com](http://www.unitedskates.com).

9) **Great Skate** opened in Glendale, Arizona in September 2001. This location is a 25,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,550,000. The website is [www.unitedskates.com](http://www.unitedskates.com).

10) **Temple Hills Skating Palace** opened in Marlow Heights, Maryland (Prince George’s County, Washington D.C.) in November 2009. This location is a 36,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,350,000. The website is [www.unitedskates.com](http://www.unitedskates.com). This urban facility location and customer mix is very similar to the ZWG Rink.

11) **Hot Skates Roller Skating Center** opened in Woodlawn (Baltimore), Maryland in July 2011. This location is a 30,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $1,150,000. The website is [www.unitedskates.com](http://www.unitedskates.com). This urban facility location and customer mix is very similar to the ZWG Rink.

12) **United Skates of America** opened in Raleigh, North Carolina in September 2012. This location is a 22,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $925,000. The website is [www.unitedskates.com](http://www.unitedskates.com). This urban facility location and customer mix is very similar to the ZWG Rink.

13) **Skateworld** located in Tampa, Florida was acquired by USA in May 2014 but has been in business since 1979. This location is a 25,500 square foot facility that contains a roller skating rink, café, arcade, retail novelty shop, laser tag arena and inflatable bounce house. The total annual revenue for the location is approximately $675,000. The website is [www.unitedskates.com](http://www.unitedskates.com).

14) **Lincoln Park Skating Center** located in Lincoln Park, Michigan was acquired by USA in February 2015 but has been in business since 1939. This location is a 21,500 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. The total annual revenue for the location is approximately $675,000. The website is [www.unitedskates.com](http://www.unitedskates.com).
The 5 Municipal family roller skating anchored entertainment centers that USA currently has a contract to manage are as follows:

15) **Branch Brook Park Roller Skating Center** located in Newark, New Jersey has been under a management contract since May 1996. This location is a 27,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. USA is responsible for the management of all daily operations, maintaining the facility and profitability of the business. The total annual revenue for the location is approximately $1,400,000. Our website is [www.unitedskates.com](http://www.unitedskates.com).

16) **Zelma Watson-George Roller Skating Facility** located in Cleveland, Ohio has been under a management contract since June 1997. This location is a community center which contains 13,000 square feet for a roller skating rink, café, arcade, and retail novelty shop. USA is responsible for the management of all daily operations, interior maintenance of the roller skating rink, café, arcade and retail novelty shop and profitability of the roller skating, café, arcade and retail novelty shop business. The total annual revenue for the location is approximately $240,000. Our website is [www.unitedskates.com](http://www.unitedskates.com).

17) **Millennium Skate World** located in Camden, New Jersey has been under a management contract since December 2000. This location is a 25,000 square foot facility that contains a roller skating rink, café, arcade, and retail novelty shop. USA is responsible for the management of all daily operations, maintaining the facility and profitability of the business. The total annual revenue for the location is approximately $935,000. Our website is [www.unitedskates.com](http://www.unitedskates.com). This urban facility location and customer mix is very similar to the ZWG Rink.

18) **Dr. Martin Luther King, Jr. Family Entertainment Center** located in Chicago, Illinois has been under a management contract since January 2003. This location is a 40,000 square foot facility that contains a roller skating rink, 12 lane bowling alley, café, arcade, and retail novelty shop. USA is responsible for the management of all daily operations, maintaining the facility and profitability of the business. The total annual revenue for the location is approximately $1,450,000. Our website is [www.unitedskates.com](http://www.unitedskates.com). This urban facility location and customer mix is very similar to the ZWG Rink.

19) **Pier 2 Roller Rink** at Brooklyn Bridge Park located in Brooklyn, New York has been under a management contract since July 2014. This location is a 35,000 square foot outdoor roller skating rink and café which is operated seasonally. USA is responsible for the management of all daily operations, maintaining the facility and profitability of the business. The total seasonal revenue (7 months) for the location is approximately $1,070,000. Our website is [www.brooklynbridgeskating.com](http://www.brooklynbridgeskating.com).
Marketing & Advertising

United Skates of America (USA), the largest, most progressive roller skating chain in the United States, and the leader in the family entertainment industry for marketing, sales, advertising and programming. This strong marketing and sales effort produces revenues 40% higher than competitors. A strong marketing and sales effort is essential for the St. Petersburg facility to capture its potential. There is no other company that understands and executes the marketing and sales effort for family entertainment facilities better than USA.

United Skates implements extensive advertising, marketing and sales programs companywide. USA has a team of strong sales and marketing professionals that are responsible for the development and execution of all advertising, marketing and sales programs nationwide.

Our advertising, marketing and sales team is championed by:

1. James Dvorak, CEO, 27 years of roller skating facility, sales and operations experience.
3. Chris Masker, Vice President of Marketing, 17 years of roller skating facility, marketing & sales experience
4. Lauren Fink, Regional Manager, 15 years of roller skating facility, sales and operations experience
5. Rachael Michalak, Social Media Team Lead, 20 years of roller skating facility experience, 3 years of primarily focusing on growing business through social media
6. Chris Radisich, Email Marketing Coordinator, 8 years of roller skating facility experience, 20 years of electronic marketing and graphics experience.
7. Michael Heath, Graphics Specialist, 15 years of graphic design experience, with a specific focus in the entertainment industry. He has worked with United Skates of America for 5 years.

The team consists of a mix of experienced veterans in the roller skating industry and other experts in specific niches, ie: our phenomenal graphic design artist and our social media team lead who comes to the team with fresh, new ideas. Each of these team members brings valuable knowledge and an important skill set to help the St. Petersburg facility experience growth in both guest counts and revenue.

Within this document, the extensive marketing & advertising initiatives will be discussed as pertaining to the St. Petersburg facility. These initiatives will include:

1. **Web-Site:** In 2014, USA launched a new web-site for the company. The St. Petersburg facility will be included in the current website and listed with its own branded domain name. The firm hired to produce the site is one of the most reputable in the family entertainment industry, WDD (We Do Digital). USA sourced them using its extensive contacts within the roller skating industry, and the final product is fantastic.
The main focus’ of the new web-site executed was the following:

A. **Mobile Compatibility**: USA understood and insisted on having a site that was responsive, able to work just as well on a phone or tablet as a desktop. Many of our guests and potential guests access the web site on their phones. This mobile compatibility has added tremendous value to our marketing strategy.

*This image is a look at the devices (mobile, desktop, and tablet) people use to view our website. Currently, we are seeing almost 4 times more mobile/tablet users than desktop users.*
This image shows our website displayed on three different devices including the desktop, tablet, and mobile. The responsive design of the website is user friendly and beautiful on any size screen.

B. **Usability/Navigation:** The importance of the web-site being user friendly was extremely important to USA. The web-site has a main navigation bar that is concise and makes anything a potential guest is trying to find easy to locate. The web-site is bright and inviting, encouraging our guests to return to the site, sample showing our location in Chicago, IL.

This is the website’s main navigation bar. It is user friendly and allows a guest to find the information fast.
C. **Selling Online:** One of the main features of the website is the ability to securely book a birthday party online via credit card. So many parents are busy throughout the day, and want a simple way to book their child’s party online AT THEIR CONVENIENCE. Now, if a mom would like to book her daughter’s birthday party at 11pm, she can do so with great ease and security.

This is the website’s Birthday Page. Guests can easily reserve their party through our online booking system.

Another benefit to the online booking system is the ability to consistently push add-on sales to birthday parties automatically when a guest books a birthday party online. USA has added to the online bookings page a beautiful section of photos of all of the extras that are offered to birthday parties. This gives the party parent the ability to choose from any of our great food and fun extras without needing to call the facility.

This image shows the add-ons available when booking a party.

Communication with our guests prior to the party is also AUTOMATICALLY generated by our booking system. This helps provide great guest service to our guests in giving them reminders on what they need to provide and bring the day of the party.
D. **Integration of Social Media:** USA’s social media department has continued to expand over the past five years. The social media pages that the location’s teams are focused on are integrated into the web-site. This gives guests the ability to follow our location’s social media pages, and establish dialogue with the management teams at their convenience. It is important to integrate social media with our web-site, as both are major contributors to our overall marketing effort.

