



RESPONSE TO BOARD OF SELECTMEN

**WELLESLEY SPORTS CENTER
900 WORCESTER STREET
WELLESLEY MA 02482**

September 1, 2016

David L. Murphy, Chair
Board of Selectmen, Town of Wellesley
525 Washington Street
Wellesley, MA 02482-5992

Re: June 22, 2016 Conditional Notice of Award

Dear Mr. Murphy and Members of the Board,

As we have presented to the Town of Wellesley, **ESG Associates** is a full service strategic consulting and development company providing services for recreational design, development, programming and operations since 2001... and as such is extremely honored to be conditionally awarded the 900 Worcester Street RFP. ESG recently reorganized specifically to meet the growing demand of the sports and recreation industry, our primary goal remains: *to create, manage and operate facilities for youth through professional sports teams, programs and leagues.*

We are excited to further describe what we believe is an excellent program for this site, with unique architecture, and some fantastic operating partners. Upon your review of our project description, we welcome your thoughts, questions, and comments. We have chosen to respond line item by line item to your June 22, 2016 Conditional Notice of Award.

For ease of response ... your questions, comments and requests will be in *italic* font word for word, with our responses in plain **Arial** text. **Exhibits** will be numbered to coincide with the particular comment section (1-7) to which they relate.

If after review, you have any further questions or comments, it is our hope that you reach out to inquire.

1) *Aquatic and fitness facility. Edge Sports Group shall provide the Town with the following information:*

- a. *Name and qualifications of the operator. The information provided must be sufficient to satisfy the Town that the proposed operator has the requisite experience and financial stability to meet the requirements set forth in the RFP.*
- b. *A description of the programming and schedule anticipated for the aquatic and fitness facility. The information provided must be sufficient to satisfy the Town that the aquatic and fitness facility will meet the Town's needs, as described in the RFP.*
- c. *A description of the physical facility. The RFP expressed the Town's preference for one (1) pool with eight (8) or more lanes that can support the Wellesley High School Swim Team and a second smaller warm water pool. If this size facility is not supported by Edge Sports Group's market study, please explain why a different size facility is sufficient.*
- d. *Cost of membership / use. Please provide the Town with the anticipated rate of membership or use of the facility.*
- e. *Preferred hours or rates for Town residents, clubs, and/or the Wellesley Public Schools. Please describe what (if any) preferred hours and rates Edge Sports Group will offer to Town users, Wellesley Recreation Commission, and Wellesley Public Schools.*

The Isaac Sports Group has been retained by ESG to incorporate the above Section 1) a. – e., and as such has prepared a detailed response herein as Exhibit 1.



2) *Design, use and users of ice rink. Edge Sports Group shall provide the Town with the following information:*

- a. *Name and qualifications of the operator. The information provided must be sufficient to satisfy the Town that the proposed operator has the requisite experience and financial stability to meet the requirements set forth in the RFP.*

ESG will be the Programming and Facility Operator for the Ice Rinks. Currently, ESG is overseeing these duties in our Essex Sports Center in Middleton, as well as contracted for the same at the Worcester Sports Center. Both these twin sheet facilities are at 90%+ booked for their prime ice hours for their opening season, with local preference given to youth programs.

ESG has met with Wellesley Youth Hockey and Dana Hall School, along with discussions with the Town of Wellesley Athletic Director and envisions these three as the *anchor tenants* of the ice facility as reflected on the attached Exhibit 2 – “In Season Ice Schedule”.

Incorporating these three Anchor Tenants into our proforma, our financing partner (see item 3. below) is in agreement that the minimum requirements exist to meet the proforma return.

Utilizing these Anchor Tenants as a base, the financial stability of the rink component will be strengthened by the following use maximization:

- 1. Rink run Learn to Skate / Learn to Play Hockey programming with Wellesley resident Amy Berg, a former Olympic and professional figure skater**
 - 2. Rink run Skills Development programming with O’Brien Hockey – currently contracted to run similar programming elements in Essex and Worcester**
 - 3. Rink run Adult League Play, Tournaments and Summer League with O’Brien Hockey – currently contracted to run similar programming elements in Essex and Worcester**
- b. *Seating capacity. The information provided must be sufficient to satisfy the Town that the facility provides sufficient seating capacity (750+ seats, MIAA preferred level) for Wellesley High School games and meets and allows for separation between home and away fans*

The attached Floor Plans (First Floor and Mezzanine) detail a ‘rink template’ ESG is currently involved with the construction of in both the Essex Sports Center in Middleton and Worcester Sports Center in Worcester. Our architects have designed; we have obtained state and local code compliant construction plans; and are indeed in construction for 750+ seat capacity code compliant facilities. In addition, our design allows for controlled access via a mezzanine level dedicated seating area doorway with ticket booth / media room. The stands are easily divisible into HOME and AWAY sections simply by segregating section by section.

- c. *Concessions and facilities. Edge Sports Group shall demonstrate how controlled ticket access can be accomplished with continued access to concessions and restroom facilities*

Mezzanine restrooms are designed central to the mezzanine lobby area, thus reducing the possibility of the facilities being utilized as a gathering spot for the fan base. Concessions are located on the main level and accessible to all components of the sports center (pool, turf, ice and tenants) and can be accessed prior to games and during admission. Readmission to the viewing seats will simply be by means of either a hand-stamp, ticket stub or bracelet given at time of entrance fee being paid and can be coordinate through staff and booster club.

- d. *Preferred hours for Town residents, clubs and/or the Wellesley Public Schools. This Notice of Award is contingent upon Edge Sports Group agreeing to an ice rink use schedule, to be attached as an exhibit to the Ground Lease that meets the needs of Town residents, clubs and public schools.*

The attached Ice Schedule was derived in order of priority from:

- 1. WYH request,**
- 2. WHS and Dana Hall School anticipated 2018 schedules and direct requests,**
- 3. Learn To Skate / Learn to Play Hockey / Figure skating**
- 4. Public skating.**

ESG would agree to attach this schedule to the Lease to protect the time-slots in the future, with the stipulation that programs continue to be sustainable.

e. Rates.

1. *Is there a preferred rate for Wellesley Public Schools similar to the Edge Essex and Bedford facilities*

The initial Pro-Forma supplied in the Response to the RFP considered Market Rate for both Wellesley Public Schools and Recreation. Should the Town desire discounted rates, ESG would happily negotiate that into the overall proforma with the understanding that other factors such as Lease Payments, RE Tax / PILOT and Term would reflect same.

2. *Is there a preferred rate for Wellesley Recreation Commission similar to the Edge Bedford facility*

The initial Pro-Forma supplied in the Response to the RFP considered Market Rate for both Wellesley Public Schools and Recreation. Should the Town desire discounted rates, ESG would happily negotiate that into the overall proforma with the understanding that other factors such as Lease Payments, RE Tax / PILOT and Term would reflect same.

3. *How does Edge Sports Group intend to calculate "market rate" for ice time? For example, will the calculation be based on the average ice cost for the five (5) ice rinks closest to Wellesley and most similar to the facility proposed by Edge Sports Group? A "market rate" calculation must be negotiated, to the Town's satisfaction, prior to executing a lease.*

Market Rate must take into account rates charged by similarly situated facilities with all things considered. For instance, MA DCR rink rates are set by the Commonwealth, and typically are 10-15% lower than 'market', but you also typically get a sheet of ice with no other amenities – such as concessions, pro-shop etc. Our 2018 ice rate would be calculated by what the 'market' is for a brand new state of the art facility similar to Essex, Worcester.

