

# **Demons Youth Hockey Association**



**Response to:**

**Legacy Farms, LLC**

**Request for Proposals for a Recreational Facility at  
*45 East Main Street, Hopkinton, MA***

**January 28, 2014**

Legacy Farms  
Attention: Roy S. MacDowell, Jr.  
21 Center Street, 2nd Floor  
Weston, MA 02493

January 28, 2014

Dear Mr. MacDowell,

On behalf of the Demons Youth Hockey Association (“DYHA”), I am pleased to present for your consideration a proposal for development of a community ice rink and related infrastructure on the Legacy Farms’ parcel at 45 East Main Street in Hopkinton.

We believe our proposal is uniquely positioned to benefit Legacy Farms and the Town of Hopkinton through a recreational facility that will be utilized by a wide cross section of the community. An ice rink in Hopkinton differentiates the Town from surrounding communities and adds another important element to the Town’s recreational profile. Ice related activities are very popular in Massachusetts as evidenced by the number of rinks constructed in the last several years and we believe the opportunity continues to be strong.

DYHA has assembled a strong team to support its efforts to develop, finance, operate, market and program the recreational ice rink facility contained in this proposal. I trust this proposal exceeds your expectations and please do not hesitate to contact me with any questions. We look forward to continuing our partnership with Legacy Farms and the Town of Hopkinton.

Sincerely,

Jim Chuslo  
President  
On Behalf of the Board of Directors  
Demons Youth Hockey Association

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## **I. Proposal Summary Sheet and Digital Drawings**

1. Demons Youth Hockey Association (“DYHA”) develops, finances and operates an ice rink and additional amenities and infrastructure.
2. DYHA is the project lead with ultimately responsibility for delivery of the project through its own or our partners’ actions described within.
3. DYHA will provide anchor tenant programming to the facility and responsible for fund raising and financing.
4. DYHA has assembled a team as further described within this proposal to support its efforts to design, construct and operate the ice rink.
5. The proposed project is for the design and construction of a new, single sheet ice rink at Legacy Farms in Hopkinton, MA. The plan features the following:
  - 47,100 square foot building
  - Seating for 548 spectators, plus standing room
  - Four team rooms
  - Snack Area
  - Meeting Room / Multi-Purpose Room
  - Pro Shop
  - Parking for 213 cars and 4 buses

Drawings are available in smaller images on the following pages and full pages in Exhibit A.







## II. Development Plan Narrative

The proposed project is for the design and construction of a new, single sheet ice rink at Legacy Farms in Hopkinton, MA. The plan features the following:

- 47,100 square foot building
- Seating for 548 spectators
- Four team rooms
- Snack Area
- Meeting Room / Multi-Purpose Room
- Pro Shop
- Parking for 213 cars and 4 buses
- Architectural Sandwich Panel exterior walls
- Field stone veneer accents at exterior walls and columns
- Standing seam roof panels
- Clean interior ceiling

The ice rink will be utilized for youth and adult, male and female:

- Hockey; DYHA, middle school, high school
- Figure skating
- Public and family skating
- Learn to skate
- Any other ice related activities.

The lot will be transformed from its current form to a recreation center consistent with the vision of Legacy Farms and the Town of Hopkinton in general.

Parking will be available for accessing the trails and other recreational uses built on the property. Sanitary facilities will be available to other recreational users of the property when the rink is open.

The lobby will be complete with tables and a snack bar to serve general recreational users as well as the residents utilizing the ice at that time. A small sports store is planned which could stock commonly requested items for the community.

A meeting/community room will be built into the rink and made available to the town as appropriate. The room will create a new option for gatherings, birthday parties, etc.

We have sited the rink and infrastructure on the property located so as to maximize the amount of land left for further development by Legacy Farms and/or the Town of Hopkinton.

DYHA is open to the infrastructure it constructs in conjunction with its project to be used for vehicular access to abutting or other adjacent properties. This is contingent that an agreement is reached to the extent that any owner of abutting or other adjacent property to utilize the driveway and/or infrastructure shall agree to sharing construction and maintenance costs based on proportional usage.

### **III. Development Experience**

The Demons Youth Hockey Association has been an organization for 40+ years and serves the communities of Hopkinton, Ashland and Holliston. DYHA is organized as a non-profit Section 501(c)(3) under IRS law and is led by a group of volunteer board members and all actions of the organization are completed by volunteers.

DYHA's mission is "to implant firmly in the boys and girls of the communities the ideals of good sportsmanship, respect, honesty, loyalty, courage and reverence so that they may be finer, stronger and happier boys and girls and will grow to be good, clean, healthy men and women. This mission will be achieved by providing supervised instructions, adequate ice facilities and competitive athletic events and games. All Members of the Association shall bear in mind that the attainment of exceptional individual skill or the winning of games is secondary. Team play and development of future men and women is of primary importance."

For the purposes of this project and our response, DYHA is the project lead with ultimately responsibility for delivery of the project through its own actions or our partners' described within. DYHA will provide anchor tenant programming to the facility and responsible for fund raising and financing. DYHA has assembled a team as further described within this proposal to support its efforts to design, construct and operate the ice rink. .

In particular as it relates to development, DYHA, through a comprehensive selection process has identified and partnered with a leading design/construction firm, CMC, who has significant experience in ice rink projects. CMC prides itself at balancing the cost, quality and schedule of projects in a manner that affords their clients the best opportunity to maximize their potential for success.

CMC has supported DYHA's efforts to date and has developed the preliminary site and rink plans that have been previously discussed with Legacy Farms and the Town of Hopkinton over the last several years. They are well versed in the state and local requirements and are knowledgeable of the specific site at 45 East Main Street.

CMC is a design/build firm which allows DYHA to maintain a single source responsibility for delivering value in all areas of this project and also expedite the development timeline for the project. CMC is headquartered in Quincy, MA and more information and project references may be found in Exhibit B.

It is also the intent of DYHA, upon selection of an operations group, for that entity to be heavily involved to confirm the ice rink building program to ensure the facility meets the needs of the community and has all the necessary components to maximize revenues and minimize operational costs.

## IV. Preliminary Development Budget

The preliminary budget based upon the conceptual rink and site plans is \$7,500,000. We believe this preliminary budget is high and we are being conservative at this time. There are many unknowns, the building program and in particular as it related to site and infrastructure.

Ultimately, it is DYHA's intent to target \$5,000,000 - \$6,000,000 as the development cost. This range is consistent with other rink facilities recently completed in Massachusetts. The current conceptual building program will be modified to meet this budget range as further design and engineering work is completed. The involvement of an experienced rink operating company will also provide great insight into opportunities for both cost reduction and revenue generation opportunities.

More details are found in the Construction Statement section.

### PRELIMINARY BUDGET

|                              |                     |
|------------------------------|---------------------|
| Engineering                  | \$ 311,634          |
| General Conditions           | 397,761             |
| Insurance                    | 42,000              |
| Pre-Construction Services    | 26,250              |
| Demolition                   | 12,600              |
| Site Work/Utilities          | 744,749             |
| Site Improvements            | 433,864             |
| Foundations                  | 229,616             |
| Slabs                        | 87,439              |
| Steel                        | 495,784             |
| Misc. Iron                   | 37,275              |
| Caulking                     | 6,773               |
| Masonry                      | 414,047             |
| Carpentry                    | 51,327              |
| Doors & Windows              | 185,944             |
| Finishes                     | 164,640             |
| Specialties                  | 389,800             |
| Plumbing                     | 207,522             |
| Sprinkler                    | 55,650              |
| HVAC                         | 235,594             |
| Electric                     | 420,105             |
| Insulated Wall & Roof Panels | 1,052,460           |
| Refrigeration & Ice Pad      | 1,137,203           |
| Contingency                  | 359,965             |
| <b>PRELIMINARY BUDGET</b>    | <b>\$ 7,500,000</b> |

## V. Financing Statement

The DYHA's mission statement as described above and its financial model, as a 501(c)(3), is similar to many other youth hockey organizations. The objective is to provide a community based organization, minimize the cost to its membership in order to encourage and allow the participation from the widest cross section of the community possible. Membership cost is equivalent to DYHA revenues and other than fund raising; this is the primary revenue component for the organization. DYHA is led by a group of volunteer board members and all actions of the organization are completed by volunteers to keep expenses to a bare minimum. Therefore, net profits on an annual basis are relatively small and most capital reserves are placed back to grow the DYHA program.

An outcome of this model is that DYHA has limited financial reserves from which to fund the development cost associated with this proposal. For reference, included in Exhibit C, are the DYHA financial statements for our last three (3) fiscal years and other financial history.

It has always been the intent of DYHA and previously communicated to the Town of Hopkinton and Legacy Farms, and not dissimilar to other non-profit organization projects, that a substantial percentage of the development cost would need to be derived from fund raising activities with the balance financed from a lending institution.

With the understanding that this is a critical and primary driver to a successful completion of the project, DYHA, through a comprehensive selection process has identified and partnered with a leading national non-profit fund raising firm, Convergent Nonprofit Solutions ("Convergent"). For reference, included in Exhibit D are Convergent background information and project references.

Convergent proposes, and DYHA agrees, that the fund raising activities occur in two (2) distinct phases, again very similar for other non-profit funding across the US. The first phase is a Feasibility Study / Goal Assessment in which the objective is for Convergent to assess, identify and report their findings as to the nature of the total potential fund raising dollars available for this project. This phase entails a project package with an executive summary of DYHA's plans mailed to 75-100 potential investors with then the completion of 40-60 confidential interviews with potential donors. The study requires approximately 2-3 months to complete.

The second phase of the fund raising plan is, assuming that the feasibility study proves the project viable from a fund raising perspective, Convergent would then move to an aggressive Capital Campaign. It is anticipated that a full campaign will require 8-10 months to complete.

DYHA initial estimates indicate that for the project to be viable, DYHA will need to raise \$3,000,000 with the balance from financing.

At this time, DYHA has been advised not to approach any lending institutions until a comprehensive project plan has been completed and vetted.

## VI. Operational Experience

The Demons Youth Hockey Association has limited experience with respect to the operations of an ice rink. Preliminary discussions within the DYHA Board indicate that should the project move forward, DYHA's preference is to partner with an experience rink operator to oversee this critical component.

DYHA will, should it be the identified respondent, through, a formal selection process, identify the appropriate operational partner based upon experience, fit with community, and commitment to the project. Ultimately, this selection will require DYHA Board approval and at this time is unknown the direction of DYHA.

However, DYHA has had several discussions with multiple industry leading rink operating companies, specifically, FMC Ice Sports ("FMC") and Rink Management Services Corporation ("RMS"). Both companies possess significant rink design, operations, marketing and programming experience.

Conversations with both FMS and RMS have been positive and both are interested in participating in the project. DYHA considers both companies as potential long-term management partners and both FMC and RMS have granted DYHA approval for inclusion of their materials within our response.