United Skates and all affiliated companies connect several social media channels through the website. These links are available on every page. Facebook, Twitter, YouTube, Instagram.
E. Great Content: Each Location’s Web sites are full of great special events, programming details, and photos of the facility, guests and staff.

The United Skates web sites offer many well organized pages including the School Page. Teachers, Educators, and others can check out videos and information about how USA is reaching students through STEM in our local communities. Come on in and experience the FUN for yourself!

The Photo page of the website gives a look inside the walls Dr. Martin Luther King, JR. Park & Family Entertainment Center. Come on in and experience the FUN for yourself!

Another great feature of the site is the ease at which content can be added to or deleted. Each location’s Management Team has been trained by USA’s home office staff to be able to add
content as needed. This gives them the control that they need to post updates to their schedules, special events and more immediately.

Our locations web sites present all the upcoming Special Events in a well-organized, exciting, SEO friendly manner. Come on in and experience the FUN for yourself!

2. **Email Marketing:** United Skates of America has focused on driving the email collection and Email Marketing efforts heavily over the past 10 years. Email marketing is a major piece of the marketing effort and email blasts are sent out WEEKLY. Industry studies have shown email marketing is the most effective marketing tool to engage prospects and customers. USA has a growing, solid, engaged mailing list and an intelligent email marketing strategy. The email marketing campaigns are structured into different customer segments to target guests with information that they desire. The email databases are structured as follows:

A. **General Email Database:** This email list consists of email addresses that have been collected in facility from guests visiting individual locations as well as on our web-site. Whenever there is a special event, special birthday promotion, general public skating session announcement or any type of coupon that would apply to the general public, it is
sent out to this database.
B. **Schools Database**: This email list will consist of school contacts in the surrounding 20-mile radius of the St. Petersburg facility. The school list includes teachers, principals, PTA presidents, and anyone else that would book events for the school. This email list has been extremely beneficial in launching our USA copyrighted STEM Educational Field Trip Program that has contributed over $1,150,000 in revenue this past school year! Each Roller Skating Location uses this school database list in communicating special offers to schools including fundraising programming and fun daytime field trip programming!

C. **Church Database**: This email list consists of all Pastors, Youth Pastors, and any other Ministers that would book a church event. Church events include but are not limited to: private parties, fundraisers, youth outings during our public sessions, and gospel skate youth outings.

D. **Adult Skaters**: This email list consists of emails for adult night guests. Adult skaters are usually intermediate to expert level skaters who come to adult nights at USA facilities. These nights are normally hosted by a special DJ and are held late in the evening. Through the use of our email database, upcoming Adult Night Special Events, along with who the DJ will be can be communicated to our adult guests.

E. **Summer Group Database**: This email list consists of email addresses for all contacts at the parks & rec department, YMCA’s, daycares, boys and girls clubs, etc. The contacts include the summer camp directors or whoever schedules their groups to come to USA facilities. This list is used at the beginning of the summer season to communicate pricing, special events and other programming for the groups. It is also utilized heavily once the season begins for the company wide Rainy Day and Heatwave Program. Anytime there is rain in the forecast, our home office team sends out an email to the group database alerting...
them that if they have an outdoor trip booked on the scheduled rain date we can accommodate them. This marketing effort contributes significantly to our summer group business.

The total number of email addresses that United Skates of America has collected currently has in its databases is over 250,000. Email Marketing provides the opportunity to market to thousands of guests in our markets at an extremely low cost. The list of email addresses are not bought lists. They are opt-in email addresses from individuals who have either signed up on the website or signed up at the facility due to our proactive email collection campaigns. Email Marketing has proven to be effective company-wide in driving in additional guests to our facilities.

United Skates of America has focused on the following to increase success in email marketing over the past 10 years:

A. **Email Database Growth**: The more valid email addresses that the databases have, the more potential to see returns from marketing efforts. Both the sales teams and operations managers have been trained by the home office team to understand HOW AND WHEN to collect email addresses from our guests. It is also important to categorize our email addresses to the databases already discussed above, to give guests the information that they really desire. IE: Teachers are interested in all of our school party information, especially our new STEM Field Trip Program!
B. **Subject Lines:** Through much testing, USA understands the importance of the subject lines that are included in each email, and the E-blast Coordinator uses the simplest and most effective subject line each time to impact higher open rates.

C. **Content:** Email blasts are all bright and colorful. There is a main offer or programming information included in all blasts, and there are two additional offers included throughout each blast in case they are uninterested in the first one. All clicks that guests make are able to be tracked so that CCS can see which offers are generating the most interest and capitalize off of the information in the future. (samples of email blasts below)
D.  **Reports:** Email blasts rank high in open rates and click rate compared to business standards, with click rates averaging between 9%-14%. All database lists are monitored and adjusted to eliminate unnecessary bounces and remain well below standard spam rates of less than .025%.

3.  **SEO and SEM Marketing:**

Search Engine Optimization (SEO) is important to our team at United Skates of America, Inc. We dominate the search on Google. Our website is optimized to provide top search results. It’s designed to be mobile friendly and continually receives 100% ratings from independent surveys for customer ease of use and visually appealing design. Our Google business listings are owned by United Skates and provide business hours, guests and facility photos, and TOP reviews from local visitors.

United Skate of America pays high importance to **ONLINE REVIEWS** from our guests. We monitor sites such as Google, Facebook and Yelp for Online Reviews and create action plans that aim to provide guests 5-Star experiences and expect to receive 5-Star reviews.

By ranking on the first page of search results, potential guests can navigate to the USA Facility location web-site and see the products that are offered based on their search. When searching online, guests are always going to click on the facilities that come up on the first page of the search results. The closer to the top of the page, the better! The goal is to be seen in the first page of google searches in the following searches:

A.  Birthday Parties (location city, state)
B.  Roller Skating (location city, state)
C.  STEM Field Trips (location city, state)
D.  Field Trips (location city, state)
This image below shows our Tampa, FL locations are highly ranked on Google coming up in different search listings.

We Rank #1!
STEM Field Trips | Chicago IL | Dr. Martin Luther King Jr. Park
www.unitedstates.com/publicchicagolusses/stem-field-trips-
STEM Field Trips at Dr. Martin Luther King Jr. Park & Family Entertainment Center

Chicago School Trip Ideas | Educational Field Trips | Class...
www.classfieldtrips.com/chicago

Challenger Learning Center
www.challengeril.org - STEAM Science & Space Programs | Book a School Field Trip | Illinois Challenger Learning Center | your destination for school field trips and STEM Summer

Explore STEAM | Science, Technology, Engineering and...
www.exploratorium.com/exploratorium-events/ive-explor-stem

Skydeck Field Trips
www.skyskydeck.com

Chicago Student Trips
www.educationalattractions.com

Field Trips for Kids
www.wonderworks.org/fieldtrips

STEM Field Trips
www.stem.org

Chicago Field Trips

Field Trips Chicago
www.exploreexpericence.com

Skydeck Field Trips
www.skyskydeck.com

Chicago Student Trips
www.educationalattractions.com

Field Trips for Kids
www.wonderworks.org/fieldtrips

STEM Field Trips
www.stem.org

Chicago Field Trips

Field Trips Chicago
www.exploreexpericence.com

Skydeck Field Trips
www.skyskydeck.com

Chicago Student Trips
www.educationalattractions.com

Field Trips for Kids
www.wonderworks.org/fieldtrips

STEM Field Trips
www.stem.org

Chicago Field Trips

4. **Social Media Marketing:** USA has focused on social media marketing very heavily over the last five years. While there are many different platforms for social media, the major focus over the past five years has been Facebook. 65% of online adults use multiple social media sites. Around 68% of US adults use Facebook (according to 2018 Pew Research Center reports). Facebook acts as “home base” — it remains the most popular site for those who only use one, and has significant overlap with other platforms. Facebook gives the USA the opportunity to communicate with many parents of the children that visit our center consistently. Facebook posts are geared towards the adults that want to bring their children out for some family time to our facility.