- 3) *Financing. Edge Sports Group shall provide the Town with the following information:*

- a. *Provide proof that the proposed \$750,000 lease payment will be met by pool and fitness revenues.*
- b. *Produce a term sheet for Edge Sports Group's loan including the Loan to Value ratio. Also provide information about the expected lender, if available.*
- c. *Provide a financing commitment from Edge Sports Group's equity partners (to be kept confidential).*

The Sports Facility Asset Class is a very new asset class, and not one that many lenders are comfortable participating in. It is a Hybrid asset – mix of Operational and Property classes. To this end, we have worked with Goedecke Company – a well seasoned fancier who has experience with this class. With their Principal Shawn Herlihy being a Wellesley resident, and ESG track record and experience, we are confident in our financing track. To this end, please see Exhibit 3.

- 4) *Traffic mitigation. Edge Sports Group shall provide the Town with the following information:*

- a. *With regard to the Route 9 traffic construction costs, please provide the Town with the cost that Edge Sports Group has included in its financials (see Article 26 of the 2016 Wellesley Annual Town Meeting and contact Mike Pakstis, Director of Wellesley Department of Public Works to compare the cost estimate of a similar reconfiguration and reconstruction project to be undertaken by the Town at the Kingsbury Street intersection with Route 9).*

ESG included a capital contribution of \$250,000.00 towards Route 9 mitigation improvements.

- b. *Provide the Town with Edge Sports Group's plan for addressing cost overages associated with its traffic mitigation plan*

In discussions with the Town, we understand this to be roughly 40% of a similar reconstruction. As discussed at our public presentation, ESG would happily negotiate increasing our initial contribution into the overall proforma with the understanding that other factors such as Lease Payments, RE Tax / PILOT and Term would reflect same.

- 5) *Provide a plan, satisfactory to the Town, for continued engagement with the neighborhood throughout the development, permitting, construction and operation of the premises to mitigate issues associated with lighting, hours of operation, noise, etc. Describe how Edge Sports will remain engaged with the neighbors and abutters during design, permitting, construction, and operations.*

As a Landscape Architect and Land Use Attorney, I have spent the last 25 years designing, permitting and constructing real estate development projects from shopping centers, office parks, master-planned residential communities, urban mill / condominium conversions and golf and recreational developments. In every project, the one common factor in permitting these projects is involving abutters to ensure their concerns are met *before* a project gets to the public forum. In doing so, ESG will endeavor to:

- a. During Design and Permitting, Mr. DeVellis, ESG President and principal planner will be the point of contact for all interested persons – in their home to address personal concerns as they arise and affect them in their most personal of places – their homes. ESG will look to establish neighbor points of contact to coordinate meetings and design ‘charretts’ as often as needed to satisfy any and all concerns,
 - b. During Construction, Mr. DeVellis will remain as the POC for any and all construction related issues. In addition, ESG requires their construction managers to maintain weekly construction project meetings where relevant town officials are invited to attend and provide input. Furthermore, the Town and interested parties, noted in a. above, will be provided with all pertinent contacts in addition to DeVellis.
 - c. During Operations, Wellesley Sports will retain a General Manager and Facility Manager, whose contact information will be on file with the Town of Wellesley Selectmen, Recreation, Fire and Police Departments. Further, Mr. DeVellis will remain available to address issues as they arise. To this day, nine years after opening, Mr. DeVellis remains the POC for Bedford, although he is not the General or Facility Manager.
- 6) *Confirm whether or not Edge Sports Group has entered into a Memo of Understanding with Haynes Management, Inc. for the use of their property located at 888 Worcester Street during off hours. If an MOU exists, please share the document with the Town (the Town hopes that the MOU will exist in time for September 1, 2016)*

ESG has been in contact with Haynes Management, and recently with agent Michael Hoban, relative to a coordinated effort between 900 Worcester Street and 888 Worcester Street. There is an understanding that 888 would be favorable in coordinating efforts with 900 relative to: drainage improvements to 888, shared benefits of a Worcester Street traffic signal, and shared parking benefits. Once ESG is awarded the project, we intend to finalize those discussions into a binding Memorandum of Understanding. To do so prior would be premature and jeopardize ESG’s bargaining position as it would relate to 888 needing 900 to assist 888 in drainage and traffic mitigations.

- 7) *Please consider the memorandum entitled "Sustainability considerations – 900 Worcester" submitted to 900 Worcester Street Subcommittee by the Wellesley Sustainability Committee on June 1, 2016 and transmitted to Edge Sports Group shortly thereafter_ and help the Town understand which of these items the Town should expect to see in future designs of the facilities.*

Ice rinks, by nature of their use, are energy consumers which demand an aggressive and creative design approach to keep energy use to a minimum for the financial viability of the complex. There are two factors which impact the energy model in an ice rink - the load profile in heat which infiltrates the space and the efficiency of the mechanical systems to provide cooling at the lowest possible KW consumption. ESG utilizes a team led by Everything Ice Inc., recognized for being one of the foremost authorities in achieving these goals. National Grid and Cape Compact recognized this team as an award winning installation in Falmouth, which is regarded one of the most energy efficient ice rinks in the state according to NGRID Case Study Publication enclosed.

With regards to water usage, all sports facilities (ice rink, swimming pool, or like recreational service) use significant amounts of water and energy. However the designs and processes being installed by ESG’s preferred ice rink contractor use approximately half the utility consumption of other rinks operating the State.

Grey water from the melting of ice shavings will be recycled where possible for evaporative applications of the refrigeration cooling tower and for landscaping purposes. This results in half the water use of typical arena projects.

Facility heating is provided through a creative heat reclaim process from the refrigeration system which recaptures over 80% of the total heat of rejection from the ice making system - the heat pulled from the

ice is fully used to heat hot water and other systems. Cooling is mostly limited to the residual cooling from the ice making system and any additional cooling is isolated. In some applications, ice storage is incorporated into the design for load shedding during normal operational periods.

Our facility will utilize the most efficient systems available with today's technologies and is supported by NGRID with substantial rebates, low operating costs, and low maintenance costs. In operations, the center will recycle all plastics and cardboard where applicable, as well as sensor lighting and plumbing fixtures.

ESG has been a leader of sustainability in sports centers, going back to the installation of a 486KwV PV Solar Array on the EDGE Sports Center in Bedford MA in 2011 (Exhibit 7) ... at the time, the largest privately owned PV Solar Arrays on a recreational center in New England. To date, the EDGE Sports Center solar array ([http://live.deckmonitoring.com/?id=the edge sports center](http://live.deckmonitoring.com/?id=the_edge_sports_center)) has generated 2,102,221 kilowatt hours of electricity ... the equivalent of 12,000 60 Watt light bulbs; a total CO2 offset equal to 37,839 trees; 1,509 tons of CO2 saved... and a total energy generation equal to 170,279 gallons of gas saved.