FMC is a Massachusetts corporation specializing in the management and operation of public ice arenas. FMC currently operates eighteen Commonwealth of Massachusetts (DCR) skating arenas on 25-year capital improvement leases that began in June of 2002. In addition, FMC Ice Sports provides management and operations services for three municipal arenas in Massachusetts as well as two college arenas. The corporation is 100% owned by its founder and President, Rob McBride, and headquartered in Pembroke, MA.

RMS currently controls more than \$137 million in assets under management and over 47 completed ice rink construction projects. RMS is headquartered Mechanicsville, VA with 4 regional offices and more than 1,600 employees across the across the US. While the majority of RMS clients are ice rink facilities, several of their properties have other recreational components. RMS clients consist of:

- Indoor & Outdoor ice rinks, seasonal or year-round, private and municipal ice rinks
- Recreation and sports arena facilities, Indoor turf fields, Fitness clubs

Additional information and project references for both FMC and RMS can be found in Appendix E and F, respectively.



## VII. Preliminary Operating Budget

Ice Hockey and ice sports have never been more popular. The USA Hockey Universe in 2012-13 is More Than a Million Players Strong. Number below:

- Youth Players 349,661
- Adult Players 160,618
- Coaches 56,836
- Officials 24,303
- Parents/Volunteers 469,712

“We’ve made great strides in exposing new kids to our sport,” says Pat Kelleher, assistant executive director of development for USA Hockey. “Three years ago we had more than 100,000 kids 8-and-under playing the game for the first time in history and our efforts continue to focus on attracting more kids at the entry level of the game.” “USA Hockey is doing an excellent job in making the game fun for kids while helping them develop,” said Mike Richter, former NHL star, two-time Olympian and member of the U.S. Hockey Hall of Fame. “If this game is not fun, why would any kid in his right mind play?”

It’s remarkable to see the growing number of adults playing the game and they are a big part of the success of USA Hockey. The significance of the American Collegiate Hockey Association has never been greater. US based junior league operators and affiliates present appropriate opportunities to players in that age group, and the growth of the disabled hockey program is indeed a testimony that hockey is for everyone.

According to the Sporting Goods Manufacturers Association, ice hockey is the second-fastest growing sport in the country since 2008, behind fast-pitch softball. Participation throughout the United States has increased from **195,000** male and female players of all ages registered with USA Hockey in **1990-91** to **510,279** in **2012-13**. **For the third straight year USA Hockey attracted more than 100,000 youth players ages eight and under to hockey**, a feat that had not been accomplished prior to the 2010-11 season. The future of Hockey is indeed bright.

Massachusetts’s growth lags slightly below the national averages – constrained by ice availability. Although rinks have been added in the Massachusetts region, the demand still exceeds the supply. Due to this supply and demand equation, owners of ice facilities have made ice sports harder for the average family to enjoy ice sports as a recreational pursuit. League fees have risen, rink owners have formed teams that monopolize reasonable ice hours and force town programs to skate at an hour normal individuals are sleeping. As an example, Hopkinton High School practices multiple days per week at a rink 20 miles away at 5:30am during the school week, as do many of our Tri-Valley League counterparts. Students are tired in school. Some have been forced to drive prior to daylight hours, technically before their license is valid, in order to get to practice. Unfortunately, we’ve seen accidents as a result. Getting off the ice at 10:30pm is not unheard of for kids during the school week. Programs like Demons lack of control with respect to ice time expense and schedules. Nearby town rinks restricting ice to outsiders. Franklin, Natick, Framingham, Marlboro, Norfolk, Westborough are all in line before us with annual ice time rates: \$200 - \$325 per hour (and rising).

Demons Youth Hockey is the business of providing all-inclusive ice programs for the entire community. Having a rink will allow the local program to provide these programs at the lowest possible cost for all to enjoy.

The Hopkinton constituents have spoken. They want a local rink. With your help Demons Youth Hockey is willing to put in the time, effort and money to build one.

Exhibit G contains the detailed P&L spreadsheet. We have verbally talked to programs that have a desire to rent ice from us when the rink is operational. Between Demons Youth Hockey, Ashland, Holliston, Hopkinton High School Boys, Girls and JV programs, the three towns respective middle school programs, recreational skating, local figure skating, public skating, the East Coast Jumbos we account for 45% of the ice available during normal rink hours. Ice Rental rates are also set at a conservative \$225/Hour for a 50 minute sheet. We would require a commitment from 1 more major program to meet the current budget needs and feel this is very achievable. We have taken what we feel is a conservative approach to filling the ice demand and currently not included other potential revenue generating opportunities such as adult leagues, special needs programs, and tournaments.

Based on the P&L projections, Demons Youth Hockey needs to raise \$3,000,000 to operate the proposed rink with a 21% net operating margin annually. As stated, we believe this is achievable given the strong corporate support that the town of Hopkinton has seen in the past. The operating budget for this single sheet facility has been compared to three other similar facilities and reviewed by FMC for accuracy.

See the following pages for a project rink schedule and profit and loss summary.

**Typical In-season Rink Schedule**

|          | <u>Monday</u>                  | <u>Tuesday</u> | <u>Wednesday</u>     | <u>Thursday</u>         | <u>Friday</u> | <u>Saturday</u>      | <u>Sunday</u> |                         |                 |
|----------|--------------------------------|----------------|----------------------|-------------------------|---------------|----------------------|---------------|-------------------------|-----------------|
| 5:00 AM  | <b>TBD</b>                     |                |                      |                         |               |                      |               |                         |                 |
| 6:00 AM  | TVL High School                |                |                      |                         |               | Demons               | Demons        |                         |                 |
| 7:00 AM  | Rent                           | Rent           | Rent                 | Rent                    | Rent          |                      |               |                         |                 |
| 8:00 AM  | Rent                           | Rent           | Rent                 | Rent                    | Rent          |                      |               |                         |                 |
| 9:00 AM  | Potential Hopkinton School Use |                |                      |                         |               |                      |               |                         |                 |
| 10:00 AM | Little Tots program            |                |                      |                         |               |                      |               |                         |                 |
| 11:00 AM | Rent                           | Rent           | Rent                 | Rent                    | Rent          |                      |               |                         |                 |
| 12:00 PM | Stick and Puck                 |                |                      |                         |               |                      |               | Demons<br>Developmental |                 |
| 1:00 PM  |                                |                |                      |                         |               |                      |               |                         |                 |
| 2:00 PM  | TVL High School                |                |                      |                         |               |                      |               | Family<br>Skate         | Family<br>Skate |
| 3:00 PM  | Hopkinton High School          |                |                      |                         |               |                      |               |                         |                 |
| 4:00 PM  | HS Girls                       | JV Boys        | HS Girls             | JV Boys                 | HS Girls      | Jr Panthers          | Jr Hillers    |                         |                 |
| 5:00 PM  | Demons                         | Jr Hillers     | Rent                 | Demons<br>Developmental | Jumbos        |                      |               |                         |                 |
| 6:00 PM  |                                | Jr Clockers    | High School<br>Games | Demons                  | Teen Skate    | High School<br>Games |               |                         |                 |
| 7:00 PM  |                                |                |                      |                         |               |                      | Jumbos        |                         |                 |
| 8:00 PM  | Rent                           |                |                      |                         |               |                      | Rent          |                         |                 |
| 9:00 PM  | Rent                           | Rent           |                      |                         |               |                      | Rent          |                         |                 |

**Projected hours:**

|              |                    |
|--------------|--------------------|
| Meeting Room | 5:00 am - 9:00 pm  |
| Lobby        | 5:00 am - 9:00 pm  |
| Restrooms    | 5:00 am - 9:00 pm  |
| Snack Bar    | 1:00 pm - 9:00 pm  |
| Pro Shop     | 11:00 am - 8:00 pm |

## DYHA Ice Arena Proforma P&L - Year 1 Operation Summary

| Description                               | Total            | % of Rev       |
|---|------------------|----------------|
| <b><u>Revenue</u></b>                     |                  |                |
| Contract Ice Rental Total                 | \$726,609        | 86.60%         |
| Other Revenue                             |                  |                |
| Pro Shop Lease                            | \$16,800         | 2.00%          |
| Concession Lease                          | \$16,800         | 2.00%          |
| Advertising                               | \$30,000         | 3.58%          |
| Vending/Arcade                            | \$28,800         | 3.43%          |
| Special Events                            | \$20,000         | 2.38%          |
| Total Other Revenue                       | \$112,400        | 13.40%         |
| <b>Total Revenue</b>                      | <b>\$839,009</b> | <b>100.00%</b> |
| <b><u>Operating Expenses</u></b>          |                  |                |
| Salaries                                  | (\$170,000)      | -20.26%        |
| Benefits/Payroll Taxes                    | (\$51,000)       | -6.08%         |
| Utilities                                 | (\$96,000)       | -11.44%        |
| Insurance                                 | (\$40,000)       | -4.77%         |
| Office Expenses                           | (\$25,000)       | -2.98%         |
| Land Lease                                | (\$12)           | 0.00%          |
| Maintenance                               | (\$20,000)       | -2.38%         |
| Program Expenses                          | (\$25,000)       | -2.98%         |
| Miscellaneous                             | (\$18,000)       | -2.15%         |
| Total Operating Expenses                  | (\$445,012)      | -53.04%        |
| <b>Operating Margin</b>                   | <b>\$393,997</b> | <b>46.96%</b>  |
| <b><u>Debt Expense Scenarios</u></b>      |                  |                |
| <b>Scenario #4 - DYHA Raises \$3.0 MM</b> |                  |                |
| Debt Expense                              | (\$215,838)      | -25.73%        |
| <b>Net Margin</b>                         | <b>\$178,158</b> | <b>21.23%</b>  |

## **VIII. Draft Design and Site Plans**

See Exhibit A.

## **IX. Construction Statement**

### **ENGINEERING**

All engineering and drawings are to be prepared by CMC Associates and appropriate trade contractors. Drawings to be furnished shall delineate all material and work included. Drawings to include all pertinent dimensions and together with these specifications shall be adequate for construction purposes. Process Engineering and Wastewater Engineering are not included as part of this proposal, but may be added at additional cost if so chosen by the Owner.

### **GENERAL CONDITIONS**

1. Coordinate plans, specifications, shop drawings and material submittals.
2. Select subcontractors and material suppliers.
3. Conduct subcontractor coordination meetings.
4. Conduct subcontractor safety meetings.
5. Coordinate all work between the Subcontractors and material suppliers.
6. Provide on-site supervision and inspections.
7. Provide project manager to act as Owner liaison and coordinate field activities.
8. Provide project telephone and fax.
9. Provide transit, laser and equipment devices as required.
10. Provide temporary electric service and temporary water service.
11. Obtain building permit. Permit fees to be paid for by the Owner. Building Permit fees are usually either based upon the size of the project or the construction cost of the project. For budgetary purposes, the Owner should carry an allowance of \$50,000.00.
12. Governmental approval filing and review fees are not included. Filing and review fees vary significantly between municipalities. For budgetary purposes, the Owner should carry an allowance of \$10,000.00.
13. Utility company fees and backcharges are not included. Utility company fees vary significantly between municipalities. For budgetary purposes, the Owner should carry an allowance of \$10,000.00.
14. Winter Conditions not included and are to be billed on a cost plus ten percent basis. Winter Conditions costs vary significantly depending upon the timing of the project, the size of the project, the scope of the project and the severity of the winter weather. For budgetary purposes, the Owner should carry an allowance of \$50,000.00.
15. Builder's Risk Insurance to be provided by the Owner. This insurance is effectively a property insurance policy to cover the property as it is put in place. Premiums are usually in the neighborhood of \$2.00 per \$1,000.00 of value above the foundation,
16. Borings and geotechnical engineering are not included. The extent of geotechnical investigation can vary greatly between sites depending upon the type of soil conditions present. Borings normally cost about \$1,500.00 per day. Total boring/geotechnical costs can range from \$2,500 to \$15,000 for a project of this magnitude.

