

# Sheboygan Lakers Ice Center, 30 Day Operating Plan

*Period, September 10 to October 9, 2025*

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The next thirty days focus on stabilizing operations, lifting revenue, reducing utilities per ice hour, filling DIBS shifts reliably, closing the Operations Manager hire, and advancing the capital campaign in partnership with Steve Schmidt. This plan sets clear outcomes, schedules, responsibilities, and reporting so the Board can track progress at a glance and intervene quickly if needed.

## **North star outcomes, next thirty days**

- DIBS, ninety five percent fill rate achieved at least seven days before each event using the SOP and Committee Needs Form.
- Revenue, lift by ten percent through disciplined pricing and shoulder time programs.
- Utilities per ice hour, reduce by ten percent through plant settings, resurfacing discipline, and lighting schedules.
- Operations Manager, finalist selected, offer extended, start date scheduled, or runner up ready.
- Capital campaign, three leadership gift meetings with Steve Schmidt secured, one commitment closed, five new qualified prospects added.
- Registrations, DIBS Mitey Mites complete, remaining teams posted and invoiced in SportsEngine, policy and DIBS requirements applied.

## **Key performance indicators and targets**

KPI	Definition	Baseline	Target by Oct 9	Owner	Cadence
Revenue	Total rink revenue		plus ten percent	GM	Weekly
Utilities per ice hour	Total utilities cost divided by billed ice hours for		minus ten percent	Ops Manager or Acting Tech	Weekly

	<b>the period</b>				
<b>DIBS fill rate</b>	<b>Filled shifts divided by posted shifts, measured seven days before event</b>		<b>ninety five percent plus</b>	<b>GM</b>	<b>Twice weekly</b>
<b>Campaign meetings</b>	<b>Count of face to face leadership meetings held</b>		<b>three</b>	<b>GM and Steve Schmidt</b>	<b>Weekly</b>
<b>Cash runway</b>	<b>Weeks of forecasted cash on hand from the thirteen week model</b>		<b>eight plus</b>	<b>GM</b>	<b>Weekly</b>

### **Thirty day calendar, week by week**

#### **Week one, Sep 10 to Sep 14**

<b>Day</b>	<b>Priority deliverables</b>	<b>Notes</b>
<b>Wed Sep 10</b>	<b>Finalize tonight's DIBS, publish remaining DIBS for next two weeks</b>	<b>Confirm credit values, location, day of contact</b>
<b>Thu Sep 11</b>	<b>Capital campaign</b>	<b>Draft two page case for support outline</b>
<b>Fri Sep 12</b>	<b>Utilities audit walk, compressor set points, flood schedule, lighting plan</b>	<b>Document open and close checklist for plant</b>
<b>Sat Sep 13</b>	<b>Event execution and DIBS verification</b>	<b>Close credits same day</b>
<b>Sun Sep 14</b>	<b>Scorecard update to Board, highlights and risks</b>	<b>One page snapshot</b>

**Week two, Sep 15 to Sep 21**

<b>Day</b>	<b>Priority deliverables</b>	<b>Notes</b>
<b>Mon Sep 15</b>	<b>Finalist three interview and in rink practical</b>	
<b>Tue Sep 16</b>	<b>References for finalists, sponsorship outreach two meetings</b>	<b>Add three new mid tier prospects</b>
<b>Wed Sep 17</b>	<b>Decision huddle, select finalist, align offer package</b>	<b>Runner up identified</b>
<b>Thu Sep 18</b>	<b>Publish DIBS for following two weeks, parent comms</b>	<b>Second push for shifts below ninety percent</b>
<b>Fri Sep 19</b>	<b>Offer extended, utilities report week over week</b>	<b>Target ten percent kWh reduction</b>
<b>Sat Sep 20</b>	<b>Event execution and close credits</b>	<b>GM marks complete</b>
<b>Sun Sep 21</b>	<b>Cash forecast update, Board snapshot</b>	<b>Thirteen week model</b>