In addition to a rink system design and PV Solar Arrays in Wellesley, ESG had discussions with members of the subcommittee discussing:

- Utilizing recycled materials in landscape and lobby features such as benches and tables,
- Hybrid and Electric car preferred parking
- Secured bicycle racking and connectivity to paths surrounding the facility
- Rain garden and porous pavements where applicable
- Incorporating drought tolerant native plant material

In addition, several questions were raised by the committee, and are answered below in similar fashion:

1. *Revised pro forma for the project with the CRA relationship instead of the \$750k YMCA relationship*
See attached Exhibit 8.
2. *Revised square footage of the components of the project to be used for parking requirements*

Component	Floor	Gross Area (SF)
Rink / Locker rooms	1	53,500
Lobby / restrooms / elevator	1	9,250
Pro Shop	1	1,850
Concessions	1	500
Offices	1	2,000
Turf	1	15,500
Pools / locker rooms / Mechanical	1	19,500
Physical Therapy	2	4,800
Strength & Conditioning	2	6,600
Lobby / restrooms / elevator	2	4,750
Pool Viewing	2	1,000
Conference Rooms	2	3,250
Rink Viewing Mezzanine	2	7,500
Total Gross Square Footage		130,000

3. *Is the "CRA" committed to the project? How? MOU?*

CRA has committed to be our partner in running the aquatic center – subject of course to approvals by the town with regards to proforma and programming, and was instrumental in preparing the ISG study.

4. *What does "membership" entitle members to? Swimming only? Fitness equipment? Walking track?*

Swimming, Track and Public Skate.



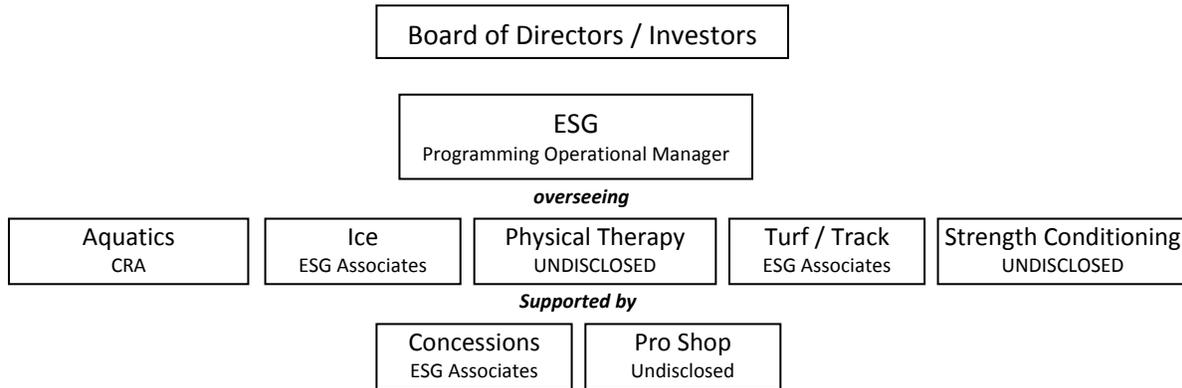
5. What are the fitness capabilities that we assume are in the “strength and conditioning” space?

S&C will be a personal and team-oriented athletic training operator, not a ‘Planet Fitness’ type model.

6. Is the track a walking track or a running track? Is it “rentable” or is it no intended to be a group / team workout reservable amenity?

Walking track intended for use by Council of Aging, parents waiting for children in team events (practices, swim lessons etc.) and membership; and could be let for team events for qualifying programs.

7. Can you produce an org chart showing the relationship of each of the suboperators?



8. What is the solar array size / output plans?

Based on similar projects, we assume a 900kW DC generating 150+/- KW AC.

In summation, ESG brings twenty-five years of experience of assisting clients in the areas of Governmental Relations, Community Relations, Planning and Zoning, and Land Development and Building Expedition in recreational endeavors.

As a licensed Attorney and Landscape Architect, ESG’s President Mr. DeVellis develops projects that provide sensible land use planning and redevelopment along with environmental appreciation. He personally brings to every project a proven winning combination of experience, political expertise, accessibility, and responsiveness to ensure the successful outcome of projects.

ESG offers a complete package of services from one strategic base. This guarantees full personal attention to every client’s needs, from processing paperwork through the political and governmental process to executing an effective advocacy program.

This is the history and dedication that ESG intends to utilize to bring the Wellesley Sports Center to fruition ... and make it a facility developed to meet the needs of Wellesley residents.

Sincerely,

ESG Associates Inc.

Brian V. DeVellis, President

SITE PLANS



WORCESTER ROAD (EASTBOUND)

AREA OF TRAFFIC MITIGATION

LIMIT OF BUILDING SETBACK

CONNECTION

DROP - OFF

29

50

50

50

50

50

31

DETENTION

RESOURCE AREA

B.V.W.