**Facebook Ad Sales:**

In addition to regular status updates on our Facebook page, USA has had great success with Facebook boost posts and ad sales, which is paid advertising through Facebook. Facebook ads gives USA the opportunity to reach a specific audience, using targeting to reach out to individuals demographics and behaviors that we choose. As an example, we can choose to reach a specific zip code, age, gender, parent with kids of a certain age, etc. This type of detailed targeting allows USA to deliver Facebook ads to those people who are decision makers within a family, school, or organization. The key is understanding WHO we are marketing too, and then create detailed targeting to reach those specific people.
Here's an example of setting up an audience to target "Moms" in the St Petersburg area. Within 20 miles we could be potentially reaching 140,000 people, who are women ages 21-55, who are parents (mothers). Moms are our primary audience for booking birthday parties, controlling the family's disposable entertainment dollars, and the weekend family fun organizer!

United Skates has had wonderful success reaching local people with specific interests. USA uses Facebook Ad sales to drive core business products such as Birthday Bookings, STEM field Trips, Groups sales, along with Public walk in traffic to extend the brand and offer valued entertainment in the area.

As an example, a budget of $100 may be set for a five-day period to reach the specific target audience we have pre-selected.

Here are some examples of paid Facebook boost posts with results:
This image above shows a recent Facebook BOOST post for Dr. Martin Luther King, Jr Park & Family Entertainment Center. This post reached 46,000+ people, had more than 700+ Likes, was commented on 99 times, and was shared more than 100+ times.

The images above show a recent Facebook BOOST post for different USA facilities. These 2 successful posts reached more than 40,000+ people.
The future of social media marketing with i5 bright. USA is now putting a major focus on Instagram and Google Ad Sales in addition to Facebook ad sales. The benefit of having multiple locations is the testing stage. Marketing campaigns are tested at one location, and then the Company-wide rollout will be executed once the initiative is proven to be successful. This eliminates a lot of wasteful spending when trying a lot of different ideas.

5. Marketing & Sales Web Library: USA has developed a web-based Library as a tool for associates to access all materials needed to be successful in their position. This pass protected Library of documents and forms is rich in more than 10,000 pieces of information. The web-based Library has departments that include Human Resources, Accounting, Risk Management, Operations, Corporate Information, and Marketing & Sales. The Marketing & Sales area of the Library functions to serve training material, video how-to tutorials, and plans for upcoming months through 2018.

Below are some samples of the material included in the Marketing & Sales Library.

The images above show United Skates of America’s Web Library. This page represents July 2018 Marketing & Sales plans, including all graphic design created and ready to market.
The images above show United Skates of America's Web Library. This page represents editable artwork ready to use for School Skate Parties.

The image above shows United Skates of America's Web STEM Library. This page represents the STEM page and includes all training material (video & documentation), marketing material, and educator material to ensure successful execution of our STEM Program.
6. Marketing Documents: USA has developed extensive marketing and sales documents that cover every area of our business that St. Petersburg facility will benefit from. Below are several examples of the types of documents that will be provided to the St. Petersburg facility, and are located on the USA library:

A. Facebook Marketing: The Facebook Marketing document is a presentation about Facebook boosts and how to boost a post. This document is a detailed step by step process on creating the post, how to pick the demographics (zip code, race, age, and interests) and actually posting the boost.

B. Marketing and Sales Standards: The Marketing and Sales Standards presentation is a document that is used when a Sales and Marketing Manager is hired. This is a document that shows the United Skates expectations for the position and how to be successful in the future. Once a member of the Sales Team is hired at any of USA's locations, one of the heads of our sales and marketing department train the new Sales Manager on the company standards.

C. Marketing Calendar: In roller skating, there are many different programs that must be focused on throughout the course of the year. This can be overwhelming for those that have little to no experience in the roller skating industry. The Marketing Calendar is a document that shows what special events and programs are executed each month. It includes Planning Agendas for each month and Checklists to stay organized. It keeps the Sales Managers organized and focused on the most important programs at all times.

*Monthly Checklist - January*
D. **Marketing Basics**: The Marketing Basics document is a score card that is used to grade the facility on their marketing efforts. This scorecard grades the facility and Sales Manager on a scale from 1-5 on the execution of our marketing programs. This includes guest service, win-a-party program, outside signage, voicemail, website, answering the phones, exit marketing, DJ announcements, large posters, pass program, etc. The Regional Manager goes through this checklist in full twice per year to assess the Sales Manager's overall performance on the many aspects of the Sales & Marketing position.
UNITED STATES OF AMERICA
MARKETING BASICS

OBJECTIVE: To communicate and convince new guests to come to United Skates and existing guests to return to United Skates of America by ensuring we consistently execute properly the following basic marketing programs.

GRADE Each Marketing Basic (1-5)
1=poor 2=fair average 3=average 4=very good 5=excellent

GRADE (1-5)

1 A Quality Team that delivers a clean, fun, friendly & safe experience for all of our guests.

2 Outside Signage/Outside Schedule Board/Total Outside Appearance
You can only make a first impression once.

a) 100% of lights working
b) Building clean and painted in good repair
c) Schedule up to date
d) Sign in good repair and lit well
e) Additional Special Event/Holiday/Birthday Roadside Banners (as city permits)
f) Upcoming Special Event Posters strategic placement on entrance/exit doors

3 Voice Mail Information

a) Change daily. Always have current day schedule and prices first.
b) Change initial verbiage daily and be creative to make positive first impression
c) Have someone with an exciting voice/enthusiastic record the message.
d) Instruct listener to hit "0" to talk to a live person
e) Check & Return Voice mail messages within two hours
f) Include welcome message for all NPI and PTP events on that day
g) Include mention of website address and Online Bday Reservation opportunities
h) On holidays, include the schedule in the greeting, along with an option to hear the rest of the week's schedule if it is a vacation WEEK.
i) Put managers extension on company roster

4 Answering Incoming Calls

a) Answer the phone in a timely manner. Do not make potential guests leave a message.
b) Make arrangements to have an employee answer the phones on the weekends.
c) Use the STANDARD USA GREETING example. Thank you for calling Skateland Chandler, this is Heather speaking, how may I serve you?
d) Remind guests to visit our website for updates, specials, etc.
e) Log all inquiry calls for Bdays on the BDAY, during initial conversation. Follow up!!
f) Log all other inquiries on group/private incoming calls to follow up as well.
g) Encourage all Birthday Calls to Book Reservation before hanging up

5 Web Site

a) Current and accurate information on all pages
b) Visit site weekly to make sure that it is up to date
c) Holiday Schedule and Key Special events placed on web-site at least one month prior to event
d) Implement Birthday Party booking on website
e) Print web site address on all flyers, schedules, passes, etc.
f) Complete picture page. UPDATED MONTHLY including photos of the inside and outside of the facility, facility products and people having fun. Divide pictures into categories, including the following: Birthday Parties, Adult Skate Nights, Fundraisers, Special Events, Scouts & Groups, Game Area, Cafe
g) Utilize electronic copies of 4 color Marketing postcards (email final proofs) for Bday info, special events, etc. Include animation where possible!
h) Confirm Weekly Schedule is up to date every week
i) Make sure Updated Birthday, Group & Fundraiser, STEM Field Trip Details and Pricing are on the site
j) Keep Online Birthday Party Booking up to date. Make sure that there are current photos of the extra items we offer the birthday parties.

6 Exit Marketing and Session Schedule and Special Event Flyer

a) Pass out every session when guests are leaving - passes, schedules, special event flyers, etc.
b) Print thousands not hundreds
c) Update with special events monthly
d Make sure your address, phone number, and web site addresses is predominately displayed on all printed material.

7 Literature Rack
   a Full variety of colors ASTRO BRITE COLORS ONLY
   b Always have current date information
   c Include web site address on all printed materials
   d Included in the literature rack Birthday flyer, Schedule, Group flyer, Fundraiser flyer, STEM Flyers, Educational Field Trip, Scouts

8 Birthday Party Call Elite
   a Call the 1st of the current month for the next month, i.e. '21 call March Birthdays
   b Call all birthdays from the previous 3 years, as well as any new birthday sign up cards
   c Staff member making calls needs to be aggressive, upbeat, and not afraid to SELL our business
   d If first offer does not work, be prepared to "sweeten the deal" if necessary
   e Do not discount so heavily that our product is not profitable

9 Passes and Back Of Passes (Birthday Party Information on Back)
   a In-facility passes
   b Out of Facility passes
   c Insure all passes are "easy to read", not "cluttered" with information, and "focuses" on event or product trying to be promoted Sometimes the more information we include the less effective the passes become.
   d Change look of passes often
   e Utilize school passing efforts for other marketing efforts i.e. teacher's packets for educational workshops, Private Party Info. Personalize each pack with actual contact person (PTO/PTA, Principal, Teacher, etc.)