17. Environmental testing is not included. The extent of geotechnical investigation can vary greatly between sites depending upon the type of conditions present. Minimum costs are around \$5,000.00.
18. Compaction, concrete and steel testing are not included. Many municipalities require that these tests are procured directly by the Owner. These services can be provided by CMC if allowed and requested by the Owner. Testing cost would be an addition to the base price of \$15,000.00.

#### **SITE WORK**

1. Furnish and install hay bales and silt fence.
2. Clear and grub existing vegetation in area of building expansion.
3. Strip topsoil and stockpile on-site for landscaping.
4. Furnish and install off site fill, spread and compacted to 95% of maximum density at building areas and 90% of maximum density at paved areas.
5. It is assumed that the existing soil will provide a minimum bearing capacity of four thousand (4,000) pounds per square foot.
6. Excavate and backfill for foundations and underslab warming system.
7. Fine grade site prior to placement of concrete.
8. Signage and flagpoles are not included.
9. Handling of hazardous material is excluded from this scope of work.
10. Handling of unsuitable soil such as peat, ledge etc. will be performed at an additional cost to the Owner.

#### **SITE UTILITIES**

1. Furnish and install water pipe.
2. Furnish and install post indicator valve.
3. Furnish and install fire hydrants.
4. Furnish and install riser for sprinkler system.
5. Furnish and install sewer pipe. It is assumed the sewer system will be a forced main, tied in at Ray Street. The sewer line will be laid in a trench excavated and backfilled by others. The cost to install the sewer line from the building to Ray Street has been estimated at \$250,000, including pipe, chamber, forced main pumps etc.
6. Furnish and install sanitary sewer manhole.
7. Furnish and install underground electric.
8. Furnish and install drainage pipe.
9. Furnish and install catch basins.
10. Furnish and install storm drainage manholes.
11. Make all connections to existing lines in the street in conjunction with items 1 through 10 above.
12. Utility company fees and backcharges are not included.

## **SITE IMPROVEMENTS**

1. Furnish and install paving to consist of one and one half (1 1/2) inch binder course and one and one half (1 1/2) inch finish course for a total of three (3) inch bituminous concrete with striping for parking spaces.
2. Furnish and install Cape Cod berm curbing.
3. Furnish and install four (4) inch thick concrete sidewalk.
4. Furnish and install parking lot lights on concrete base.
5. Allowance of \$75,000 for landscaping including loam, seed and plantings.

## **FOUNDATIONS**

1. Furnish and install reinforced foundation wall with footing.
2. Furnish and install interior footings with piers.
3. Foundation design is based upon four thousand (4000) pounds per square foot soil bearing capacity.
4. Furnish and install perimeter insulation.
5. Rub exposed concrete foundation walls to provide smooth finish.
6. Furnish and install concrete pads at egress doors.

## **CONCRETE SLABS**

1. Furnish and install six (6) inch thick wearing slab, selectively reinforced with dowel baskets and diamond dowels at all building areas except office areas.

## **STEEL**

1. Furnish and install steel system with columns and roof structure.
2. Furnish and install structural steel support systems for hanging equipment included in this scope of work.
3. Furnish and install concrete filled six (6) inch steel bollards protect equipment.
4. Furnish and install miscellaneous steel as necessary.

## **WALLS & ROOF**

1. Furnish and install insulated metal panel, standing seam roof system. Insulation to be foamed-in-place polyurethane with an R-Value of 32. The roof panel system provides a clean, finished panel ceiling.
2. Furnish and install stone veneer with formed concrete back-up wall at accent areas of exterior walls.
3. Furnish and install stone veneer at front columns.
4. Furnish and install translucent wall panels at walls behind the bleachers.



5. Furnish and install painted common block at all interior walls

### **DOORS & WINDOWS**

1. Furnish and install interior steel doors.
2. Furnish and install exterior steel doors.
3. Furnish and install insulated overhead doors.
4. Furnish and install double glazed, bronze, insulated windows at exterior walls.
5. Furnish and install double glazed, bronze, insulated vestibule.

### **FINISHES**

1. Furnish and install 2'-0" x 2'-0" acoustical ceiling tile at lobby areas.
2. Furnish and install metal panel ceiling at 12'-0" above finished floor in team rooms.
3. Furnish and install ceramic tile at public restroom floors.
4. Furnish and install ceramic tile at restroom wet walls.
5. Furnish and install quarry tile at lobby and snack bar.
6. Furnish and install synthetic floor in shooting room.
7. Furnish and install protective rink mat at team rooms and skate access areas.
8. Furnish and install eighty five (85) linear feet of counter top.
9. Furnishings are to be furnished and installed by the Owner.

### **SPECIALTIES**

1. Furnish and install pre-fabricated dasher board system. System to include bench areas, penalty boxes, time keeper's box, access doors and tempered glass (5/8" thick at ends and 1/2" thick on sides).
2. Furnish and install monofilament spectator safety netting.
3. Furnish and install three (3) goals.
4. Furnish and install one (1) electronic remote controlled scoreboard.
5. Concrete bleachers with plastic seating plank and storage under. Bleacher capacity is approximately five hundred forty eight (548) plus standing room. The plan will provide accessible seating.
6. Furnish and install wall hung benches and equipment hooks at team rooms.
7. Furnish install stubbed utilities and snack bar station.
8. Sound system is not included

### **PLUMBING**

1. Furnish and install toilets.
2. Furnish and install urinals.
3. Furnish and install restroom sinks.

4. Furnish and install kitchen sink.
5. Furnish and install water coolers.
6. Furnish and install water pipe.
7. Furnish and install underslab waste pipe.
8. Furnish and install one (1) snow melt pit.

#### **HVAC**

1. Furnish and install gas fired, unit heaters in the Team Room and Support Areas.
2. Furnish and install gas fired heat, electric air conditioning system in the lobby area.
3. Furnish and install exhaust system at the team rooms.

#### **ICE SURFACE & REFRIGERATION**

1. Furnish and install one (1) 110TR Ice Rink Skid Package utilizing ammonia and ethylene glycol at the following design conditions 9°F SST and 90°F SCT, to include:
  - (2) compressors each rated for 55 TR at 1170 RPM
  - (2) 75 HP, ODP, 1800 RPM, 460V/3PH/60Hz, premium efficient motors, complete with 75 HP solid state starters
  - (1) flooded plate and frame heat exchanger capable of 110 TR at 1000 GPM to include an insulated shroud and drip tray
  - (2) 30 HP pumps rated for 1,000 GPM each with premium efficient inverter duty rated motors
  - (1) warm floor heat exchanger, pump, and associated piping and valves
  - (1) snow melt heat exchanger, pump, and associated piping and valves
  - (1) MCP complete with starters, disconnects, all wire to a main breaker
  - (1) liquid feed with high side float
  - (1) oil pot
  - Mechanical pressure switches for the compressors, condenser water pumps and fans
  - Evaporative condenser
2. Furnish and install new insulated 8"Ø steel cold floor mains from the mechanical room into the rink out to beyond where the "blue line" will be.
3. Furnish and install new 3"Ø steel warm floor mains from the mechanical room to the rink.
4. Furnish and install 3"Ø steel warm floor headers complete with drain, vent and circuit isolation valves and flow indicators.
5. Furnish and install 3" layer of stone dust to act as the base for the warm floor.
6. Furnish and install 1-1/4" OD by 0.10 wall linear low density polyethylene tubing on 18" centers for the warm floor circuit.
7. Pressure test and leak check.

8. Furnish and install 5" layer of stone dust on top of the warm floor piping, laser grade to +/- 3/16 of an inch.
9. Furnish and install a 6-mil poly vapor barrier.
10. Furnish and install (2) layers of 2" thick rigid board insulation to include the prefabricated insulated header trench supports.
11. Furnish and install a 6-mil poly slip sheet.
12. Furnish and install (2) 8"Ø steel cold floor headers complete with nipples and vent valves.
13. Furnish and install purge boxes.
14. Furnish and install rink pipe supports across the entire width of the rink every 3' along the length. Supports will maintain the pipe on 3-1/2" centers and provide a 2" lift.
15. Furnish and install 1-1/4" O.D. by 0.10 wall thickness, linear low density polyethylene rink piping to include clamps and steel return bends.
16. Pressure test and leak check.
17. Furnish and install a new 200' long x 85' wide by 5" thick reinforced concrete slab comprised of a 4,000 psi mix, #4 reinforcing rebar on 12" and 12" centers, 6x6/W2.9xW2.9 welded wire mesh, and 1" thick expansion joint.
18. Furnish and install a neoprene expansion seal over the 1" thick foam expansion joint.
19. Cover concrete floor with poly and provide 7 day wet cure.

#### **FIRE PROTECTION**

1. Furnish and install a wet sprinkler system in accordance with Massachusetts Code.
2. Foam seal penetrations through insulated panels.
3. It is assumed that sufficient water pressure and flow are readily available at the site and that a fire pump and/or storage tank will not be required.

#### **ELECTRIC**

1. Furnish and install a 1,200 amp 480/277 volt service.
2. Furnish and install LED light fixtures in the ice surface areas.
3. Furnish and install strip fluorescent light fixtures in all utility areas.
4. Furnish and install 2'-0" x 4'-0" lay-in fluorescent light fixtures in lobby areas.
5. Wire refrigeration system.
6. Wire HVAC equipment.
7. Furnish and install all necessary distribution panels.
8. Furnish and install exterior wall mounted lights.
9. Furnish and install exit signs and emergency lights.
10. Furnish and install fire alarm system.
11. Except as specifically indicated herein, wiring of Owner's equipment, including emergency generators and the associated switching and gear configuration, security systems, voice and data wiring is excluded from this scope.

## **X. Development Timetable**

DYHA, through its efforts over the last several years on this project, is in position to quickly move to the next phases of the project. We have previously assembled the required partners, in particular for fund raising and design/construction, to assess and complete the next phases' requirements.