BIKE

DUMP MECH

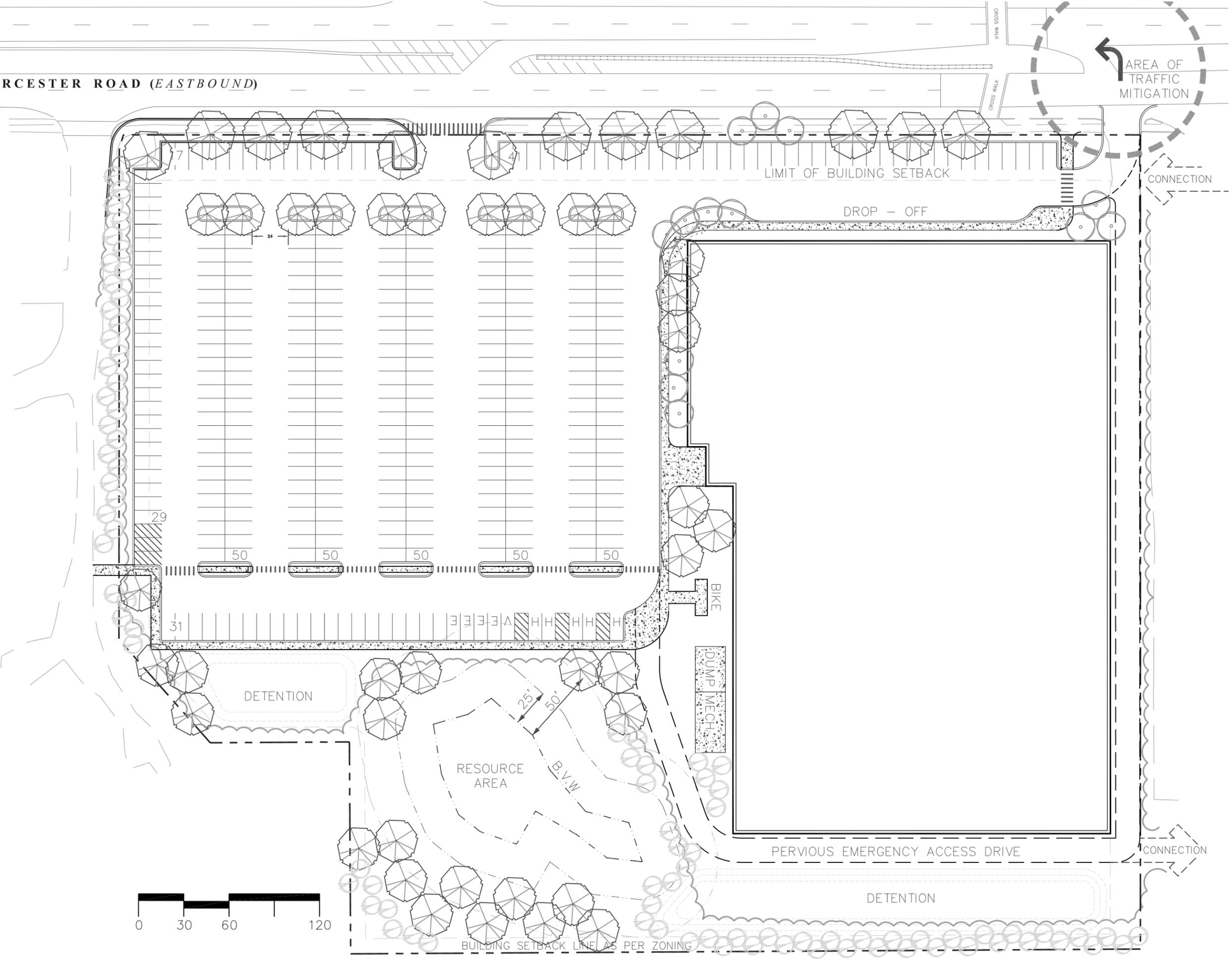
PERVIOUS EMERGENCY ACCESS DRIVE

CONNECTION

DETENTION

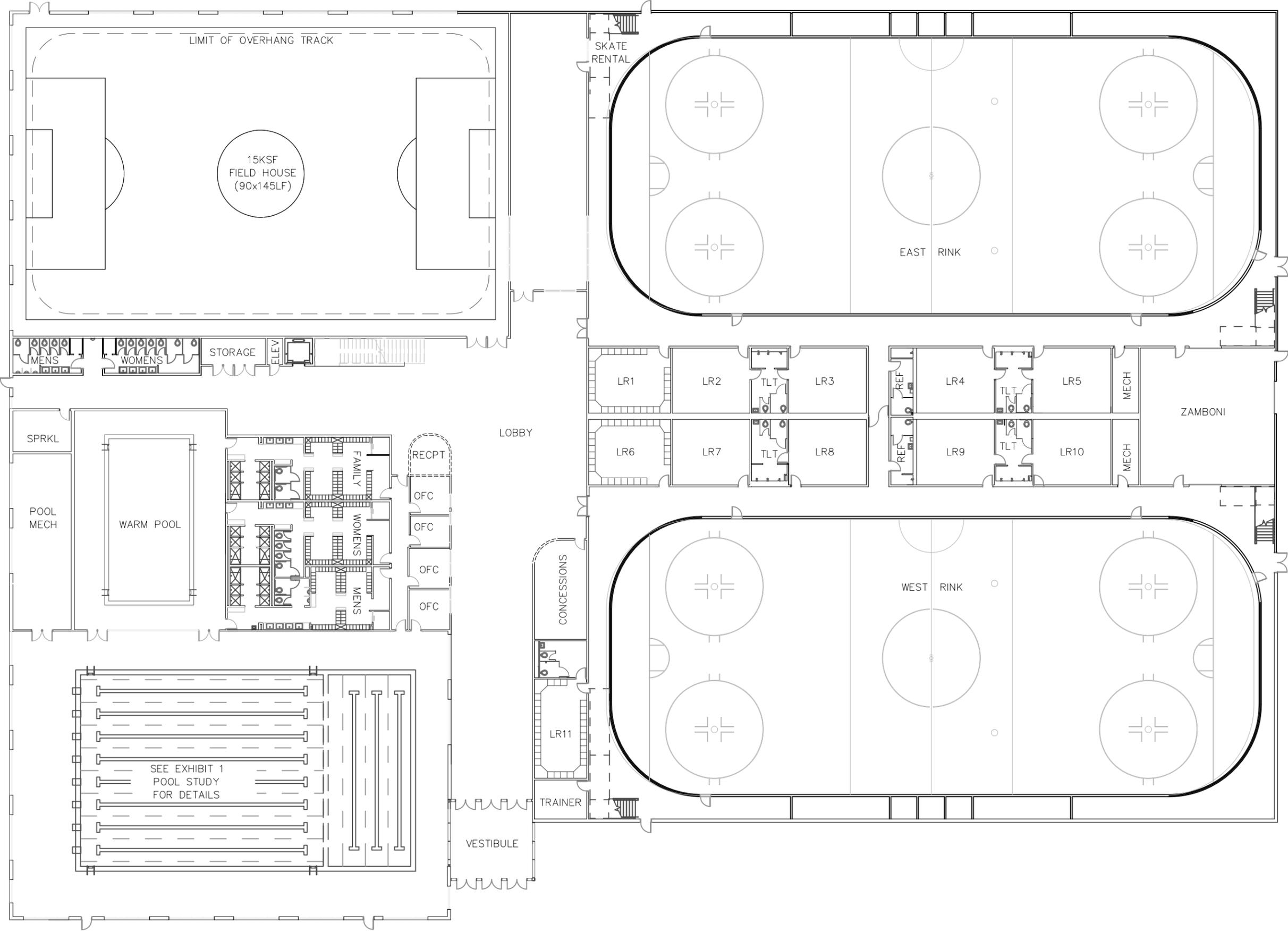


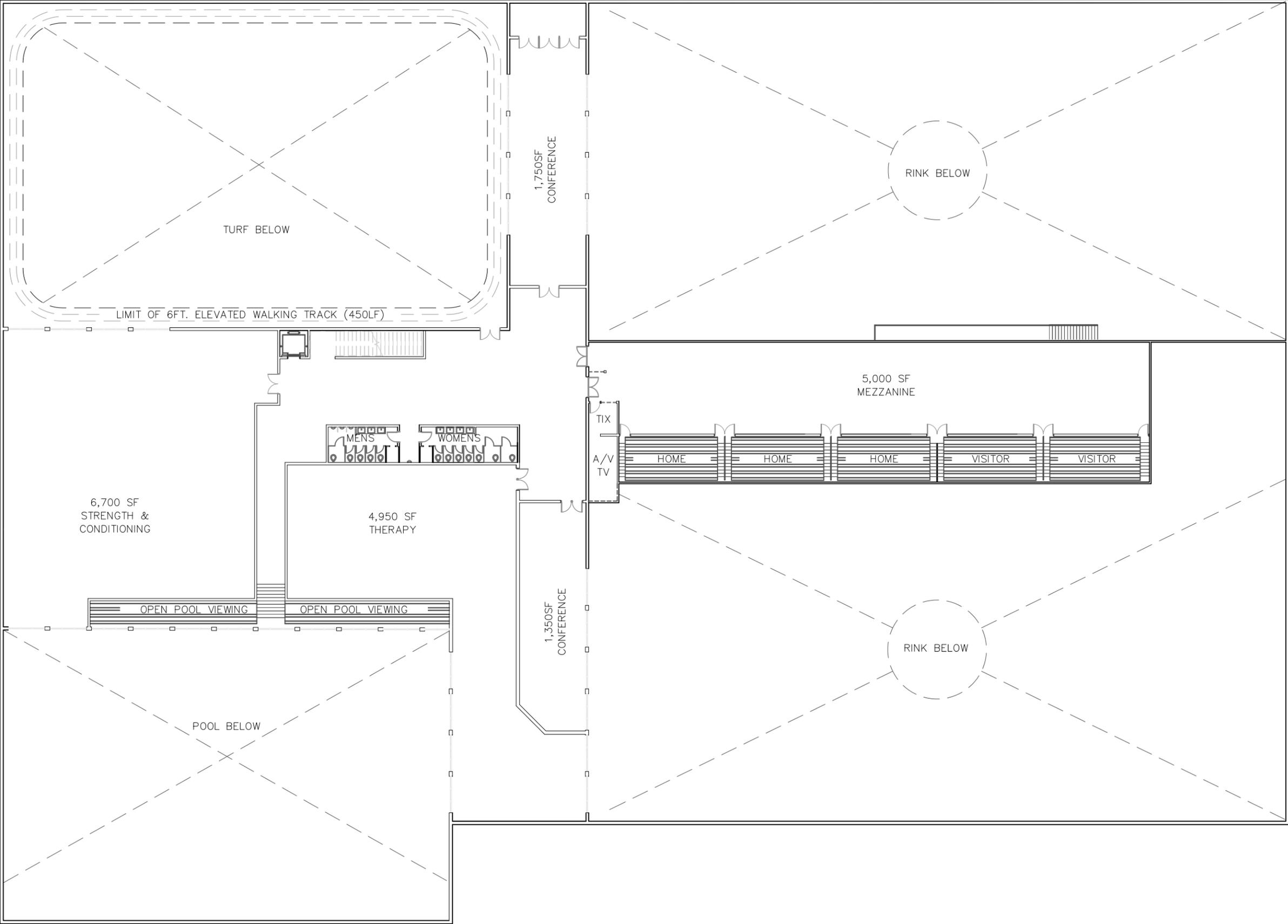
BUILDING SETBACK LINE AS PER ZONING



FLOOR PLANS







ELEVATIONS AND PERSPECTIVES



POOL SUMMARY

EXHIBIT 1



Strategic Consulting & Development Services for Recreational Design, Development, Programming & Operations
41 North Road, Suite 203 • Bedford, MA 01730 • t. (617) 855-9210 f. (781) 538-6821 • www.edgesportsgroup.com

WELLESLEY SPORTS CENTER
Aquatic Center Design, Programming, and Management
September 1, 2016

Since the original submission in fall of 2015 ESG Associates Inc. (EDGE Sports Group) has engaged potential aquatic users and review the best options for programming and management of the Aquatic element of the Wellesley Sports Center (the “Sports Center”). EDGE looked to develop an aquatic team that would bring both the programming and management expertise that could develop a full range of aquatic programming to the Town of Wellesley and all Wellesley residents and user groups with new programming developed that would seamlessly integrate into existing aquatic programming and support the further development and enhancement of existing programs and user groups. The program and management team would also need to provide the facility scheduling and management flexibility to support competitive training and event needs without diminishing aquatic recreation and community access and programs.

THE WELLESLEY SPORTS CENTER AQUATIC TEAM

The Isaac Sports Group, LLC

The first step in building the Aquatic Team was to engage the Isaac Sports Group (ISG) to assist and guide EDGE in building the team and oversee the development of the Aquatic Program, including the programming, design, management, and business model. The ISG team is led by Stu Isaac, President of ISG, who was also the lead on the original 900 Worcester Street aquatic programming, design, and feasibility study for the aquatic component of the project. The ISG team on the project will also include Duane Proell, who brings decades of experience in managing and programming aquatic centers, including opening, developing programs, managing operations and budget, and hosting events.



The ISG team brings the extensive knowledge of the aquatic needs and goals of the Town of Wellesley through its research and development of the original aquatic feasibility study. ISG has built on this study through continuing engagement with the community and area aquatic stakeholder and incorporated its expertise in managing aquatic programs and facilities to partner with the EDGE Sports Group to create the overall aquatic component of the Wellesley Sports Center. ISG will lead the Aquatic Team during the development, design, and construction stage of the project to insure the final aquatic center meets all the needs of the Wellesley community and provides the sustainable operating and business model that provides access to Wellesley residents and meets the overall project goals of EDGE Sports Group. During this pre-opening stage ISG will work with the Aquatic Team and EDGE to develop and help implement the management, staffing, and programming model to insure that the Wellesley Sports Center aquatic component is ready to optimize the aquatic programming and access from the first day of operation. ISG will also work with the entire EDGE management and development team to integrate aquatic programming, scheduling, and operations into the overall Wellesley Sports Center.

Further information and bios on the ISG team involved in the project is included in Attachment #1.

Charles River Aquatics