10 Velcro Sign
   a Change it often with most important special event or holiday schedule
   b Keep Clean

11 Projector/Screen/Flat Screen
   Develop MS PowerPoint Slideshow that includes special events, internal product offerings, and contract sales opportunities. Make each slide exciting with color and animation, change screens often during session.

12 DJ Announcements - Upcoming Special Events, Birthday Parties, etc.
   a Every session: DJ must announce upcoming special events, Café Specials, etc.
   b Train DJ
   c DJ records 30-60sec (MP3 audio commercials background music etc) spots of upcoming events specials, thanking our guests for attending Play after session while skates are being taken off, clean up etc.

13 Win-A-Party Program
   a On-going program
   b Target specific sessions
   c Hand out in Facility as prizes (Not Ext Marketing)
   d Email Blast to all customers in database for specific sessions
   e Print off over 500+ for target session to have effective turnout
   f Make sure DJ is giving out as prizes at least one month before target session

14 In Facility Signs (Corporate supplied them or blown up flyers at Office Max, Kinko's or Fast Signs)
   a Large POS supplied by the corporate office hung in high traffic areas
   b Birthday parties
   c Group Discounts
   d Scouts
   e STEM
   f Lessons
   g Utilize creative space for advertising/promoting opportunities, restroom stalls, above urinals etc. Consider plastic, plexiglass picture frames to improve presentation

15 Table Tents
   a With current information on birthday parties, Café Specials and other programs
   b Utilize card stock as table tents (2 up creased/folded) for constant change and ability to change by session and able to replace immediately. No broken plastic, theft, etc.

16 Decorations
   a Birthday Parties
   b Seasonal (Winter, Spring, Summer, Valentine's, Halloween, etc.)
E. Promotions Checklist: The Promotions Checklist is a document that gives the Sales Manager a checklist showing how to promote an event in many different ways. It is a user-friendly document that will allow the Sales Manager to check off each promotion item for every event that they execute, thus maximizing attendance.

| Event | Person Responsible | Facebook Event Setup | Twitter/Twitter | Website (Flash Sale Event in Other) | Google Calendar | Email Blast Set Up (Scheduled) | Facebook Post Boost (Any) | Source: Back Source
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. Social Media Management: The Social Media Management document describes the different social media platforms and the expectations for each of our pages. This document describes how many times a day the Social Media Manager should post and the content that they should be posting in detail.
Marketing Programs

One of the strengths of United Skates of America (USA) is its depths in the types of programming offered, and the maximization of events booked through a strong marketing and sales effort. USA defines programming as: Creating a schedule or event that will both benefit the community and generate revenue for the United Skates facility.

Programming and booking events is one of the constant areas of focus and growth for USA. The strong marketing and sales effort is achieved through a detailed training program led by some of USA’s most successful Sales Managers across the nation and is what makes USA the most progressive roller skating rink operator in the United States. There is no competitor that matches USA’s strength in the marketing and programming departments.

IMPORTANT:

1. Competitors, especially inexperienced roller skating competitors, are more likely to execute “easy money events” that attract the wrong crowd including music artist appearance parties, large teen events that promote dancing, and other promoter parties that attract too many of the wrong crowd which result in violent acts such as stabbings, riots, and shootings. USA knows how to keep the guests coming to our locations for Clean, Fun, Friendly and Safe family entertainment. Our Sales Teams are trained on the types of events they are permitted to book, and all events are screened by our home office team. The chances of a competitor booking an event that is likely to lead to a violent act that will reflect poorly on the business and the county without the screening process that USA has implemented is inevitable.

2. No competitor will come close to being able to generate the revenue that USA has over the past 47 years. It is very easy for a competitor to talk about all of the programs they will execute in marketing and sales, but there is not one competitor that has a proven 47-year history of programming execution like USA. By missing out on JUST ONE marketing and sales program, in any given year, could cost thousands of dollars in revenue in that year, and profit will be impacted by at least 50% of the revenue decrease!

Types of Programs United Skates of America executes:
**Program 1: Public Sessions:** Public sessions focus on the needs of the community, and USA facility public schedule is designed to give many options for times so that every family can always attend a session that fits in with their schedule. Session prices range in admission so that guests of all socio-economic levels are able to participate.

### SUMMER SCHEDULE

**SUMMER 2018**

---

**SUMMER SCHEDULE**

- **Effective:** Summer 2018
- **Website:** www.UnitedSkates.com/Raleigh
- **2901 Trawick Rd., Raleigh, NC 27604**
- **Tel:** 919-790-3808
- **www.UnitedSkates.com/Raleigh**

---

**DAY TIME SESSION MUSIC ADMISSION**

**Group & Private Parties Available Throughout the Week**

Great for camps, schools, churches, fundraisers, special events, educational workshops, adult parties, company events. *Skate Rental is Extra Unless Otherwise Noted*

<table>
<thead>
<tr>
<th>DAY</th>
<th>TIME</th>
<th>SESSION</th>
<th>MUSIC</th>
<th>ADMISSION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MONDAY</strong></td>
<td>12PM-3:00PM</td>
<td><strong>Group and Public Skate</strong></td>
<td>American</td>
<td>$2.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>FOR ALL AGES</strong></td>
<td>Top 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6PM-9:00PM</td>
<td><strong>Monday $2 Night</strong></td>
<td>Hip Hop/R&amp;B</td>
<td>$2.00</td>
</tr>
<tr>
<td><strong>TUESDAY</strong></td>
<td>12PM-3:00PM</td>
<td><strong>Group and Public Skate</strong></td>
<td>American</td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>FOR ALL AGES</strong></td>
<td>Top 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6PM-8:00PM</td>
<td><strong>Private Party Night</strong></td>
<td>FOR ALL AGES</td>
<td>Call to Book Now!</td>
</tr>
<tr>
<td><strong>WEDNESDAY</strong></td>
<td>12PM-3:00PM</td>
<td><strong>Group and Public Skate</strong></td>
<td>American</td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>FOR ALL AGES</strong></td>
<td>Top 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6PM-8:00PM</td>
<td><strong>Private Party Night</strong></td>
<td>FOR ALL AGES</td>
<td>Call to Book Now!</td>
</tr>
<tr>
<td><strong>THURSDAY</strong></td>
<td>12PM-3:00PM</td>
<td><strong>Group and Public Skate</strong></td>
<td>American</td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>FOR ALL AGES</strong></td>
<td>Top 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6PM-9:00PM</td>
<td><strong>Affordable Family Fun Skate</strong></td>
<td>Billboard Hot 100</td>
<td>$2.00</td>
</tr>
<tr>
<td><strong>FRIDAY</strong></td>
<td>12PM-3:00PM</td>
<td><strong>Group and Public Skate</strong></td>
<td>American</td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>FOR ALL AGES</strong></td>
<td>Top 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6PM-9:00PM</td>
<td><strong>Old School Skate</strong></td>
<td>80's,90's &amp; 2000's</td>
<td>$7.50</td>
</tr>
<tr>
<td><strong>SATURDAY</strong></td>
<td>1PM-2:00PM</td>
<td><strong>Beginners Lessons</strong></td>
<td></td>
<td>$5.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Doors open @12:45</td>
<td></td>
<td>(skate rental included)</td>
</tr>
<tr>
<td></td>
<td>2PM- 6:00PM</td>
<td><strong>Public Skating</strong></td>
<td>Billboard Hot 100</td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td>7PM – 10PM</td>
<td><strong>Public Hip Hop Skating</strong></td>
<td>Hip Hop/R&amp;B</td>
<td>$7.50</td>
</tr>
<tr>
<td><strong>SUNDAY</strong></td>
<td>2PM – 5:00PM</td>
<td><strong>Family Skate</strong></td>
<td></td>
<td>$7.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>parents skate FREE with paid child.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8PM-12AM</td>
<td><strong>Adult Night</strong></td>
<td>Mix of House Old School, and National Skate Music</td>
<td>$8.00</td>
</tr>
</tbody>
</table>

---

**Call for information on our Summer STEM Field Trip!!!**

Skate Rental is $3.50 - Roller Blade Rental is $4.50 - Skate Mate Rental is $5.00 extra
Program 2: Birthday Parties:
USA’s motto for birthday parties is: HOME OF THE WORLD’S GREATEST BIRTHDAY PARTIES! Below are some of our World-Famous Birthday Parties!