As previously stated, the fund raising timeline will occur in two phases over the course of 10-12 months with completion of a study and capital campaign. Overlapping the fundraising activities are design/construction related activities which are as follows:

1. Month 1-3: Perform due diligence
2. Month 4-5: Complete Design Development
3. Month 6-9: Permit
4. Month 10-17: Construction

**XI. Exhibit A: Digital Images, Design and Site Plan**



| Rev. | Date     | Revision Description |
|------|----------|----------------------|
| A    | 10/22/11 | OWNER REVIEW         |

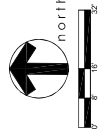
REVISIONS AND COMMENTS  
 INCLUDED ON THESE SHEETS  
 APPROVED FOR THE PROJECT  
 BY THE ARCHITECT AND/OR  
 ENGINEER. REVISIONS FOR THE  
 CONTRACTOR TO BE MADE BY  
 CONSULTING ENGINEER AND/OR  
 ARCHITECT.

2504

**Hopkinton Ice Arena**  
**Home of the Demons**  
 Hopkinton, Massachusetts

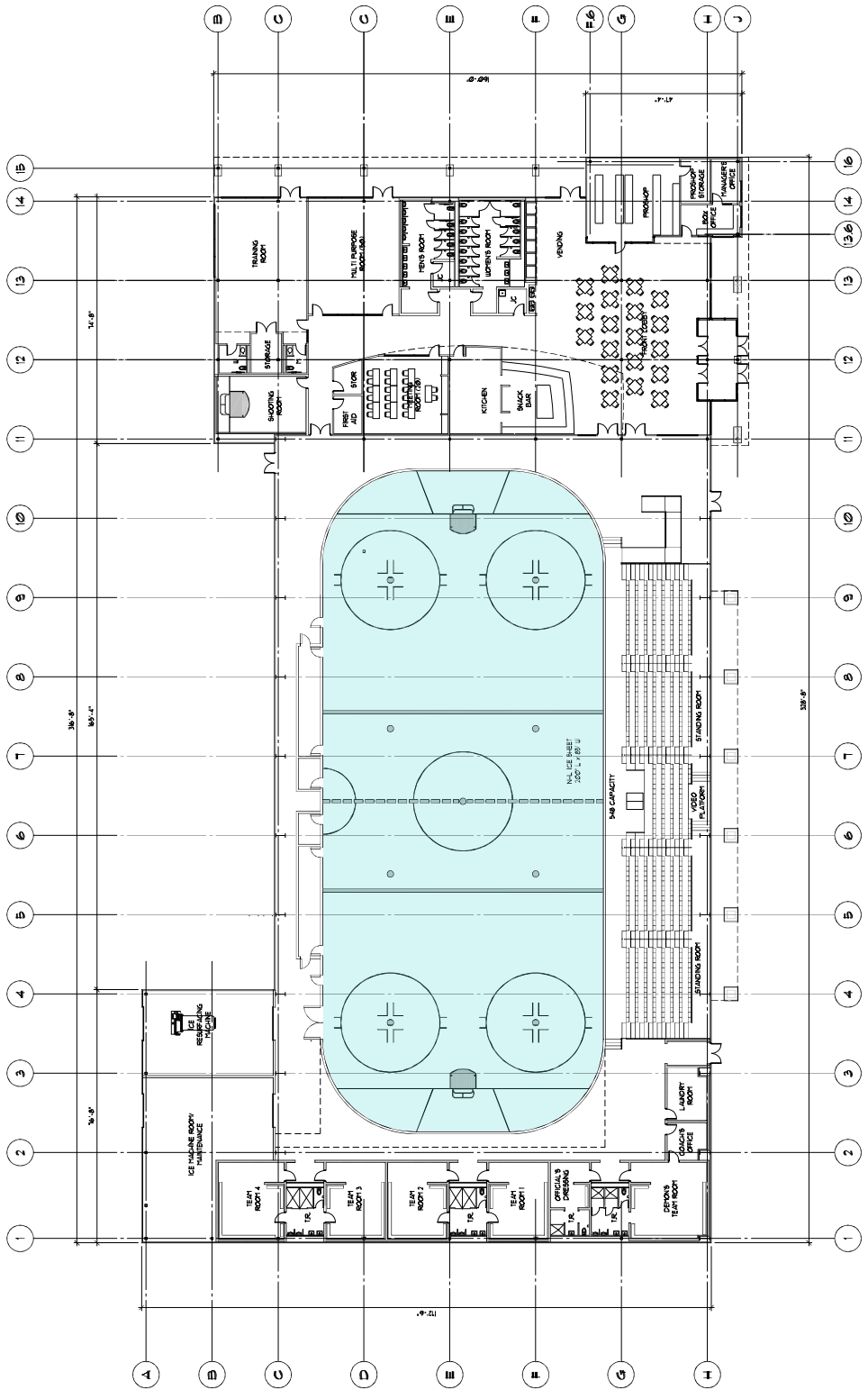
**CMC ASSOCIATES**  
 1000 Main Street, Suite 200  
 Hopkinton, MA 01908  
 Tel: 508-435-1177  
 Fax: 508-435-1178  
 www.cmcassociates.com

**Proposed**  
**Floor Plan +**  
**Elevation**

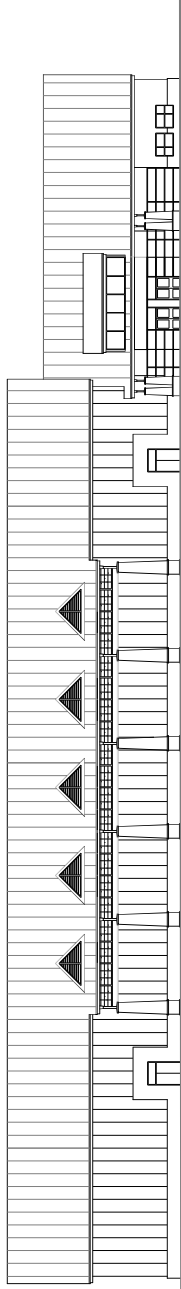


SCALE: 1/16" = 1'-0"  
 DATE: 20 OCTOBER 2011  
 DRAWN BY:

**A1.0**  
**20360**



**FLOOR PLAN**  
 SCALE: 1/8" = 1'-0"



**FRONT ELEVATION**  
 SCALE: 1/8" = 1'-0"

| Rev. | Date     | Revision Description |
|------|----------|----------------------|
| A    | 08/23/11 | OWNER REVIEW         |
| B    | 09/27/11 | FINAL REVIEW         |
|      |          |                      |
|      |          |                      |
|      |          |                      |
|      |          |                      |

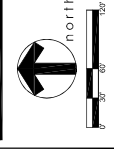
ALL DRAWINGS AND SPECIFICATIONS INCLUDED ON THESE SHEETS ARE THE PROPERTY OF CMC ASSOCIATES AND SHALL BE KEPT IN CONFIDENCE AND NOT TO BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM.

20360

**Hopkinton Ice Arena**  
**Home of the Demons**  
 Hopkinton, Massachusetts

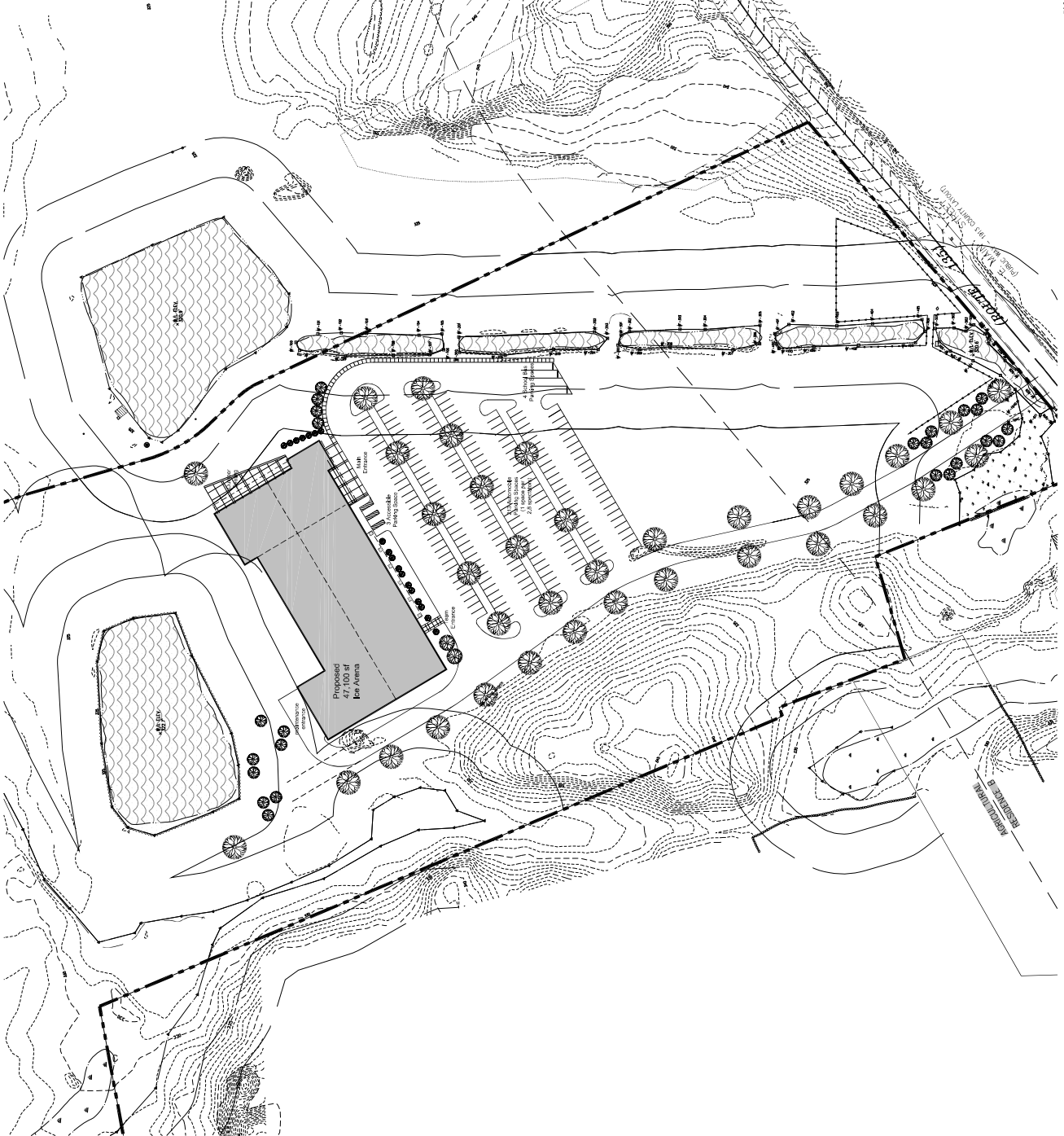
**CMC ASSOCIATES**  
 100 South Main Street, Suite 100  
 Hopkinton, MA 01915  
 Tel: 508.435.1177  
 www.cmcassociates.com

**Proposed Site Plan**



SCALE: 1" = 60'-0"  
 DATE: 20 OCTOBER 2011  
 DRAWN BY:

**G1.0**  
**20360**





## **XII. Exhibit B: CMC Company Background**



CMC Design-Build, Inc. is a design/build corporation that has specialized in the planning, engineering and construction of refrigerated facilities throughout the US since 1989.

From the site search through working drawings, permitting, and construction, our staff maintains single source responsibility for delivering value in all areas of our projects. To us, value means balancing the cost, quality and schedule of projects in a manner that affords our clients the best opportunity to maximize their potential for profit.