**Week three, Sep 22 to Sep 28**

<b>Day</b>	<b>Priority deliverables</b>	<b>Notes</b>
<b>Mon Sep 22</b>	<b>Onboarding plan drafted for new hire or interim coverage plan</b>	<b>Safety training calendar created</b>
<b>Tue Sep 23</b>	<b>Leadership ask number one with Steve</b>	<b>Document amount, roles, next step</b>
<b>Wed Sep 24</b>	<b>Program P and L for September to date</b>	<b>Youth, clinics, adult, public, rentals, fundraising</b>
<b>Thu Sep 25</b>	<b>Sponsorship proposals and art approvals</b>	<b>Lock 3 arena sponsor</b>
<b>Fri Sep 26</b>	<b>DIBS compliance and fill check, second push if needed</b>	<b>Prepare weekend coverage</b>
<b>Sat Sep 27</b>	<b>Event execution and close credits</b>	<b>Verify attendance sheets</b>
<b>Sun Sep 28</b>	<b>Finance cleanup, suspense items and unapplied cash cleared</b>	<b>QB checklist signed</b>

### **Week four, Sep 29 to Oct 5**

<b>Day</b>	<b>Priority deliverables</b>	<b>Notes</b>
<b>Mon Sep 29</b>	<b>New hire start or contract tech onboarding</b>	<b>Issue plant keys, safety briefing</b>
<b>Tue Sep 30</b>	<b>Leadership ask number two</b>	<b>Case leave behind delivered</b>
<b>Wed Oct 1</b>	<b>Publish October DIBS with two week lead time</b>	<b>All committees using form</b>
<b>Thu Oct 2</b>	<b>Leadership ask number three</b>	<b>Enter moves in pipeline</b>
<b>Fri Oct 3</b>	<b>KPI review with staff, celebrate wins, adjust plan</b>	<b>Update scorecard</b>
<b>Sat Oct 4</b>	<b>Event execution and close credits</b>	<b>Same day completion</b>
<b>Sun Oct 5</b>	<b>Board snapshot and sponsor thank you notes</b>	<b>Share small wins</b>

### **Days twenty nine and thirty, Oct 8 to Oct 9**

<b>Day</b>	<b>Priority deliverables</b>	<b>Notes</b>
<b>Wed Oct 8</b>	<b>Close September financials, trend revenue and utilities per ice hour</b>	<b>Prepare Board pack</b>
<b>Thu Oct 9</b>	<b>Board check in, set next month targets</b>	<b>Confirm capital campaign next steps</b>

## **Project, DIBS rollout and compliance**

### **Goal**

Achieve reliable volunteer coverage using a standard intake form and publishing schedule.

### **Scope**

All events, games, clinics, fundraisers, rentals, public skates.

### **Deliverables**

- SOP published and acknowledged by committee heads
- Committee Needs Form in use for every request

- DIBS items built with correct titles, credits, locations
- Weekly fill rate report to Board

### Milestones

Milestone	Date	Status
Form adoption communication sent	Sep 10	
Two week pipeline posted	Sep 18	
First weekly report delivered	Sep 14	
Ninety five percent fill rate achieved	By Oct 1	

Task	Responsible	Accountable	Consulted	Informed
Build items in SportsEngine	DIBS Admin	GM	Committee Heads	Board
Monitor fill and push reminders	DIBS Admin	GM	Committee Heads	Board
Close credits same day	DIBS Admin	GM	Event Leads	Board

## Project, Operations Manager hire

### Goal

Select and start a capable Operations Manager who can own plant, ice, safety, and event readiness.

### Scope

Full time role, cross coverage by part time techs as needed.

Milestone	Date	Status
Finalist interviews complete	Sep 17	
Offer extended	Sep 19	
Start date confirmed	Sep 29	

### RACI

Task	Responsible	Accountable	Consulted	Informed
Interview scheduling and scoring	GM	GM	Staff panel	Board
Offer and onboarding	GM	GM	Board liaison	Staff

## Project, Increase Revenue

Increase revenue by ten percent while keeping community access.

### Deliverables

- Block schedule published with pricing bands
- Shoulder time filled with adult league, stick and puck, learn to skate, parties
- Daily revenue per ice hour tracker

### Milestones

Milestone	Date	Status
Pricing floor approved	Sep 12	
Block schedule published	Sep 15	
First shoulder programs added	Sep 22	

Task	Responsible	Accountable	Consulted	Informed
Set pricing floor	GM	GM	Board treasurer	Staff
Program placement	Programs Lead	GM	Ops Tech	Parents

## Project, Utilities reduction

### Goal

Reduce kWh and total utilities per ice hour by ten percent through discipline and tuning.