EDGE understands that the development of top quality programming is critical to the success of both the aquatic element and the overall Wellesley Sports Center. ISG and EDGE worked together to bring Charles River Aquatics (CRA) into the Aquatic Team to provide key program elements of the Aquatic Center. CRA is a comprehensive swim program committed to teach and motivate swimmers at all levels. Although their overall program includes a year round USA Swimming Club team, the CRA programming provided at the Sports Center will focus on learn to swim, pre-team, aquatic fitness, special needs, adult programs, camp programs, and aquatic recreation. Wellesley High School aquatic programs and Wellesley Swimming Association will still be the prime time team users of the Aquatic Center during their seasons. The CRA learn to swim program will be structured to work closely with these team user groups to provide a seamless transition from learn to swim to pre-team to existing Wellesley teams and other potential team and aquatic user groups.



EDGE and ISG feel that the CRA program model will be ideal for the optimal aquatic programming at the Sports Center. The Aquatic Program Director at the Sports Center will be a direct CRA employee.

More complete bios of the CRA leadership and management team are included in Attachment #1.

Weston & Sampson

Now that the initial program model and conceptual design have been developed, it is critical to have an experienced aquatic design, engineering, and building organization on the team to insure that these conceptual designs are translated into an optimally functional, safe, and sustainable aquatic facility. The Weston & Sampson Aquatics Group has a wealth of national, regional, and local experience in designing and engineering all type of aquatic facilities, from municipal aquatic centers to water parks to multi-purpose competitive level aquatic centers. Their services include schematic design, mechanical design, structural design, electrical design, and construction management. Weston & Sampson CMR also offers full pool construction management and services.

Weston & Sampson was founded in 1899 and became Weston & Sampson in 1916. The company is headquartered in Peabody, MA and currently has 400 professionals in the overall company. The Weston & Sampson project managers for the Sports Center aquatic component will be Tim Sheehan and Paul Jensen. Tim will lead on the design and engineering development side while Paul will be project manager on the pool construction element. Tim brings more than eighteen years of experience in the aquatic design to the project. Paul has ten years of experience in the field and has been with Weston & Sampson since 2007. More info on Tim, Paul, and the rest of the team are attached.

Their aquatic center portfolio includes quite a few projects relevant to the Wellesley Sports Center, including:

- Beede Swim & Fitness Center Indoor Pool: Concord, MA
- The Aquatics Center at Chelsea Piers: Stamford, CT
- Club Fit Health Club Indoor Aquatic Facility: Briarcliff, NY
- Keene Family YMCA Aquatic Center: Keen, NH
- Wheaton College Indoor Pool Facility: Norton, MA



Weston & Sampson also have other regional projects including the Boston Sports Club in Lexington, Exeter Academy, and Massachusetts projects in Dedham, Malden, Medford, Holden, and the refurbishment of the aquatic center at Boston University. More info on the relevant projects is included in the attachments. Following is a link to the aquatic page of the Weston & Sampson website: <http://www.westonandsampson.com/services/aquatics/#/ms-la-main/3>

ISG and Weston & Sampson are Preferred Professional Providers of the USA Swimming Facilities Department.