CMC's integrated design and construction departments are able to:

- Deliver guaranteed project pricing very early in the design process,
- Enable our clients to quickly make major decisions based upon real internal rates of return before expending significant dollars and time on a full design and bid process.
- Fast track a schedule, cutting months from the project
- Reduce cost by combining the overhead associated with both the design and construction operations.
- Improve quality via real time design enhancements spawned by construction and design department collaboration
- Provide accurate value engineering options
- Select subcontractor partners best versed in the construction of refrigerated facilities

**The following pages outline several ice skating facility projects executed by members of the CMC staff.**

**IORIO RINKS  
WALPOLE, MASSACHUSETTS**

---

**BUSINESS:** Commercial Ice Skating

**PROJECT DESCRIPTION:** 76,000 square foot dual-rink facility with one N.H.L. size rink and one Olympic size rink. The project scope included all site work, building structure, walls and finishes, heating, ventilating and air conditioning, electrical, plumbing, and fire protection. A complete ice package including slab, under floor heating system, snow melt pit, desiccant dehumidification, boards, glass, ice painting and Zamboni.

**DEXTER SCHOOL RINK  
BROOKLINE, MASSACHUSETTS**

---

**BUSINESS:** Institutional Ice Skating

**PROJECT DESCRIPTION:** 40,000 square foot single rink ice skating facility with roof deck parking for 99 cars. This project scope includes site work and foundations associated with building the facility into the side of a hill; roof structure, waterproofing and wearing surface for parking deck; complete building systems including finishes, fire protection, plumbing, heating, ventilating and air conditioning, and electrical. The ice package includes slab, under-slab heating system, snowmelt pit, desiccant dehumidification, boards and glass.

**ST. LUKE'S SCHOOL  
NEW CANAAN, CONNECTICUT**

---

**BUSINESS:** Institutional Skating Rink

**PROJECT DESCRIPTION:** Feasibility Study for 29,800 square foot single rink skating facility. This project scope includes site work, foundations, roofing, complete building systems including finishes, plumbing, heating, ventilating and electrical. The ice package includes slab, provisions for future under-slab heating system, snow melt pit, boards and glass. This project was never constructed.

**ST. GEORGE'S SCHOOL RINKS  
MIDDELTOWN, RHODE ISLAND**

---

**BUSINESS:** Institutional Skating Rink

**PROJECT DESCRIPTION:** The project is divided into two phases.

Phase I consists of renovating an existing 1960's era ice arena and replacing the existing ice sheet and dasher boards. This phase will also include a new machine room with all new equipment, a new standing seam roof, and a new block bearing building link containing Zamboni equipment and two team rooms.

Phase II will consist of a new 38,000 square foot pre-engineered metal building to accommodate a new 200 foot by 93 foot ice arena with support facilities and precast bleachers for 160 spectators. The roof will match the Phase I standing seam profile. The walls will be double wythe masonry with block and brick backed up by concrete masonry units.

The ice package for each rink includes reinforced concrete slabs, under-slab heating systems, snow melt pit, desiccant dehumidification, boards and glass.

**JRS ICE ARENA COMPLEX  
EAST LONDMEADOW, MASSACHUSETTS**

---

**BUSINESS:** Commercial Ice Skating, Pavilion and Pool

**PROJECT DESCRIPTION:** Feasibility Study for 100,000 square foot dual-rink facility with one N.H.L. size rink, one Olympic size rink and an Olympic size swimming pool. The project scope included all site work, building structure, walls and finishes, heating, ventilating and air conditioning, electrical, plumbing, and fire protection. A complete ice package including slab, under-floor heating system, snow melt pit, desiccant dehumidification, boards, glass, ice painting and Zamboni. A complete pool filtering, HVAC, and pump room were included. This project was never built.

**XIII. Exhibit C: Demons Youth Hockey Association Financial Information**

| <b>Demons Youth Hockey Association</b>  |                |
|---|----------------|
| <b>Profit &amp; Loss</b>  |                |
| <b>May 2012 - April 2013</b>  |                |
|   | <b>Total</b>   |
| <b>Income</b>   |                |
| Developmental Program Income  | 30,061         |
| Fundraising Income  | 47,440         |
| Hockey Program Income   | 190,659        |
| LTS/LTH Equip/Gear Sales  | 3,578          |
| Markup  | 259            |
| Merchandise Sales Income  | 9,062          |
| <b>Total Income</b>   | <b>281,059</b> |
| <b>Expenses</b>   |                |
| Developmental Expenses  | 10,853         |
| Fundraising Expenses  | 28,759         |
| Hockey Expenses   | 203,045        |
| Operating & Admin Expenses  | 32,245         |
| <b>Total Expenses</b>   | <b>274,902</b> |
| <b>Net Operating Income</b>   | <b>6,157</b>   |
| <b>Other Income</b>   |                |
| Interest Income   | 207            |
| <b>Total Other Income</b>   | <b>207</b>     |
| <b>Net Other Income</b>   | <b>207</b>     |
| <b>Net Income</b>   | <b>6,364</b>   |
|   |                |
|   |                |
| <b>Note: Hockey Program Income on accrual basis, all other items cash basis</b> |                |
| <b>DYHA fiscal year end is April 30.</b>  |                |





## Demons Youth Hockey Association

### Profit & Loss

May 2010 - April 2011

|   | Total          |
|---|----------------|
| <b>Income</b>   |                |
| Developmental Program Income  | 22,793         |
| Donation  | 992            |
| Fundraising Income  | 40,723         |
| Hockey Program Income   | 192,496        |
| Merchandise Sales Income  | 2,055          |
| <b>Total Income</b>   | <b>259,058</b> |
| <b>Expenses</b>   |                |
| Developmental Expenses  | 19,659         |
| Fundraising Expenses  | 32,673         |
| Hockey Expenses   | 179,405        |
| Operating & Admin Expenses  | 12,432         |
| <b>Total Expenses</b>   | <b>244,169</b> |
| <b>Net Operating Income</b>   | <b>14,889</b>  |
| <b>Other Income</b>   |                |
| Interest Income   | 517            |
| Interest Income-Guernieri Fund  | 20             |
| <b>Total Other Income</b>   | <b>537</b>     |
| <b>Net Other Income</b>   | <b>537</b>     |
| <b>Net Income</b>   | <b>15,426</b>  |
| <b>Note: Hockey Program Income on accrual basis, all other items cash basis<br/>DYHA fiscal year end is April 30.</b> |                |

**Demons Youth Hockey Association****10 Year Financial Summary**

| <b><u>Income Statement Summary</u></b> | 2001    | 2002    | 2003    | 2004    | 2005    | 2006     | 2007    | 2008    | 2009    | 2010    |
|--|---------|---------|---------|---------|---------|----------|---------|---------|---------|---------|
| Revenue                                | 163,959 | 212,295 | 210,847 | 227,873 | 222,686 | 232,242  | 252,411 | 268,984 | 256,953 | 270,936 |
| Expense                                | 164,363 | 212,583 | 200,702 | 232,912 | 214,642 | 244,985  | 248,197 | 262,655 | 251,600 | 266,064 |
| Net Income                             | (404)   | (288)   | 10,145  | (5,040) | 8,044   | (12,743) | 4,215   | 6,329   | 5,352   | 4,872   |
| <b>Uncommitted Cash Balance</b>        | 34,132  | 33,845  | 41,309  | 36,269  | 44,313  | 31,570   | 40,221  | 46,550  | 51,902  | 56,774  |

# Demons Youth Hockey Association

## Balance Sheet

As of January 25, 2014

|                                       | Total            |
|---------------------------------------|------------------|
| <b>ASSETS</b>                         |                  |
| <b>Current Assets</b>                 |                  |
| <b>Bank Accounts</b>                  |                  |
| Middlesex Savings--NOW Checking       | \$21,540         |
| Middlesex Savings-Business Money Fund | \$102,266        |
| Middlesex Savings-Guarnieri Fund      | \$7,053          |
| <b>Total Bank Accounts</b>            | <b>\$130,858</b> |
| <b>Accounts Receivable</b>            |                  |
| Accounts Receivable                   | \$0              |
| <b>Total Accounts Receivable</b>      | <b>\$0</b>       |
| <b>Other current assets</b>           |                  |
| Deposits                              | \$0              |
| Inventory                             | \$0              |
| Undeposited Funds                     | \$0              |
| <b>Total Other current assets</b>     | <b>\$0</b>       |
| <b>Total Current Assets</b>           | <b>\$130,858</b> |
| <b>Fixed Assets</b>                   |                  |
| Computer                              | \$0              |
| <b>Total Fixed Assets</b>             | <b>\$0</b>       |
| <b>TOTAL ASSETS</b>                   | <b>\$130,858</b> |
| <b>LIABILITIES AND EQUITY</b>         |                  |
| <b>Liabilities</b>                    |                  |
| <b>Current Liabilities</b>            |                  |
| Accounts Payable                      |                  |
| Accounts Payable                      |                  |
| <b>Total Accounts Payable</b>         | <b>\$0</b>       |
| <b>Total Current Liabilities</b>      | <b>\$0</b>       |
| <b>Total Liabilities</b>              | <b>\$0</b>       |
| <b>Equity</b>                         |                  |
| General fund balance                  | \$108,807        |
| Guernieri Fund Balance                | \$4,453          |
| Opening Bal Equity                    | \$0              |
| Net Income                            | \$17,598         |
| <b>Total Equity</b>                   | <b>\$130,858</b> |
| <b>TOTAL LIABILITIES AND EQUITY</b>   | <b>\$130,858</b> |

## **XIV. Exhibit D: Convergent Nonprofit Solutions**



# CONVERGENT

Nonprofit Solutions

*Better Fundraising. Better Results.*



# Convergent Approach

Convergent takes a different approach to fundraising —what we call the Investment-Driven Model™.

- >> As an alternative to traditional “coach and counsel” consulting, we offer the option to fully outsource the campaign management function. We can provide full-time, on-site, comprehensive campaign management start to finish—minimizing the burden on your staff.
- >> As an alternative to traditional volunteer solicitations, we can provide consistent professional presentations to prospects, customized investment proposals, skilled asks, and diligent follow-up for commitments—minimizing the burden on your board and volunteers.
- >> As a supplement to traditional fundraising techniques, such as emotional appeals and peer-to-peer influence, we utilize a strong rational appeal, positioning your organization as an investable community asset providing real benefits, impacts, value, and return-on-investment (ROI). We use innovative tools to help get your requests to the front of the funding line.