### Scope

Compressor settings, defrost cycles, resurfaces, lighting.

### Deliverables

- Opening and closing plant checklist
- Target set points and variance rules
- Weekly kWh report

#### Milestones

Milestone	Date	Status
Audit walk and targets set	Sep 12	
Checklist posted	Sep 13	
First weekly report	Sep 19	

Task	Responsible	Accountable	Consulted	Informed
Set points and logging	Ops Tech	GM	Vendor tech	Board
Lighting schedule	Ops Tech	GM	Staff	Board

## Project, Sponsorship and arena revenue

### Goal

Secure near term cash and brand partners through naming rights and program sponsorship.

### Scope

Shooting room, scoreboard, ice logos, rafter boards, locker room plaques, honor wall.

### Deliverables

- Inventory and rate card
- Two active naming conversations
- One signed partner in thirty days

### Milestones

Milestone	Date	Status
Inventory finalized	Sep 15	
Two meetings held	Week of Sep 22	
One agreement executed	By Oct 5	

## **Project, Finance clarity and cash forecasting**

### **Goal**

Provide the Board with timely, accurate views for decisions.

### **Scope**

QuickBooks hygiene, monthly program P and L, thirteen week cash model.

### **Deliverables**

- Suspense and unapplied cash cleared
- Program P and L template
- Thirteen week model live

### **Milestones**

<b>Milestone</b>	<b>Date</b>	<b>Status</b>
Cleanup complete	Sep 21	
Program P and L draft	Sep 24	
Cash model first cut	Sep 14	

### **RACI**

<b>Task</b>	<b>Responsible</b>	<b>Accountable</b>	<b>Consulted</b>	<b>Informed</b>
QB cleanup	GM	GM	Bookkeeper	Board
Program P and L	GM	GM	Programs Lead	Board

### **Risks and mitigations**

<b>Risk</b>	<b>Trigger or threshold</b>	<b>Mitigation</b>	<b>Owner</b>
Unexpected cash dip	Runway below four weeks	Slow non essentials, pull forward receivables	GM

## Sponsorship inventory and rate card, illustrative

Asset	Term	Guide price	Notes
Shooting room naming	Three years	\$7,500 per year	Exclusive
Scoreboard panel	Two years	\$5,000 per year	Two positions
On ice logos	One season	\$3,000	Two circles, one neutral zone
Rafter boards	One season	\$1,500	Twelve positions
Locker room plaques	Three years	\$1,000 per year	Per room
Honor wall bricks	Perpetual	\$250 to \$1,000	Tiered

## Finance

Thirteen week cash model, updated each Friday, shows receipts, disbursements, ending cash, and runway in weeks.

Monthly program P and L, youth, clinics and camps, adult, public skate, rentals, fundraising, with gross margin and trend.

## Communications plan

Audience	Frequency	Content	Owner
Board of Directors	Weekly, Sunday	One page snapshot, highlights, risks, KPIs, hiring, campaign	GM
Committee Heads	Weekly, Monday	DIBS fill status, upcoming events, needs, wins	GM
Parents and families	Twice weekly	Programs, open shifts, wins, reminders	GM
Sponsors	Monthly	Impact note, placements, upcoming assets	GM

## Board scorecard template

Metric	Week of	Actual	Target	Trend	Notes
Revenue per ice hour					
Utilities per ice hour					
DIBS fill rate					
Net margin					
Cash runway					
Campaign meetings held					

### DIBS SOP summary

Form required for every request, minimum two week lead time, one form per event.

DIBS build includes title, location, role counts, shift times, credit value, day of contact.

Fill strategy uses twelve day publish, seven day and three day checks, escalation to GM if below ninety percent.

Close credits same day when attendance is verified.

### Committee Needs Form fields

- Committee name, Committee head, Date
- Event or program name, Date, Time, Location
- Total volunteers, Role titles with counts, Shift length, Credit value
- Equipment or supplies needed, Skills or certifications
- Day of contact, mobile number, Additional notes