“Home of the World’s Greatest Birthday Parties”
Roller Skating

Your Child’s Birthday is Our #1 Job!
“World’s Greatest Birthday Parties!”

Fresh Baked Pizza is a Family Favorite
at "The World’s Greatest Birthday Party!"
Program 3: USA’s Copyrighted STEM FIELD TRIP PROGRAM:

Launched in September of 2014, USA’s copyrighted Science, Technology, Engineering and Math (STEM) field trip program has opened a new revenue stream for each facility. Years ago, school teachers were given much leniency when deciding where to schedule daytime field trips. In the most recent few years, schools have become much stricter when approving field trips. One of the major obstacles that any family entertainment center must battle is how to get schools to approve a field trip if it does not meet educational requirements.

Six years ago, USA invested several hundred thousand dollars researching and developing a new educational field trip program. During the research phase, it became clear that this new educational program should be based around STEM. The United States of America currently ranks 27th in STEM education in the world and is incapable of producing enough engineers to fill the jobs that are available in the United States. There is also a severe lack of minorities and women entering the STEM fields. The STEM field trip program produced by USA aims to get students excited about STEM concepts, by showing them that STEM is found in everything we do, and that STEM is even found in FUN experiences like roller skating! Just this past school year, USA facility hosted 1,000 STEM Field trips and educated over 105,000 students with our STEM program! This not only provided an excellent STEM educational experience for these students, it also brought in over $1,150,000 in revenue! This program is continuing to expand and get more popular each and every school year. It is something that USA provides that no other competitor will!

This is a copyrighted USA Program. Competitors will not have access to this well-developed educational program that is benefiting the students and teachers of St. Petersburg and the surrounding community.

Complete STEM Programming Details are attached in a separate document
ATTENTION ELEMENTARY EDUCATORS!

Copyright United Skates of America, Inc. 2014-2018

UNIQUE EDUCATION EXPERIENCE!
When participating in one of our STEM field trip adventures, students will learn that Science, Technology, Engineering and Math can be found in everyday experiences, even in FUN EXPERIENCES like ROLLER SKATING!

PLUS PHYSICAL FITNESS!
One hour of STEM education and two hours of physical fitness through roller skating.

Your STEM field trip is a PRIVATE EVENT exclusively for YOUR SCHOOL ONLY!
Over 300,000 students participated in our STEM program throughout the 2017-2018 school year!

CALL 614-846-5626 TO RESERVE YOUR SCHOOL TODAY!

4900 Evanswood Dr, Columbus, OH 43229
www.SkateZone71.com
Facebook.com/SkateZone71
When participating in one of our STEM field trip adventures, students will learn that Science, Technology, Engineering and Math can be found in everyday experiences, even in FUN EXPERIENCES like ROLLER SKATING!

One hour of STEM education and two hours of physical fitness through roller skating.

Your STEM field trip is a PRIVATE EVENT exclusively for YOUR SCHOOL ONLY!

Over 300,000 students participated in our STEM program throughout the 2017-2018 school year!
Program 4: Fun Daytime Roller Skating

USA has hosted many fun daytime field trips for schools over the course of the past 47 years. As stated in the STEM program section, there are many times where schools are no longer permitted to go on field trips that do not have an educational component. For the schools that are still able to schedule FUN field trips, there are options that USA has implemented.
Program 5: School Passing Programs for School Days Out & School Holiday Periods

School days out and school holiday periods are huge revenue contributors to USA facilities. A well thought out passing program must be executed in order to maximize the school day out or holiday period. The school passing program consists of putting together great looking fliers, usually 2-3 per page, with a coupon or offer for the school holiday period. Also included on the pass is the schedule of hours for that holiday period and a birthday coupon! These passes are distributed to over thousands of local students for every holiday period and give families of all socio-economic levels the opportunity to visit our beautiful USA locations for a hugely discounted rate. The Sales Manager and other management team members deliver the passes personally, and it is a great opportunity for the managers to network within the community. Passes are distributed to all A (0-3 miles from center), B (3-6 miles from center) and some C (6-9 miles from center) schools.

Examples of some of our past passes for these programs can be found below:

![Summer Break Roller Skating Pass](image)

Program 6: Roller Skating Fundraisers: Schools, churches, groups, and other organizations in the community have the opportunity to book fundraisers at USA facilities. The organizations that host the fundraisers are charged a heavily discounted rate and then are able to sell
tickets for an affordable price. The organization makes the difference between the discounted rate that USA provides and what the organization sell the tickets for.

**Program 7: Group Bookings: Summer & School Days Out:**

In order to maximize the summer group guest count, the Sales Manager, begins making calls to summer groups in January. The largest and closest groups are targeted first. USA provides great training for the Sales Manager on how to handle objections from group leaders, and how to maximize their group bookings through selling higher dollar packages to the groups with more included, ie: food, tokens, glow
products, etc, as well as encouraging group leaders to book additional dates. A similar approach is handled for all school day out periods. The timing on when to start these calls is at least six weeks prior to each school day out period and follows along with USA’s Annual Marketing Calendar.

Below is an example of the Summer Group Postcard produced and mailed to local groups.
Conclusion: It is the combination of all of USA’s programs and marketing efforts that make our facilities successful. If ONE program is missed in any ONE year, the *immediate* impact on profitability would be catastrophic. USA understands the product, the market and how to continue to bring current guests back to the facility and draw new guests into the facility through its many avenues of programming and marketing.
United Skate of America Virtual Tours

Please take a moment to see the following ten rinks through a virtual tour at the listed links to our web-sites.

United Skates of America, Inc. web-site: www.UnitedSkates.com

1. Skateland – Chandler, Arizona
   www.SkatelandChandler.com

2. Great Skate – Glendale, Arizona
   www.GreatSkateGlendale.com

3. Skateland- Mesa, Arizona
   www.SkatelandMesa.com

4. United Skates of America – Tampa, Florida
   www.UnitedSkates.com/Tampa

5. Skateland – Indianapolis, Indiana
   www.SkatelandIndy.com

6. United Skates of America – Raleigh, North Carolina
   www.UnitedSkates.com/Raleigh

7. Branch Brook Park Roller Skating Center – Newark, New Jersey *Municipal Rink
   www.BBPSkating.com

8. Pier 2 Roller Rink at Brooklyn Bridge Park – Brooklyn, NY *Municipal Rink
   www.BrooklynBridgeSkating.com
9. Skate Zone 71 – Columbus, Ohio
   www.SkateZone71.com

10. United Skates of America – Seaford, New York
    www.UnitedSkates.com/Seaford
Safety, Security and Emergency

Safety is a TOP PRIORITY!!!! There are 2 main components of safety:

1) Reducing the amount of guest injuries through prevention and training, which effects our liability insurance (Safety)
2) Preventing violence in and out of our building to keep our guests safe (Security)

Safety has always been a major concern and top priority for United Skates of America (USA). The Executive Team is a motivated team that embraces change and has the capacity to improve the business more than ever before. The Risk Manager’s office is next door to the President of the company’s office, making safety a topic of daily conversation and focus. The changes that United Skates has made in the risk management department make our rinks the safest facilities in the roller-skating industry. This is well documented through the staggering decreases in loss runs. The Risk Management Executive Team works out of our Bethpage, NY office. From the corporate level to the floor guards, we look to prevent accidents from ever occurring and if they do occur we look at each incident in detail. Proper documentation and constant attention to detail are key. We keep our guests and employees safe by following the below items every day:

1. All Floorguards (FG’s) are put through a very thorough training by a manager. The training manual is broken down into 4 separate 1-hour sections which include reading training materials and watching videos, which is followed by on the job training with a supervisor. All FG’s must take the FG test and pass with a score of 90% or higher to be certified to work on their own. Once FG’s are certified to work on their own, they will be re-certified every 6 months by a manager.
2. All Management are required to complete our Risk Management Manual and pass the risk management test with a score of 90% of higher to be able to work on their own.
3. At least once per quarter, a full staff safety meeting will be held. At these meetings they will discuss any risk management items that need to be discussed. A roster is completed quarterly and sent to the corporate risk manager.
4. Once per quarter, we do a full inventory and inspection of all our rental skates, rollerblades, toddler skates and skatemates.
5. Toddler skates are recommended for all children who are a toddler size 6-12. These skates are easier and safer for toddlers to learn on.
6. Waiver Cards must be completed for all skating guests that are 18 years old or older.
7. Any time a rental skate is handed out, our employees inspect the skates in front of the customer and state a safety statement letting the customer aware the skates are in good condition.
8. Wristguards are supplied by our facilities for all daytime skating sessions that include school private parties, STEM or kid’s fun skates. Wristguards are proven to prevent wrist injuries.
9. Maintenance walk throughs are completed at the start of the day by the manager on duty.
10. Each facility is equipped with a camera system.
11. FG’s sweep the skate floor prior to every session.
12. Floor guards are given the target response time of no more than 30 seconds to get to a down skater on the floor and provide assistance.
13. We have a very detailed incident reporting system. When a guest is injured, the manager will complete an incident report with the injured guest. All employees who were involved complete an
employee statement, detailing what they saw and/or heard. A skate inspection will be completed on all rental skates and then the skates will be bagged and tagged. The manager on duty will save the video clip of the injury the day it happens.