# Convergent Praise

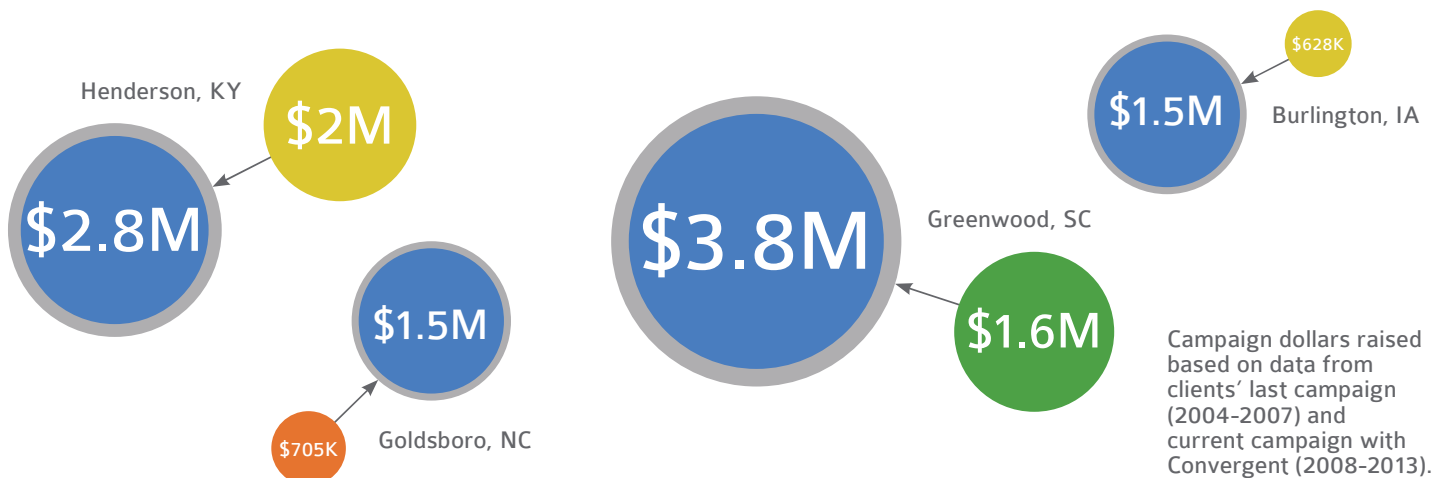
*“In the span of six short months, our Board went from being nervous about the campaign to being ecstatic with the attainment of our goal, and our subsequent stretch goal! Convergent can do it like no other. We have nothing but great things to say about them!”*

—Lisa Zaken, Leadership Gwinnett

*“Convergent did a terrific job managing our community’s comprehensive campaign for affordable housing, air service, workforce training, childcare programs, zoning and land use planning, substance abuse education, and event facilities. I strongly recommend that any organization that is planning a campaign consider hiring the talented professionals at Convergent.”*

—Philippe Chino, Forward Sheridan

## THE CONVERGENT DIFFERENCE



# Convergent Experience

Here are just a few of the organizations, in communities large and small, that agree Convergent is the right fit for their fundraising needs.



# Convergent Expertise

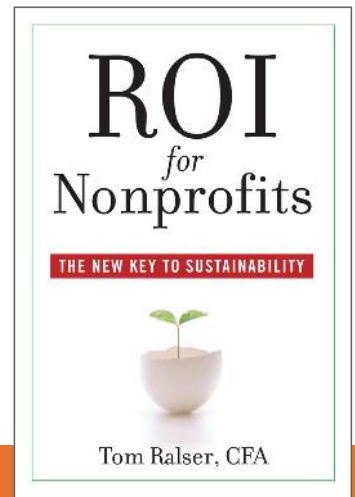
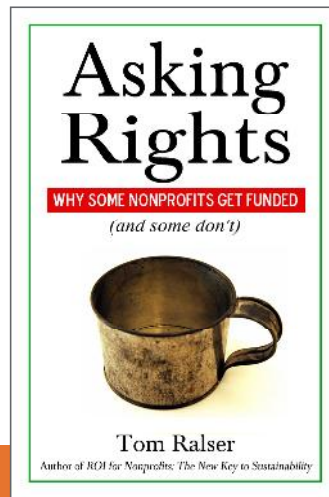
Convergent's diverse team of more than 30 professionals provides industry leading expertise in all areas of fundraising.

Convergent Principal Tom Ralser is a true pioneer in helping nonprofits demonstrate their value proposition to potential funding sources.

# Convergent Praise

*"I love the ROI work Convergent's Outcomes Lab did for us. Truly genius! We definitely made the right decision choosing Convergent to manage our campaign!"*

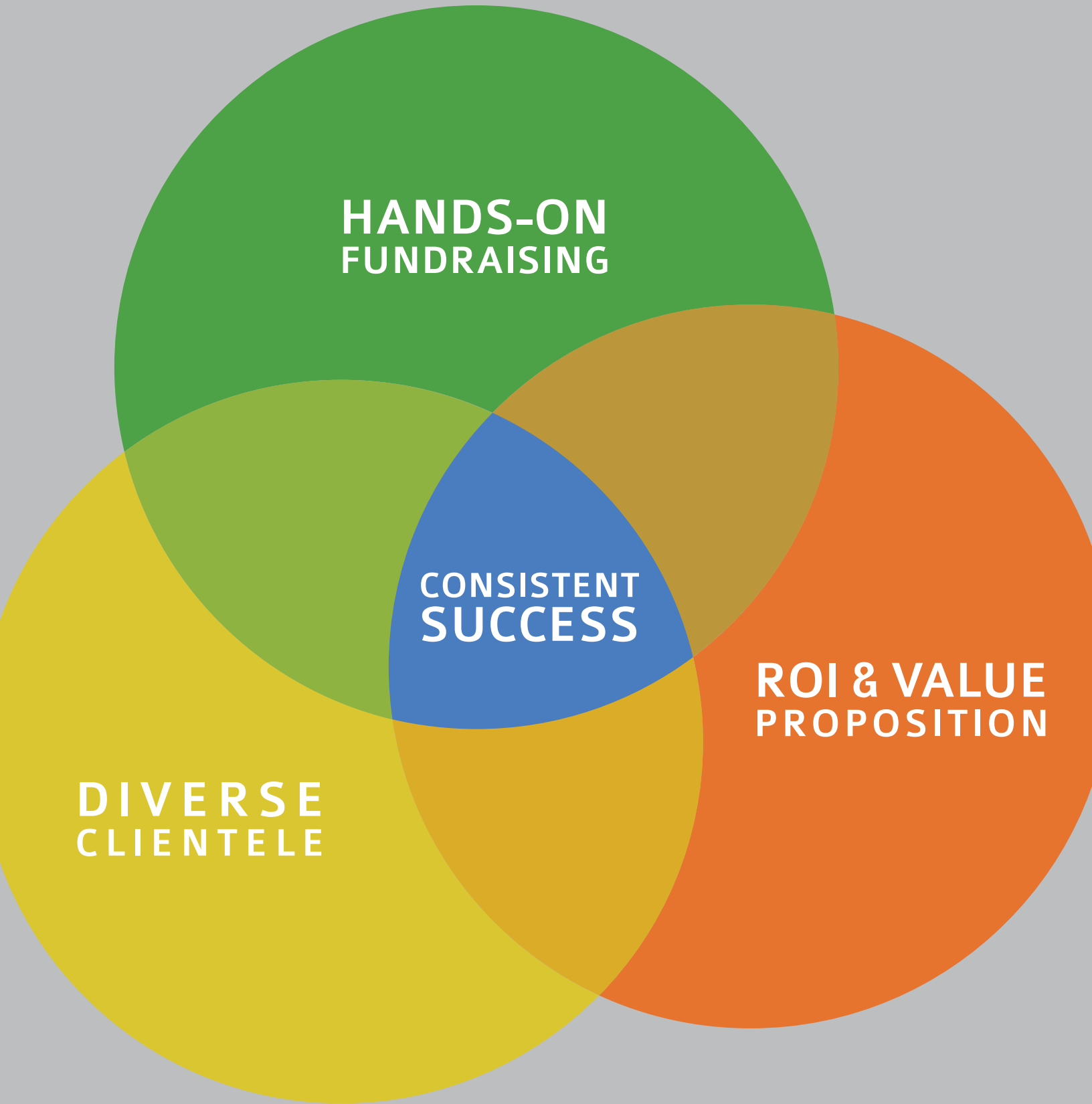
—Rev. Nancy Yancey, Rainbow Village



*"If not for Convergent, we would not have been able to make such quick inroads to our community's gracious, giving spirit. Their methods are effective and adaptive."*

—Terry Robinson, Executive Director, Hospice of South Texas





*Better Fundraising. Better Results.*

2451 Cumberland Parkway, Suite 3679 > Atlanta, GA 30339-6157  
(P) 800-886-0280 > [www.ConvergentNonprofit.com](http://www.ConvergentNonprofit.com)

## Sample Project List – Completed by the Convergent Team

*Ada Jenkins Center,  
Davidson, NC*

*Albert Einstein Hospital  
Brazil*

*Access to Care for the  
Uninsured  
San Antonio, TX*

*American Library Association  
Chicago, IL*

*Barat Education Foundation  
Lake Forest, IL*

*Billings Clinic  
Billings, MT*

*Camden Children’s Alliance  
and Resources  
St. Mary’s GA*

*Campbell County EDC  
Gillette, WY*

*Capitol Theater  
Burlington, IA*

*Council for Entrepreneurial  
Development  
RTP, NC*

*Coosa Valley Technical  
College  
Rome, GA*

*El Paso County Dept. of  
Health and Environment  
Colorado Springs, CO*

*Enterprise Seattle  
Seattle, WA*

*First Flight Incubator  
RTP, NC*

*Inter-Faith Council for Social  
Service  
Chapel Hill, NC*

*Impact Capital  
Seattle, WA*

*Indigent Care Collaboration  
Austin, TX*

*Iowa City Area Development  
Iowa City, IA*

*Latin American Resource  
Center  
Brunswick, GA*

*Leadership Gwinnett  
Duluth, GA*

*Mauldin Cultural Center  
Mauldin, SC*

*Monastery of the Holy Spirit  
Conyers, GA*

*National Wrestling Hall of  
Fame and Museum  
Stillwater, OK*

*Northland Healthcare  
Alliance  
Bismarck, ND*

*Orlando Festival of  
Orchestras  
Orlando, FL*

*Pacific Source Health Plans  
Springfield, OR*

*Pima Community Access  
Program  
Tucson, AZ*

*ProMusica Concert Series  
Gainesville, GA*

*Rainbow Village  
Atlanta, GA*

*San Gabriel Valley BSA  
Pasadena, CA*

*Sarasota Chamber of  
Commerce  
Sarasota, FL*

*Southern Tier Economic  
Growth  
Elmira, NY*

*The Great Wall Society  
China*

*Tri-County Rural Health  
Network  
Helena, AR*

*Tri-County Safety Net  
Enterprise  
Portland, OR*

*United Way of Greater  
Topeka  
Topeka, KS*

*Valley Healthcare System  
Columbus, GA*

*War Memorial Foundation  
Greensboro, NC*

*Wayne Area Economic  
Development  
Wayne, NE*

*Western Healthcare Alliance  
Grand Junction, CO*

*YMCA of the Inland Empire  
Spokane, WA*

*YWCA  
Brunswick, GA*

**XV. Exhibit E: FMC Ice Sports**



- About
- Programs
- Locations
- Ice Rentals & Parties
- Public Skating
- Special Events
- Contact

## Services

You are here: [Home](#) » [About](#) » Services

FMC Ice Sports (Facility Management Corporation) is a private Massachusetts corporation specializing in the management and operation of public ice arenas. Through consultation services, partial or complete management, continuous staff training and extensive industry management experience, FMC Ice Sports provides its clients a high quality facility and professional business operation.