AQUATIC CENTER PROGRAMMING

The aquatic programming at the Sports Center is by jointly developed by CRA and ISG and run by CRA. The program includes a full multi-generational range of aquatic programming that the feasibility studied identified and that Wellesley residents are looking for plus the addition of new aquatic programming and trends emerging in best practice facilities across the country. Wellesley residents will have discounted rates and priority access to all aquatic programming (see section on fees and access). The programming will include elements for all segments of the population; making the Sports Center aquatic programs a benefit to all residents, not just the traditional swimming segment. Most importantly, the aquatic center design will allow for concurrent programming. For example, the design allows space for lap swimming while teams are practicing; learn to swim and aquatic fitness throughout the day, and open swim when other portions of the pool are in use. Programs will include:

- **Lap Swim**
 - Lap lanes available in both the main pool and the warm-water pool throughout the day.
 - NOTE: lap lanes in the main pool are available to the public and Sports Center members from 5:30am to 10pm. Lap lanes are available in the shorter warm-water teaching/fitness pool for 3 ½ hours per weekday for those wanted a warmer environment.
- **CRA Learn to Swim program**
 - Parent and Tot
 - Youth lessons
 - Adult lessons
 - Special needs lessons
 - Group, semi-private and private
- **Aquatic Fitness for all ages and abilities**
 - Full range of deep and shallow water fitness, including aerobics, zumba, water running, water walking, in water spinning, and any new aquatic fitness programs that emerge
 - Senior Programs
 - Aggressive cross-training coordinated with Sports Center in-house sport conditioning provider
 - Special needs
- **Aquatic Therapy and Rehabilitation** (*provided by outside health care providers in warm-water pool*)
- **Water Safety and Education**
 - Lifeguarding classes and certification
 - First Aid, CPR, AED, and other certification programs
- **Recreation and Open Swim:** Although the aquatic center is heavily programmed and scheduled, time for open swim, family recreation, and organized recreation programs and classes are available throughout the week. These include:
 - Scuba
 - Canoe/Kayak/Paddle boarding
 - Fun Games: Basketball, inner tube water pool, inflatable obstacle course
 - Pool Climbing wall
 - More as interest dictates
- **Competitive Aquatics**
 - Priority time and space for Wellesley High School and Middle School swimming and diving programs and the Wellesley Swim Association
 - Pre-team transition program provided by CRA bridging lessons and swim team
 - Masters Swimming and Triathlon Training, provided through Cambridge Masters, one of the leading US Masters Swim programs in the Greater Boston Area and a division of Charles River Aquatics (see details about Cambridge Masters in the attachments)
 - Facilities to support diving, water polo, and synchronized swimming clubs; provided through outside user groups renting available space
 - Events:
 - Competitive facility to support high school dual and championship meets, small to mid-size USA Swimming meets, rec meets, and US Masters swim meets
 - Anticipate high school meets plus 4-6 USA Swimming meets/year plus 2 masters meets and other aquatic competitions
- **New program development**
 - The Sports Center aquatic management and program team will develop additional programs as need, demand, and new trends emerge.

AQUATIC CENTER DESIGN

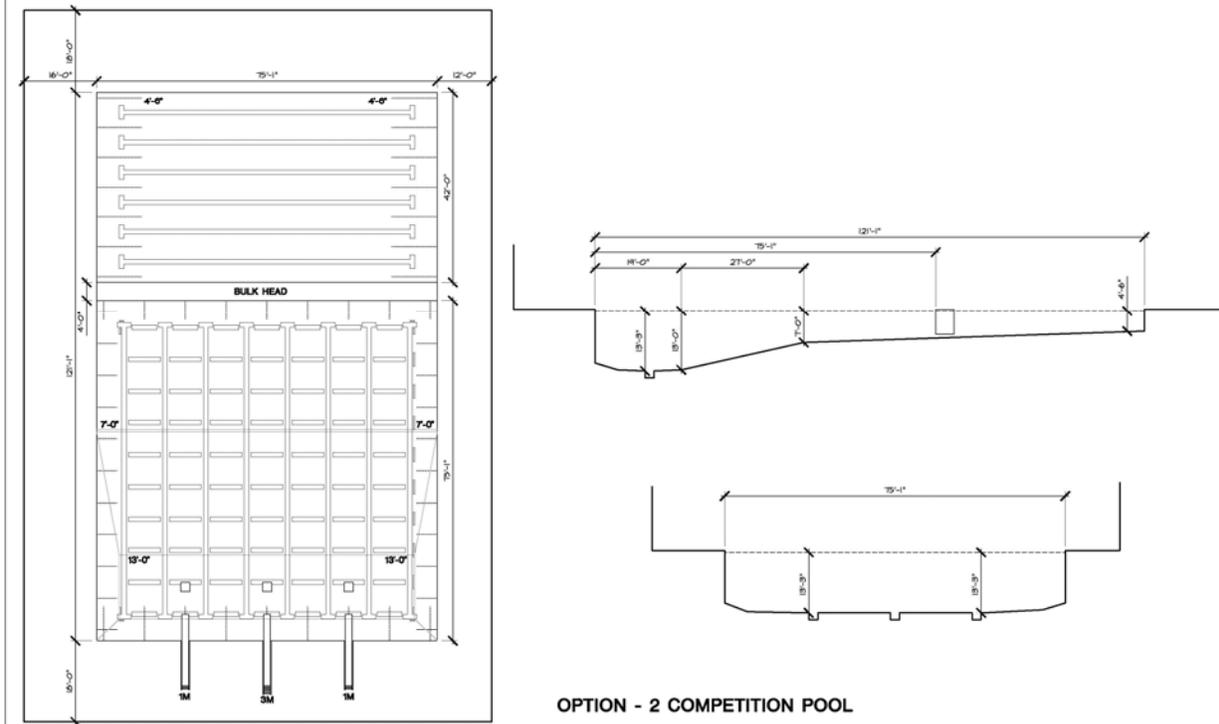
The Aquatic Center design is a collaborative effort of ISG, CRA, and Weston & Sampson, integrated into the overall Sports Center design developed by EDGE Sports Group. The design and the aquatic amenities are driven by the program model, the schedule needs, the need for concurrent programming, and the financial realities of a sustainable aquatic center within the overall business model of the Sports Center and the EDGE Sports Group.

ISG has worked with EDGE to refine and slightly downsize the preferred option in the original 900 Worcester Street aquatic feasibility study to make it more cost effective while still meeting the programming and scheduling needs identified in the study. The proposed conceptual designs of the aquatic component of the Sports Center are as follows. These are the minimum conceptual design specs and may be further enhanced pending final costing, program commitments and integration into the shared space of the overall Sports Center.