14. All rental skates involved in incidents are bagged, tagged and preserved in a secure location unless we rule out any medical treatment. This allows us to have the actual skates to fight any “defective skate” allegations and clearly show the chain of command of those skates since the incident. We keep all skates bagged and tagged for 6 months-1 year. If the skates are involved in a claim, we will keep them bagged and tagged for the length of the claim.

15. Each facility has a Safety Director in charge of overseeing the Safety of our guests skating or non-skating. Each Safety Director works directly with a member of the Risk Management Executive team. The executive team member meets with the safety director weekly/bi-weekly to discuss all guest incidents and next steps to follow.

16. All new Safety Directors go through a 5-day training process with the Corporate Risk Manager. This training is split up into sections and is extremely detailed including power-points and training videos.

17. All Managers, safety directors and floor guards are sensitized to safety and understand their role in prevention & documentation of any incidents.

18. Our Risk Management Assistant Jen, holds monthly training calls for all new managers to attend. She goes over the incident report and supporting documentation in detail, setting the standards high. Any managers who are not new, but in need of training are also welcome on the calls.

19. Incident Reports are completed for all injured guest, no matter the severity of the injury.

20. Every Monday the corporate risk manager checks all accidents that happened the week prior. She will reach out to all facilities that had called an ambulance to see how the person is doing and to make sure we made contact.

21. Follow-up calls are made and we aggressively attempt to reach each injured guest within 24-48 hours. All safety directors are trained in getting “creative” with contact. This includes emailing, calling the chaperone, calling the school/camp/group leader, texting, googling them, Facebooking them or conducting an in-house visit.

22. The local safety director builds relationships with the injured guest and we try to help them any way we can. If the injured has a serious injury, the safety director will follow up with the injured guest a few times throughout their healing process.

23. The local safety director will send a personalized gift to all seriously injured guests (i.e.- gift card, flowers, basket etc.)

24. All management are alerted of what “red flags” are when dealing with an injured guest. They are to alert the corporate risk manager any time they encounter one. The corporate risk manager will work with the facilities to prevent them from getting a letter of rep.

25. The Executive Risk Management Team grades all the company’s accident reports quarterly and sends out a grade to each facility with a summary of items they did wrong.

26. Each location has a full basic first aid kit

We strive to improve our risk management department every day. Our goal is to prevent as many injuries as possible to keep our guests safe. When we do have a serious injury, we work hard to make sure that the guest understands that we care and want to help them in any way we can. Our incident reporting systems help to make sure that we have a solid defense put together in case the injured guest seeks attorney representation.
**Security** at Skating rinks in urban environments can be targets of violence if management does not take proper preventative precautions and create a culture of safety among all management and part time associates. If you Google “Violence at roller rink” or “Shooting at Roller Rink” you will see the dozens of examples of violence at rinks around the country.

St. Petersburg is in a very high crime area, with a crime rate of 56 per one thousand residents; which puts St. Petersburg as one of the highest crime rates in America. These facts demonstrate the importance of a culture of safety for high traffic businesses such as a roller-skating facility. All associates need to be trained and sensitized to recognize the first signs of potential conflict. Our entire team has a culture of keeping our guests safe. It is also important that the marketing and sales team does not book groups that are high risk. To avoid this community knowledge and experience are of key importance.

No other company will have the same safety and security awareness and plans as United Skates, because they don’t have the experience that we have operating urban roller skating facilities. This impressive success is a result of sensitized and well-trained management and associates, good quality security teams and built relationships with each local Police Department.

United Skates will be responsible for the security, safety and emergency procedures of the St. Petersburg roller skating center. We will provide licensed, bonded and insured security company vendor who’s main goal is the safety and protection to the staff, patrons and the building as needed.

- Security and safety is a very important aspect of managing this facility and we hold the security company subcontractors accountable for all aspects of the job description.
- Our communication to our subcontracted security companies has always been directly through their owners not through line employees.
- Changes in security companies are only made when the security company does not live up to the terms, policies and procedures that were agreed upon when the contracts were signed.
- We work closely with the Police Department to solve any problems.
- We operate with the best interest of public safety as top of the mind awareness always.
- The number of officers scheduled is based on the projected customer counts for the individual sessions. If the actual customer count for a session becomes larger than the expected and projected customer count, we have the option to immediately call the security company to add officers on the spot.
- The facility will be equipped with a 32-channel high definition Optiview Security system, which the corporate office will have remote access to at all times.
  - This system is used for monitoring every inch of the building and also includes:
    - Monitor overall safety and security
    - adherence to cash control procedures
    - monitor customer service
  - This system is also used to document details for any injuries as part of our Risk Management procedures.
Emergency:

- United Skates has an Emergency and Evacuation plan, that will be posted for the facility and will update as needed.
United Skates of America, Inc.

3362 Refugee Rd
Columbus, OH 43232

Owned and operated since January 1972

Our Management Team
SKATE ZONE 71

4900 Evanswood Dr
Columbus, OH 43229

owned and operated since October 1972

Our Management Team
30325 Palisades Parkway
Wickliffe, OH 44092
owned and operated since January 1977
United Skates of America, Inc. in Seaford, NY
5121 N. Armenia Ave
Tampa, FL 33603

Owned and operated since December 1986
Our performance speaks for itself! We have had a great 20 year partnership with Essex County managing their facility. Through our work together we have created a safe and enjoyable recreation center for thousands of families, generated new jobs for city residents and added thousands of dollars back into the city.
3155 Martin Luther King Blvd.
Cleveland, OH 44104

managed since June 1997
Millennium Skate World is Camden's #1 Family Fun Center, voted year after year BEST ROLLER SKATING RINK in South Jersey by the Courier-Post, Reader's Choice. Millennium features regularly scheduled theme nights and other fun public activities of roller skating for visitors of all ages.
The Dr. Martin Luther King, Jr. Park & Family Entertainment Center is Chicago’s #1 Family Fun Center, with regularly scheduled theme nights and other fun public activities of Roller Skating & Bowling for visitors of all ages.
Temple Hills Skating Palace

3132 Branch Ave.
Temple Hills, MD 20748

managed since November 2009
Hot Skates
Roller Skating Center
1716 Whitehead Road
Woodlawn, MD 21207
managed since July 2011
Skateland in Chandler, AZ is a Neighborhood Partner with Families, Schools, Churches & Groups. Roller Skating is a Fantastic Sport for Kids and Adults of All Ages!
LINCOLN PARK
Skating Center

1419 Southfield Rd
Lincoln Park, MI 48146

owned and operated since February 2015
06/29/2018

9. 11

Not Applicable. We have never done, nor has any member of our team has any kind of project for the City of St. Petersburg.
A complete description of the development team including names, addresses, individual resumes of those individuals to be assigned to the project; the responsibilities of each team member or firm; and the experience of all those involved. Detailed resumes to follow;

1. James Dvorak, Partner & CEO: Responsibilities include assisting the entire company with reaching annual goals in company profitability, revenue growth, and guest counts in birthdays, fundraisers, and private parties while also developing the President, Regional Team, and Executive Staff as individuals and within the business to evolve and progress forward. Remains heavily involved with overall growth of the company including site selections for new locations, purchase and conversion of existing facilities into modern roller skating facilities, and continuing updating existing locations.