Since its formation, FMC Ice Sports has become a leader in the field of community ice arena management. Working with public partners we have helped to expand the concept of contracted arena management services to include long term capital improvement leases that provide needed capital improvement funding for aging facilities. The success we have had is a direct result of creative programming, effective marketing, a sound management approach, conservative financial planning and an overall commitment to providing high quality, affordable recreation that reaches every sector of the community.

As the largest operators of public ice skating arenas in the country, FMC Ice Sports has extensive experience in various forms of contract management as well as consultation services. FMC Ice Sports was formed in 1992 for the sole purpose of providing professional management services to public ice skating arenas. The corporation is 100% owned by its founder and President, Rob McBride.

FMC Ice Sports currently operates eighteen Commonwealth of Massachusetts (DCR) skating arenas on 25-year capital improvement leases that began in June of 2002. In addition, FMC Ice Sports provides management and operations services for three municipal arenas in Massachusetts as well as two college arenas.



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### Figure Skating

## Contact Us

1-888-74-SKATE



To contact a specific rink, please [visit that rink page](#), or visit our [contact page](#) for additional information.



- About
- Programs
- Locations
- Ice Rentals & Parties
- Public Skating
- Special Events
- Contact

## About

You are here: [Home](#) » About



### JOIN OUR MAILING LIST

example@tryme.com

Join

FMC Ice Sports (Facility Management Corporation) is an innovative leader of public recreational facility management, specializing in ice arena operations. Combined, FMC's team has over a century of experience in the industry. Let us put our knowledge and skills to work for you!



*Lessons*

*Hockey Programs*

*Figure Skating*

### Mission:

The mission of FMC Ice Sports is to provide our patrons with clean, well maintained and appealing facilities that offer affordable recreation, innovative programming and superior customer-driven service.

### Values and Beliefs:

The following values and beliefs represent the cornerstone of the FMC Ice Sports organization. They are the most important aspects of our management and business philosophy. As an organization, we are committed to building upon this foundation of values and beliefs in order to achieve our mission.

#### We believe in:

- Improving service to our patrons by understanding their needs, wants and desires.
- Communication as our most important skill and tool.
- A safe, healthy environment for our patrons as our fundamental responsibility.
- Expanding the use of our facility to every segment of the community.

FMC Ice Sports [News](#) [My Account](#)

- Taking responsibility for our actions; sharing the credit for our success and accepting blame for our failures.

 [Reserve Ice Time](#)

 [Public Skating Schedule](#)

- Constant improvement through creative innovation.

**We value:**

- Personal and professional improvement through education.
- Pride in every aspect of one's work.
- Teamwork to achieve our goals.
- Initiative to solve problems and improve service.
- Honesty and integrity in all areas of our professional relationships.
- The personal fulfillment and security of every member of our team.
- Loyalty to the team and dedication to achieving our mission.

**Arena Locations:**

**Contact Us**

**Auburn**  
Horgan Skating Arena

**Fall River**  
Driscoll Skating Arena

**Lynn**  
Connery Ice Rink

**Revere**  
Cronin Ice Rink

**Brockton**  
Asiaf Skating Arena

**Fitchburg**  
Wallace Civic Center

**Marlboro**  
Navin Skating Arena

**Springfield**  
Smead Skating Arena

**Burlington**  
Burlington Ice Palace

**Franklin**  
Pirelli Veteran's Arena

**Natick**  
William L. Chase Arena

**Taunton**  
Aleixo Skating Arena

**Cambridge**  
Simoni Skating Rink

**Gardner**  
Gardner Veteran's Arena

**New Bedford**  
Hetland Skating Arena

**West Roxbury**  
Jim Roche Community Arena

**Chelmsford**  
Chelmsford Forum

**Greenfield**  
Collins/Moylan Arena

**Plymouth**  
Armstrong Skating Arena

**Worcester**  
Buffone Skating Arena

**East Boston**  
Porrazzo Skating Rink

**Holyoke**  
Fitzpatrick Skating Arena

**Raynham**  
Raynham IcePlex

1-888-74-SKATE



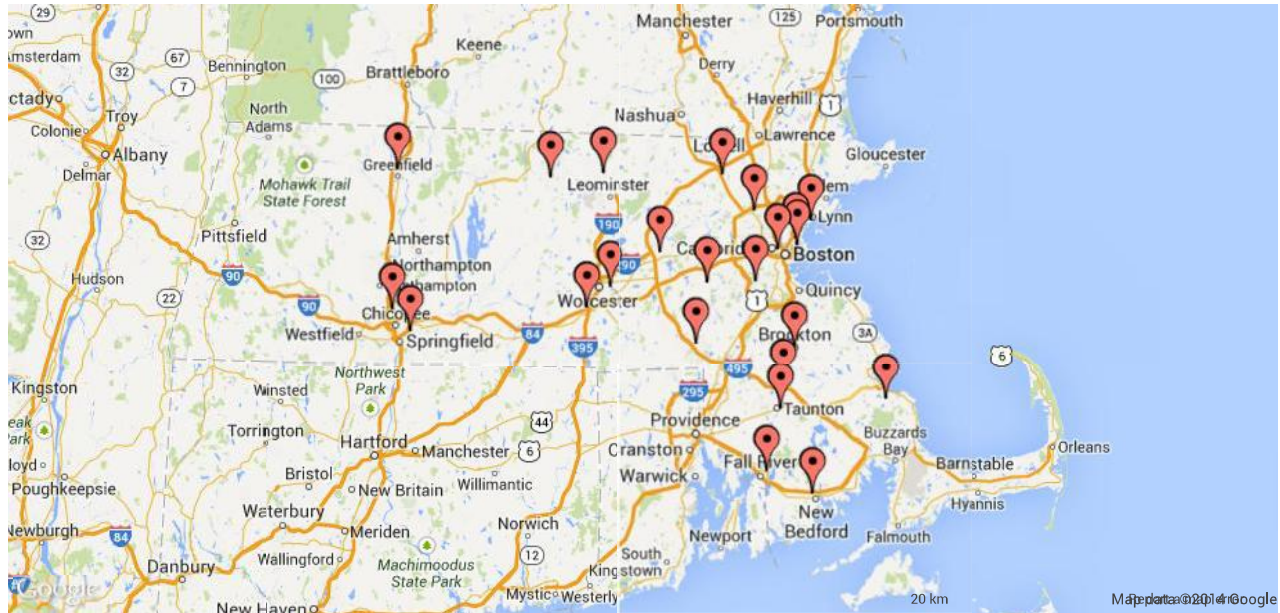
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## Locations

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**Auburn – Horgan Arena**

**Burlington – Burlington Ice Palace**

**Chelmsford – Chelmsford Forum**

**Fall River – Driscoll Skating Arena**

**Franklin – Pirelli Veteran’s Arena**

**Greenfield – Collins/Moylan Arena**

**Lynn – Connery Ice Rink**

**Natick – William L. Chase Arena**

**Plymouth – Armstrong Arena**

**Revere – Cronin Ice Rink**

**Taunton – Aleixo Skating Arena**

**Worcester – Buffone Skating Arena**

**Brockton – Asiaf Arena**

**Cambridge – Simoni Skating Rink**

**East Boston – Porrazzo Skating Rink**

**Fitchburg – Wallace Civic Center**

**Gardner – Gardner Veteran’s Arena**

**Holyoke – Fitzpatrick Skating Arena**

**Marlboro – Navin Skating Arena**

**New Bedford – Hetland Skating Arena**

**Raynham – Raynham IcePlex**

**Springfield – Smead Skating Arena**

**West Roxbury – Jim Roche Community Arena**

## **XVI. Exhibit F: Rink Management Services Corporation**



# Rink Management Services Corporation

*the most trusted name in ice rinks*

## **The Company**

Rink Management Services Corporation provides owners and municipalities with a proven system for the turnkey operation of their facilities. The company has assembled a talented group of industry veterans in the key functional areas of ice skating and arena management. These individuals function as a cohesive unit that provides strategic goals, tactical tools, and experienced guidance to the facility's on-site staff, whether selected by us or the current employer.

Our clients have found that hiring Rink Management Services Corporation is more cost effective than trying to select, train and manage facility employees themselves. Add to this the knowledge, experience, and history of success that the Rink Management Services Corporation team provides, and it is easy to understand why some of North America's leading corporations, foundations, and business development councils have selected our company, as well as more municipalities than any other company. We proudly stand on our record.

Rink Management Services Corporation is the second recreational management company founded by Thomas W. Hillgrove. His original company, which specialized in managing ski areas before focusing on arenas and ice skating facilities, became so successful that after only seven years, it was rated by *Amusement Business Magazine* as the fourth largest venue management company in North America.

Hillgrove sold Recreational Management in 1998, and founded Rink Management Services Corporation in 1999. His leadership once again attracted several of the industry experts who made the first company such a success. They currently hold top positions at Rink Management Services Corporation.

## **Philosophy**

Rink Management Services Corporation's success and expansion in the recreational management field is due to a systems-based management orientation that provides managers with accurate, timely information and establishes high standards. The company's on-site managers are supported by a core staff of professionals that provide the facilities. Rink Management Services Corporation operates with a depth of talent and expertise unmatched by any single person.

A strong commitment to consumer satisfaction and customer service is at the core of the Rink Management Services Corporation management philosophy. The company insists on remaining in close touch with all clients and believes in timely, open communication.

Though the company's success is based on proven systems and sales approaches, each client's needs are individually assessed and a program is developed that will serve that client best.

# Rink Management Services Corporation

*the most trusted name in ice rinks*

## **Advertising Public Relations**

Marketing under Rink Management Services Corporation involves a group of different people, under the direction of Rink Management Services Corporation's award-winning communications director and the advertising/promotions director. Using traditional marketing tools like media relations, public relations, advertising, direct mail and promotions, the corporate staff works to create a marketing plan specific to each client. The placement of advertising depends on many things besides the budget; promotional programs in place that offer barter rather than paid advertising or special events where advertising costs and responsibilities will be handled by other entities are two examples of achieving advertising goals with little expenditure of advertising dollars. Setting up unique and exciting promotions can also serve such an advertising purpose.

Rink Management Services Corporation personnel have also had excellent success in the past using public relations in lieu of paid advertising, allowing our facilities to enjoy a much higher recognition rate in the media than other such facilities. And our marketing plans always include creating and maintaining a strong database, which is then massaged and worked to ensure on-going skating revenues.

## **Customer Service**

Rink Management Services Corporation depends on special events programming to bring in new customers. We depend on our service of product to insure those customers come back.

Rink Management Service Corporation and its employees at all our facilities are dedicated to first, safety and second to customer service. We are all aware that people's limited recreational dollars may be spent in a variety of ways. Our philosophy is that unless we provide the best service and product at the most competitive price, those dollars will not benefit Rink Management Services Corporation clients.