Main Pool: "Stretch" 25 yard Pool

- 102' x 75' (25 yards)
- 1 x 4' wide moveable bulkhead
- 10 x 25yd 7 ½' wide competition lanes lengthwise to bulkhead
- 3 x 25yd 7' wide lap lanes widthwise
- Competition course from 13' to 5 ½'
- Shallow area from 4' to 4 ½'
- Temperature: 80 degrees
- Minimum of 1 x 1meter diving board
- Stair access plus ADA lift in shallow area
- Seating for 400 spectators on second level
- Seating for 300 swimmers on deck in moveable tip & roll bleachers
- Ample deck space, including 12' to 14' around main pool

Example of stretch 25 yard pool concept (showing 6 lanes in shallow area). Sports Center will have minimum of 3 lanes but will have 10 lengthwise lanes:

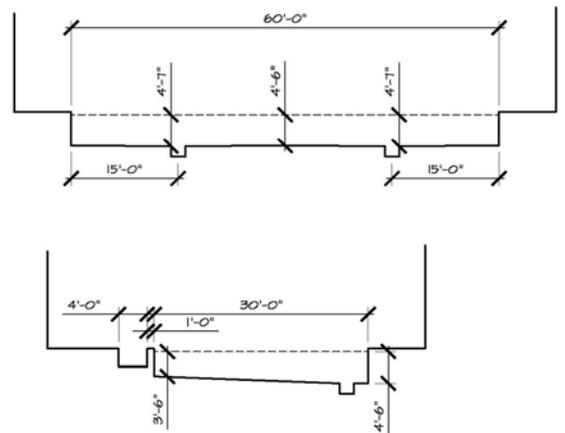
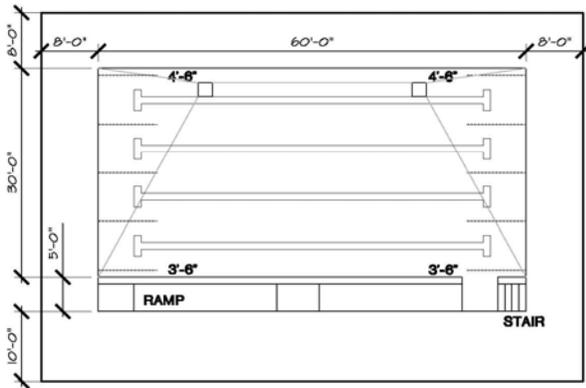




Teaching/Fitness/Leisure Warm-Water Pool

- Minimum 50' x 25'
- Depth 3' to 4'
- 3 x 7' wide 50' lap lanes sloping side to side
- Temperature: 86 to 88 degrees
- Ramp and Stair access to provide zero type entry access
- Soft safety floor
- In pool bench for lesson and class staging

Conceptual Design and Pool examples:





Aquatic Amenities:

- Aquatic specific locker rooms
- Family/handicap changing rooms
- Lifeguard/First Aid office
- Storage
- Access to wet classroom/function/party space and other function space in Sports Center
- Shared lobby/front desk/restrooms/concession/retail space with overall Sports Center

Aquatic Center Technology

The aquatic design include the state of the art tank, water, and air handling systems to provide the best overall aquatic environment and experience for users. This state of the art technology also is very environmentally friendly, reducing water use, waste water, energy and chemical consumption. The technology also limits facility downtime and reduces annual and long term maintenance and operating costs. These components include:

- Regenerative media filters, choosing Neptune Benson Defender filters
 - Greatly increase filtering capacity and water cleanliness
 - Filters to 1 micron compared to 15-30 microns for sand filters
 - Reduce water use and waste water by 85 to 90% over standard high rate sand filters
 - Reduce energy and chemical use to heat and treat replacement water (90% less replacement water)
 - Reduce pump power needed
 - Reducing space needed for pool mechanical room by 25 to 30%
- Variable Frequency Drives (VFDs) on the pumps to optimize energy efficiency and savings
- Ultraviolet (UV) disinfectant system to better kill biologics and create safer water and better air
- Myrtha pool construction technology
 - Eliminates need for regular draining of pool for concrete/plaster and painting touchups
 - Provides soft safety floor for teaching/fitness pool
 - Reduces long term and annual maintenance and cleaning costs
 - Slightly reduces overall use of chemicals
 - Shortens construction schedule

SCHEDULE and ACCESS

With the program and conceptual design determined, EDGE and ISG have developed the tentative schedule for programming, use, and access to the aquatic center. These tentative schedules are based on input from user groups and CRA and incorporate the scheduling needs identified in the original feasibility study. The schedules stress concurrent programming and access. The schedules also account for maximum potential program growth in the future. Initial schedules will likely have a little less programmed time and more open/community time as programs develop and use and programming is further developed based on need, demand, and growth.

Schedules have been developed for the School Year (when High School teams are in season) and for the summer, and includes weekdays and weekends. Schedules include both the main pool and the teaching/fitness pool. Please note that the Wellesley High School teams get the prime after school hours, avoiding their current pool rental hours at local facilities that range from 7:00 to 10:00pm depending on the day.

Following are the tentative schedules based on current programming and user group needs and requests within the overall programming model of the aquatic center.

USER FEES, MEMBERSHIP, and PROGRAM FEES

The fee structure for the Sports Center aquatic program is based on prices set between the higher end private clubs and commercial swim schools and the average community/public supported fees. Wellesley residents and Sports Center members will receive an average of 25% discount off of all program, use, and membership fees. These actual fees used in this proposal are based on current 2016 pricing. EDGE anticipates that the rates in the market will increase based on inflation by the time the Sports Center opens and is committed to keeping the actual rates when the Sports Center opens in the same relative position compared to the market rates as identified in this proposal. Here are examples of the use and class fees.

Learn to Swim Program

All lesson rates are based on average pro-rated cost per 30 minutes of swim lesson to eliminate variations in length of classes and numbers of classes/session. Rates are based on the warm-water purpose built teaching pool included in the Sports Center design.

Rate for Wellesley Sports Center group swim lessons (average 4 students to 1 instructor)

Wellesley resident and Sports Center Members	\$14.00
<i>Comparable market rates:</i>	
• Boston Sports Club Members:	\$29.80
• Longfellow Sports Club	
○ Members:	\$16.25
○ Non-members:	\$25.00
• Current Wellesley Recreation:	\$ 8.00
• West Suburban YMCA (Newton)	
▪ Members:	\$10.00 - \$15.00 <i>(Depending on member class)</i>
○ Non-Member:	\$20.000
• Little Flippers:	\$25.75 to \$27.00
• Gold Fish Swim School:	\$22.35 to \$24.00
• Beede Swim Center, Concord:	
○ Member:	\$12.00
○ Non Member:	\$20.00

NOTE: The target Wellesley resident lesson rate developed in the original feasibility study was \$14.00 and the non-resident rate was \$20.00.

User Group and Organizational Rates

Wellesley High School teams, Wellesley Swimming Association, and other outside groups will have the opportunity to rent training space as well as rent the aquatic center for swimming, diving, and other competitive events. The Wellesley School District will receive a discount of 15% to 30% on lane and facility rental rates pending discussion with the Town of Wellesley of overall land lease rates. The Wellesley Swimming Association will receive a volume discount on the listed facility rental rates based on their long term commitment and total lane space rented.

Training Lane Rental:

Pool rental rates in the Boston area are the highest in the country. Current area teams pay an average of between \$18.00 and \$28.00 per 25yard lane per hour at the local college and school pools. Rental rates at the large collegiate facilities are even higher. The 50 meter lane rentals at MIT average \$57.00 per lane per hour. Rental space at Harvard’s 50 meter pool is not regularly available. Local demand from 50 meter training space is great and provides opportunities for additional training rentals on under used times over weekend mornings and evenings.

Projected “retail” lane rental rates for the proposed aquatic facility are as follows: 25 yard lanes: \$28/lane/hour

School District lane rates will be in the \$20 to \$23 ranger per lane/hour. The School District currently pays virtually market rates for their ice time rental but are paying well below market rates for the late evening swimming lane hours.

Facility Event Rentals

Main Pool: including competition lanes and the warm-up lap lanes

Full Day:	\$2,800
Half Day:	\$1,600
Hourly (min 4 hours)	\$ 400

Teaching/Fitness Warm-water pool

Hourly	\$ 150
--------	--------

Similar to the lane training rental, discounts with the School District will be negotiated.