St Pete Project Responsibilities: Finalize St Pete agreement with the city, layout draft completion, layout drawings and specs completed, contractor selection, oversight of construction projects, floor install, etc.

Address: 1025 Denman Court, Westerville, OH 43081

2. Karen Palermo, President: Responsibilities include company profitability, revenue growth, development of Regional Team, oversight of the risk management department, STEM licensee program, oversight of personnel decisions to have a team in place that delivers a clean, fun, friendly and safe experience for our guests

St Pete Project Responsibilities: Management hiring, oversight of part time employment hiring, assist with oversight of construction, equipment install, oversight of employee training with timeline and marketing plan execution.

Address: 7 Birch Ct E. Farmingdale NY 11735

3. Bruce Aster, Vice President of Operations: Responsibilities include providing the necessary leadership, training, support and evaluation to all facilities and the corporate office so that the company can achieve revenue, profit and cash flow plans. Develop a culture of consistently well-managed operations in all facilities. Assist the President/Chairman, as needed, in strategic planning and execution to achieve the general company objectives.

St Pete Project Responsibilities: Ordering of all equipment, coordination of contractors

Address: 11002 Mill Creek Way #1807. Fort Myers Florida 33913

4. Lauren Fink, Regional Manager: Responsibilities include facility profitability, facility revenue growth, develop, monitor and evaluation of General Manager, Sales Manager and Assistant Managers to meet company standards, provide technical assistance in facility and equipment and repair as needed, ensure all risk management policies and procedures are being executed by associates, assisting with the marketing and sales programs.
St Pete Project Responsibilities: Assist with management hiring, training of staff & management team, oversee marketing and sales execution

Address: 157 Massachusetts Ave, Massapequa, NY 11758

5. **Brian Cherry, Partner:** Responsibilities include facility profitability, revenue growth, associate hiring and retention, maintain a clean, fun, friendly & safe guest experience. Home facility recognized as One Of The Top 10 Great Places To Skate In America by the USA Today Newspaper.

St Pete Project Responsibilities: On site construction management, assist with employee and management training, oversee inspection for certificate of occupancy, on site management of grand opening

Address: 4315 Harbor Lake Drive Lutz, Florida 33558

6. **Chris Maker, Vice President of Marketing:** Responsibilities include developing current and long-term company goals to increase profitability, revenue and grow the brand. Develop and execute the annual marketing & sales plan, design and review marketing budget, lead campaigns and prioritize projects within teams. Assist in driving facility profitability through localized campaigns. Build relationships and convey our brands unique culture and value to local communities.

Address: 18731 RoIling Road, Hagerstown, DM 21742

St Pete Project Responsibilities: Launch of all marketing and sales plans
James A. Dvorak

**Summary of qualifications**

High-level management / Executive level for the last 30 years. Partner and Operator of the largest roller skating facilities chain in the United States.

**Education**

<table>
<thead>
<tr>
<th>Year</th>
<th>Degree</th>
<th>Institution</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1972</td>
<td>BS Business Management</td>
<td>Ashland University</td>
<td>Deans List, Varsity Swimming – 4 years, Sigma Nu Fraternity</td>
</tr>
</tbody>
</table>

**Professional experience**

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Company</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004 – Present</td>
<td>Chairman, CEO, and Partner</td>
<td>United Skates of America, Inc. Columbus, Ohio</td>
<td>Largest Roller Skating Chain in the USA</td>
</tr>
<tr>
<td>1992 – Present</td>
<td>Chairman/Owner</td>
<td>Omni Marketing Corporation</td>
<td>Development Company</td>
</tr>
<tr>
<td>2000 – 2004</td>
<td>President &amp; CEO (Partner)</td>
<td>United Skates of America, Inc. Columbus, Ohio</td>
<td></td>
</tr>
<tr>
<td>1984 – 2000</td>
<td>President (Partner)</td>
<td>United Skates of America, Inc. Columbus, Ohio</td>
<td></td>
</tr>
<tr>
<td>1980 – 1984</td>
<td>National Sales Manager Regional Manager</td>
<td>United Skates of America, Inc. Columbus, Ohio</td>
<td></td>
</tr>
<tr>
<td>1973 – 1980</td>
<td>Sales Representative Marketing &amp; Major Accounts Management Sales Management Xerox Presidents Club 6 or 7 Eligible Years</td>
<td>Xerox Corporation Columbus, Ohio</td>
<td></td>
</tr>
<tr>
<td>1972 – 1973</td>
<td>Sales Representative</td>
<td>Cordage of Columbus Paper Company Columbus, Ohio</td>
<td></td>
</tr>
</tbody>
</table>
Professional memberships

- Young Presidents’ Organization (YPO) 1992-Present
- World Presidents’ Organization, Columbus, Ohio Chapter Chairman 2005-2006
- Member of YPO Red Forum 1995-Present
- World Presidents’ Organizations Education Chairman 2004-2005
- Ashland University Board of Trustees 2001 – 2004
- Former Columbus Children’s Theater Board Member 1996-2002
- Ashland University Alumni Board, Ashland University 1992 - 2000
- Career Placement Advisory Board, Ashland University 2001-2007, 2010-2013
- Ashland University Entrepreneur Seminars Lecturer and Panel Member 2010
- Currently Member of many Roller Skating, Ice Skating and Amusement Industry Trade organizations

Interests and activities

- Skiing
- Motorcycling
- Swimming
- Paddle Surfing
Professional Profile

President of a multi-million dollar, family entertainment facility who excels the company forward with the best marketing strategies, leadership training, and business plans.

Experience

2015-Current United Skates of America, Seaford, NY
President
• Responsible for the overall profitability and revenue growth of the company, which includes 19 facilities.
• Holds weekly calls with Regional Management to discuss successes and pitfalls on an individual rink level and company wide.
• Works with the Accounting and Executive Team on a weekly basis to manage any areas of concerns for profit & loss.
• Implements trainings on Emotional Development with leaders within the organization.
• Actively works and develops the Risk Manager to reduce liability across all locations.

2011-2015 United Skates of America, Seaford, NY
Executive Vice President
• Plans, develop and implement strategies to increase revenue.
• Insures that the facilities are on track to hit their individual profit plans. Put actions in place with the Regional Manager when a facility is off track, review and hold accountable.
• Reviews all financial reports to determine the progress of the company in executing it's financial goals.
• Oversees and approve company operational procedures.
• Works with the CFO to plan develop, organize and direct the organizations' fiscal function.
• Holds the accounting team responsible for maintaining the company’s budget plan.
• Sets company priorities. Communicate priorities clearly throughout the organization.

2008-2011 United Skates of America, Seaford, NY
National Sales Manager
• Trains 19 Sales Managers throughout the nation on United Skates’ sales and marketing programs.
• Tracks weekly results of Sales Manager’s progress in closing sales.
• Holds Weekly sales calls with sales team to increase their contract sales numbers for 30-90 days out.
• Creates new marketing programs to sell throughout the facilities.

1997-2008 United Skates of America, Seaford, NY
Sales Manager
• Responsible for marketing programs and events targeted to individuals, schools, churches and organizations for a two million dollar facility.
• Conducts analysis of guest capacity and daily revenue using the company’s management information system.
• Speaks with numerous decision makers via in person meeting and calls for booking the facility for their organization.

Education

1999-2003 Adelphi University, Garden City, NY
• B.S. in Psychology
Title
Vice President of Operations

Dates
January 1984-current

Of Employment

Company Name
United Skates of America, Columbus, Ohio

Function
Provide the necessary leadership, training, support and evaluation to all facilities and the corporate office so that the company can achieve revenue, profit and cash flow plans.

Develop a culture of consistently well-managed operations in all facilities.

Assist the President/Chairman, as needed in strategic planning and execution to achieve the general company objectives.