Every year our clients receive numerous testimonials from our patrons thanking them for the service they received and the newspapers are full of kudos for the extra steps our company takes to please its customers. Such treatment is not only our philosophy – it is a positive reflection on the clients who hire us.

*Thank you so very much for everything you did to make our function very special. The reception and dinner were superb and everything went smoothly. Thank you so much for all your help.*

Maryann Crowder  
Executive Director  
Virginia Association of Chamber of Commerce

*Thank you, thank you, thank you! You did an amazing job this weekend and without you this would not have been possible. You have made me feel extremely lucky to be a part of such an amazing cause and your consistent efforts and dedication year after year make Prince William County stand out in more ways than one. You are such an important asset to this community and I thank you for making this 2006 Walk a success.*

Nicole Vagnerini  
Washington D.C. Community Director  
March of Dimes  
National Capital Area Chapter

# **Rink Management Services Corporation**

*the most trusted name in ice rinks*

## **Financial Management Systems**

Rink Management Services Corporation prides itself on its financial management systems, which has become one of our most successful features. We recognize the essential need of most clients to have standard policies and procedures for overseeing accounting functions to include the processing of daily cash receipts, purchasing, accounts payable, accounts receivable and payroll. Additionally, Rink Management Services Corporation has successfully implemented accounting systems allowing timely completion of monthly financial statements, focused on budgeting as well as instituted process and control improvements.

One of our strongest skill sets and one that is greatly appreciated by our clients is our financial reporting. By the fifteenth of each month we produce reports that include a balance sheet, a statement of cash flows, a profit and loss versus budget for the month and year-to-year, a comparison to last year's periods (when applicable) and the entire general ledger. Our reports are GAAP standard and on a full accrual basis. They are 100% transparent and completely auditable.

Our extensive accounting staff is first-class and highly experienced. We focus on:

- Cash Handling Standard Procedures
- Accounts Payable Processing Procedures
- Accounts Receivable Processing Procedures
- Payroll Processing Procedures
- Budgeting
- Process and Control Improvements

# Rink Management Services Corporation

the most trusted name in ice rinks

## Design, Development and Construction

Rink Management Services' clients get superior buildings delivered on budget because we know what your design should achieve and how rinks function mechanically, operationally, and financially.

### Services we offer:

- A unique approach to development that lowers design and soft costs
- Functional, cost-efficient design based on hands-on experience
- Experience with more than 46 ice rink construction projects
- Straightforward advice and candid assessments based on economic reality

Rink Management Services offers more experience in building and operating ice sports facilities than any other company in the North American ice industry.

### Our experience includes:

- New single rink construction
- Multi-sports facility development
- Existing ice rink conversions
- Multi rink construction – includes an 8-rink facility in Vancouver, BC
- Seasonal outdoor facilities
- Specialty figure skating ice surfaces
- Small plastic ice training facilities

We provide the architectural and engineering team with specialized in-depth knowledge of an ice rink's critical components and the operational flow of an ice rink. We have worked with almost every industry supplier and manufacturer in a wide variety of applications across the United States in the more than 27 rinks we operate.

Rink Management Services has the largest and most experienced support staff in the business. Size and depth of management talent does matter in providing you the best value and long lasting quality in your facility.





# Municipal Ice Rink Solutions



BALTIMORE COUNTY  
MARYLAND

Baltimore County Revenue Authority, Maryland



City of York, Pennsylvania



City of Romulus, Michigan



Department of Conservation and Recreation  
Massachusetts



Charles County, Maryland



Village of Hoffman Estates, Illinois



City of Providence, Rhode Island



City of Des Moines, Iowa



City of Manassas, Virginia

**Rink Management Services Corporation**

the most trusted name in ice rinks

*The largest operator of ice skating facilities in the U.S.*

Rink Management Services Corporation 9400 Charter Crossing Mechanicsville, VA 23116

www.rinkmanagement.com Find us on Facebook Follow us on Twitter



# The Lancaster Ice Rink



371 Carrera Drive  
Lancaster, PA 17801  
(717) 581-0274  
[www.lancastericerink.org](http://www.lancastericerink.org)



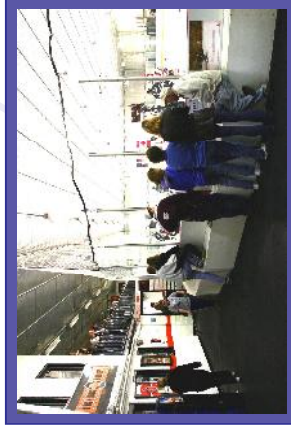
The Lancaster Ice Rink is owned by the Lancaster County Youth Hockey Association.  
It is managed by Rink Management Services Corporation.



# The Lancaster Ice Rink



371 Carrera Drive  
Lancaster, PA 17801  
(717) 581-0274  
[www.lancastericerink.org](http://www.lancastericerink.org)

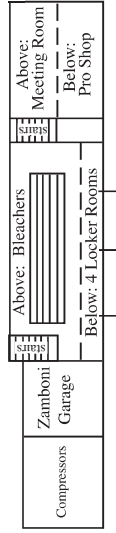
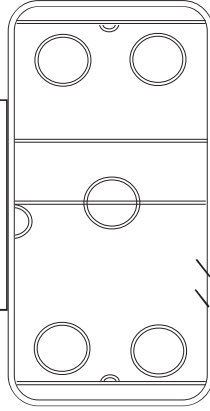


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Games

Team Boxes



## THE ICE RINK

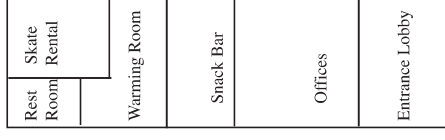
- \* 200' x 85' NHL-sized rink
- \* Five Locker Rooms
- \* Party Room
- \* Firebird Cafe Snack Bar
- \* Arcade
- \* Heated Viewing Area

## PROGRAMS

- \* Year-Round Adult League
- \* Learn-to-Skate Program
- \* Learn-to-Play Hockey Program
- \* Powerskating/Stick Handling Clinics
- \* Firebirds Full-Day Skills Workshops
- \* Spring/Summer In-House Leagues
- \* Group and Private Lessons
- \* Birthday Parties
- \* Open Hockey

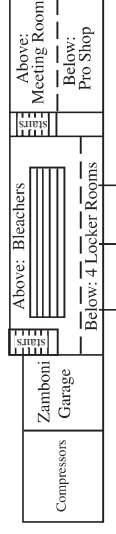
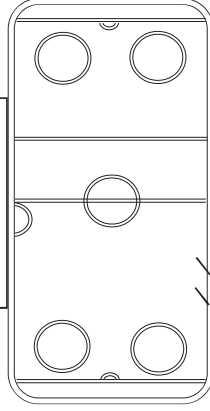
## TOURNAMENTS/CAMPS/SHOWS

- \* Thanksgiving Cup (Girls/Women)
- \* 3 x 3 Summer Tournament
- \* Dixon Cup - Spring - Junior High/Varsity
- \* Huron Hockey Camps
- \* Red Rose Figure Skating Club Camp
- \* Red Rose Classic
- \* Holiday Show



Games

Team Boxes



## THE ICE RINK

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- \* Party Room
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- \* Red Rose Classic
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## USER GROUPS

- \* Red Rose Figure Skating Club
- \* Millerville University Hockey Club
- \* Elizabethtown College Hockey Club
- \* Firebirds Travel and Inhouse Youth Hockey League
- \* Manheim Township High School
- \* Hempfield Township High School
- \* Central PA Interscholastic Hockey League
- \* Delaware Valley Hockey League

## USER GROUPS

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# Bank of America



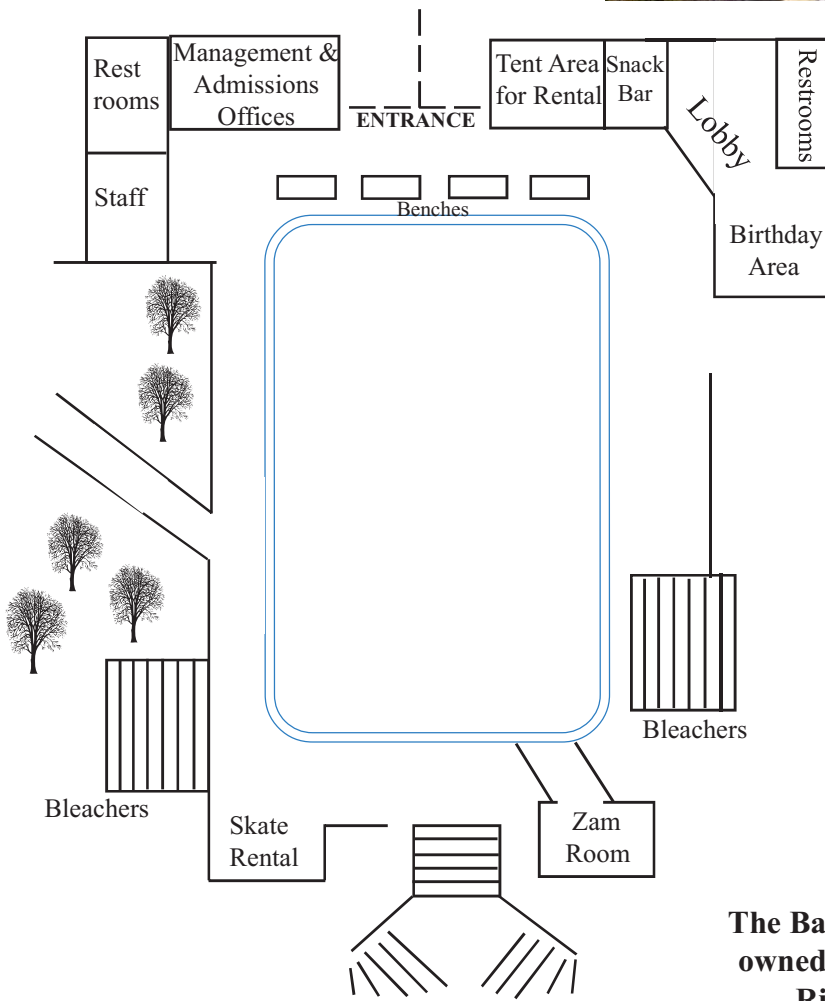
## Skating Center Providence

**Bank of America  
Skating Center Providence**  
Two Kennedy Plaza  
Providence, RI 02903  
PHONE (401) 441-5544  
FAX (401) 331-6588



### THE FACILITY

NHL Regulation 200' x 85' Rink  
Two Party Areas  
Snack Bar  
450 Pairs of Rental Skates  
Open November through March



### PROGRAMS

USFSA Learn-to-Skate program  
Fundraisers  
Group Sales  
Private Ice Rentals  
College Night  
Family Night  
Figure Skating Shows  
Public Skating 7 days a Week



**The Bank of America Skating Center Providence is owned by the City of Providence and managed by Rink Management Services Corporation.**



## **XVII. Exhibit G: Rink Financials**