- Insure that all reporting facilities achieve or exceed their annual profit plans.
- Direct and evaluate Integrated Business Planning for all facilities on a quarterly basis.
- Insure that all rinks meet all company standards through monthly use of Rink Scorecards and monthly shopper reports. Train, retrain and support as necessary to achieve satisfactory performance.
- Train and support the General Managers of each facility in the effective supervision of the facility's contract sales effort, including direction in the use of the company sales system and how to manage the sales manager.
- Train and support facility senior management in the recruitment, hiring, and training of management and associates capable of contributing to the achievement of facility goals.
- Coordinate sales training for new and at risk sales managers with company Sales Manager.
- Be deeply involved in the hiring and assisting with the hiring of all GM's, Operations Assistants, and Sales people that are capable of contributing to the achievement of the facility's goals.
- Coordinate training of newly hired management at all levels.
- Provide technical assistance and direction in facility and equipment maintenance and repair.
• Coordinate purchases of equipment and supplies.
• Insure that all facilities are in compliance with Risk Management standards and policies.
• Negotiate and maintain national contracts with National Vendors for café, novelties, maintenance and other supplies.
• Negotiate and purchase all major equipment for all facilities.
• Monitor and coordinate with company Sales Manager all holiday/seasonal marketing and sales plans. Train, support and take whatever corrective action needed to be sure all seasonal/holiday marketing and sales plans are executed.
• Monitor all expenses to insure they are at budget. Provide corrective actions and training for facilities that are over budget in cost of goods, payroll and other line item expenses.
• Do performance reviews on all GM’s and insure that all other management staff at the rink level is reviewed in a timely manner. Train new GM’s on how to give a review.
• Schedule and conduct company wide or regional training meetings for operations and marketing and sales.
• Assist facilities as needed in session customer count building and yield building.
• Train, follow up and insure that all facilities are in compliance with loss control policies.
• Train our management teams to deliver a Clean, Fun, Friendly and Safe experience for all of our staff and guests.

Title Regional Manager/Director of Training

Dates February 1991-Promoted to Director of Training in November 2002.
Of Employment Dual position held though September 2005

Company Name United Skates of America-Columbus, Ohio

Primary Responsibilities
• Insure that all reporting facilities achieve or exceed their annual profit plans.
• Direct and evaluate Integrated Business Planning for all reporting facilities on a quarterly basis.
• Insure that all rinks meet all company standards through periodic use of Rink Scorecards and monthly shopper reports. Train, retrain and support as necessary to achieve satisfactory performance.
• Train and support the General Managers of each facility in the effective supervision of the facility’s contract sales effort, including direction in the use of the company sales system and how to manage the sales manager.
• Train and support facility senior management in the recruitment, hiring, and training of management and associates capable of contributing to the achievement of facility goals.
• Coordinate sales training for new and at risk sales managers with Company Sales Manager.
• Be deeply involved in the hiring and assisting with the hiring of all GM’s, Operations Assistants, and Sales people that are capable of contributing to the achievement of the facility’s goals.
• Coordinate training of newly hired management at all levels.
• Provide technical assistance and direction in facility and equipment maintenance and repair.
• Coordinate purchases of equipment and supplies.
• Insure that all facilities are in compliance with Risk Management standards and policies.
• Monitor and coordinate with company Sales Manager all holiday/seasonal marketing and sales plans. Train, support and take whatever corrective action needed to be sure all seasonal/holiday marketing and sales plans are executed.
• Do performance reviews on all GM’s and insure that all other management staff at the rink level is reviewed in a timely manner. Train new GM’s on how to give a review.
• Assist facilities as needed in session customer count building and yield building.
• Negotiate companywide pricing with national vendors
• Advise facilities on expense control
• Train, follow up and insure that all facilities are in compliance with loss control policies.
• Train our management teams to deliver a Clean, Fun, Friendly and Safe experience for all our staff and guests.

Title
General Manager/ Managing Partner

Dates of Employment

Company Name
United Skates of America-Columbus, Ohio

Function
To take the necessary actions to insure that the business meets it's annual profit plan. To train, direct and motivate all management and part-time employees to excel in their positions in order for the rink to achieve profit plan by providing a clean, fun, friendly and safe entertainment experience that encourages guests to visit and return to our facility.

Primary Responsibilities
• Meet or exceed the monthly and annual customer count, revenue and profit plans for facility.
• Insure a clean, fun, friendly and safe experience for our customers.
• Manage each controllable expense within the plan and participate in developing the annual plan.
• Insure that the entire management and part-time team both understand and achieve or exceed the mutually agreed upon company standards of facility maintenance and safety.
• Fully implement all sales, operations and financial systems as detailed in the sales manual, loss control, resource manual, and by other corporate communication.
• Hire, train, support and evaluate the management and part-time staff of the facility, including the completion of all applicable training modules.

• Set a personal example that develops teamwork, communication and mutual respect among all USA associates.

• Participate and assist with special projects and assignments that benefit other USA facilities.

• Develop assistant managers that will be capable of being promoted to general managers in the future.

Education

Kent State University, Kent, Ohio

Bachelor of Science in Recreation Management
Minor in Business Management
PROFESSIONAL PROFILE

A dedicated individual with a strong business drive in both marketing and operations. Strengths include developing new management into strong, and successful, leaders, outstanding customer service, and evolving sales plans to continue to move the company forward.

WORK EXPERIENCE

2002 — Current United Skates of America Seaford, NY
Regional Manager
Regional Sales Manager
Sales Manager
Sales Assistant
Associate
+ Responsible for overseeing three locations, including all management, budgets, and planning
+ Involved with regular meetings, planning, and company development, including new business plans, alongside the President and CEO
+ Performs proper cash management procedures to ensure proper procedures are followed during each session
+ Participates in regular hiring efforts for management positions at home location, regional locations, and other locations as needed
+ Responds appropriately to guest and employee concerns and complaints to increase morale at each facility
+ Assists with Risk Management concerns by properly completing necessary paperwork and following up with injured guests
+ Works with the Marketing Team to develop new event ideas and set each Sales & Event Manager up for success
+ Organize regular weekly company conference calls and present relevant topics often to prepare each location for large events and changes
+ Actively involved in the fantastic STEM program by helping develop new lessons, hire strong educators, and work closely with licensees

EDUCATION

2008 Farmingdale State College Farmingdale, NY
Bachelors of Science, Business Management
BRIAN CHERRY

PROFESSIONAL PROFILE

An individual with great abilities in communication, developing leaders, and building relationship with customers for almost 30 years of management experience. Strengths include strong problem solving skills, outstanding customer service within the community, and excellent organization skills.

WORK EXPERIENCE

1989 – Current United Skates of America Tampa, Florida
General Manager/Managing Partner
Assistant Manager
+ Responsible for opening and closing procedures during each session
+ Performs proper cash management procedures to ensure proper procedures are followed during each session
+ Conducts management of employees, including hiring, promotions, disciplinary actions, and terminations as needed
+ Processes bi-weekly payroll after verifying hours worked for each employee
+ Responds to guest concerns and complaints to increase guest satisfaction
+ Operates all procedures to ensure sessions are run smoothly
+ Handles Risk Management concerns by properly completing necessary paperwork and following up with injured guests
+ Develops Assistant Managers into other leadership roles, including Operations and General Managers
+ Trains new General Managers on how to run a successful facility
+ Assists with regular company conference calls to teach the extended team on items such as managing games and maintaining a clean facility
+ Takes part of company decision making for items such as new payroll and time keeping options
+ Promotes a safe environment for guests and employees

EDUCATION & CERTIFICATIONS

1982 University of South Florida Tampa, FL
Associates - Mass Communication

1979 HB Plant High School Tampa, FL
High School Diploma
We don’t believe that there are any extraordinary terms and conditions in our proposal. However, we are not 100% sure of the City’s definition of “Extraordinary”.
This is to confirm that United Skates of America, Inc. (USA) is not a party to or affected by any litigation, administrative action, investigation or other governmental or quasi-governmental proceeding which would or could have an adverse effect upon the portion of Property being utilized or upon the ability of USA to fulfill its obligations, through an affiliated entity to be formed upon its receipt of the bid, under any agreement relating to this RFP and there are no lawsuits, administrative actions, governmental investigations or similar proceedings pending or, to USA's actual knowledge, threatened against or affecting USA's interest in this proposal.
9.15 A primary contact name and number including phone, fax and email

James Dvorak  
United Skates of America, Inc.  
4849 Evanswood Drive  
Columbus, OH 43229  
Office Phone Number: 614-802-2440 ext 12  
Cell Phone Number: 614-395-6162  
Fax Number: 614-384-9496  
Email: Jdvorak@usa-skating.com