Market rates for event rentals range from \$2,500 for smaller facilities to highs of up to \$7,000/day for major events at MIT, plus additional staff and systems rentals.

MANAGEMENT TEAM

The management team of the aquatic component of the Sports Center will be a combination of EDGE operations staff and CRA program staff. The Aquatic Center will have a Facility Manager that will be an employee of EDGE Sports Group and the Sports Center and will be responsible for daily operations, maintenance, and overall facility management. This Facility Manager will be part of the overall integrated management team of the Sports Center to enable optimum coordination with Sports Center of overall schedule and program coordination as well as achieve cost savings in overall facility maintenance. This position will supervise the non-program employees of the Aquatic Center such as lifeguards. ISG and CRA will work with EDGE Sports Group to develop the job description, skill sets necessary, and the pay range for this position to insure an experienced and qualified candidate and will work with EDGE in the identification of candidates and the hiring of this position. The Facility Manager will have strong past experience in aquatic facility and program management.

The aquatic programming will be run by the Aquatic Programming Director. This position and all instructors for aquatic programs will be employees of Charles River Aquatics and many instructors will be part of the existing experienced CRA staff.

Both the Facility Manager and the Aquatic Programming Director will be hired at least six months in advance of the opening of the facility to insure a full range of programming, team use, and community access immediately upon the opening of the Aquatic Center and Sports Center.

DEVELOPMENT NEXT STEPS

Once a Development Agreement between EDGE Sports Group and the Town of Wellesley is approved and executed, the EDGE Sports Center Aquatic Team will begin to further develop the overall aquatic program for the Sports Center. The Aquatic Team will further engage key Wellesley user groups and constituents and work jointly to further develop programming, design amenities, and the daily and event schedules for the Aquatic Center. ISG, CRA, and EDGE will work closely with the Weston & Sampson Team to finalize the schematic design and engineering to quickly move into the construction phase. Throughout this process, ISG and CRA will be monitoring the progress and insuring the final design and engineering support the projected aquatic program meeting the overall Wellesley residents and user group needs.

ATTACHMENTS**Aquatic Team Bios****Stu Isaac-President and Co-Founder**

ISG is led by Stuart Isaac who brings 40 years of experience in aquatics, sports marketing and sports organization to the company. Stu's expertise and strengths build on his creative approach to integrating design, programming, marketing and sales while building partnerships among facilities, communities, businesses, and organizations. His unique experience and relationships in all phases of aquatics and fitness, from corporations, sport governing bodies, health and wellness organizations, and community organizations to teams, events, coaches and athletes provide an integrated overview of the market and the industry essential for effective strategies, analysis, programming, design and execution. His years in the corporate sector also bring management and financial expertise to ISG and its clients.

From 1983 to 2009 Stu worked for the Speedo Division of Warnaco Swimwear, Inc., managing sports marketing and team sales. He was the Senior Vice President of Team Sales and Sports Marketing from 2000-2009. During Stu's tenure at Speedo he was instrumental in elevating Speedo to one of the most widely recognized and respected brand names in the sports world. His broad areas of expertise and wide ranging relationships led to an extensive role with Speedo including the following:

- Managed all sports sponsorships and partnerships
 - National Team and National Governing Body relationships, sponsorship, program support, and promotion
 - Team sponsorships and marketing, including university, club, high school, YMCA and rec teams
 - Athlete sponsorships and endorsements
 - Facility and Aquatic Center sponsorships and partnership programs
 - Event management, marketing, and sponsorship
 - Professional coaching and aquatic fitness organizations
 - Aquatic Fitness and multi-sport initiatives
- Developed and managed Speedo's Olympic programs
 - Attended eight Olympic Games in his role with Speedo, including both summer and winter Games
 - Developed and managed Speedo Olympic licensing programs in 2000 and 2004
- Developed and managed Speedo's relationships with sport and fitness National Governing Bodies and their local affiliates including Local Swim Committees (LSCs) of USA Swimming. These include:
 - USA Triathlon, USA Swimming, US Masters Swimming, USA Water Polo, USA Diving, USA Synchronized Swimming
 - Aquatic Exercise Association
 - US Swim School Association
 - US Lifesaving Association
 - USA Paralympics
 - International Modern Pentathlon Federation (UIPM)

As the founder and President of the Isaac Sports Group, Stu has created a consulting firm building on his unique broad-based experience and network of aquatic and sport leaders and organizations. His leadership and active involvement with all clients focuses on quality personal engagement with each client and stakeholder to identify needs, goals and objectives of the project or the organization and develop specific analysis, strategic development, design concepts, financial structure, and action plan for the successful execution of the project or campaign to achieve the clients goals and objectives in the most cost-effective manner. Stu provides a strong business, marketing, and financial background balanced by the aquatic program experience and network to provide the best financial model for each project.

Prior to his 26 years with Speedo Stu was involved in all aspects of swimming, as an All-American swimmer at the University of Michigan and USA National Team member, an athlete representative to the AAU (The predecessor to USA Swimming), a regular contributor to Swimming World Magazine and from 1975-1983, the Head Women's Swimming Coach at the University of Michigan and a USA National Team Coach in 1979-1983.

Education: Bachelor of Arts in Psychology, University of Michigan, Ann Arbor, MI

Memberships and Affiliations:

- American Swim Coaches Association
- USA Swimming
- International Swimming Hall of Fame (past member Board of Directors)
- Athlete representative to the President's Commission on Olympic Sports that led to the development and passing of the Amateur Sports Act of 1978 totally reorganizing the governance of Olympic and amateur sports in the United States
- Long time member of numerous committees across multiple sport governing bodies

Duane Proell-Senior Consultant



In his 41 year career in aquatics, Duane Proell has earned the respect of the entire aquatic industry as the leading aquatic facility director and aquatic management expert in the country. From 1989 through 2010 Duane directed the aquatic programs at the University of Minnesota, where he was the Associate Department Director of Recreational Sports for Aquatics, Special Events, Risk Management, and Event Marketing. Duane's roll during this time expanded to include management of the overall recreational multi-sport complex, including the fitness and recreation components. During his tenure at Minnesota he created and managed a total aquatic program extending from learn to swim classes and recreational activities integrated with the fitness, health, and wellness programs at the Recreation Center. He also managed events including major national and international championship events and even the largest indoor Triathlon in Minnesota. Duane's management and programming expertise has created a business model at Minnesota that covers all facility operational, maintenance and upkeep costs and is the envy of recreation and aquatic facilities everywhere. Duane applies the experience of facility management and the real-world operational and programming needs to pool design to insure effective pool designs that support the client's programming and financial goals. Duane joined The Isaac Sports Group in 2010.

Duane's leadership position in the industry includes his role as an educator. His mentoring of his facility staff and student interns has resulted in many of his staff assuming management positions at major aquatic, sport and recreation facilities around the country including the University of Louisville, University of Wisconsin, University of Iowa, Miami University (of Ohio), MIT, University of Michigan, University of Georgia along with dozens of community and public facilities.

In 1993 Duane identified the need to create a professional organization of aquatic facility directors to address major business and management issues confronting aquatic facilities in the U.S. With this goal in mind Duane founded the Major Aquatic Facility Directors Association (MAFDA) to address industry issues. In its 23 years of existence the MAFDA has grown to 100 facility directors and managers and works closely with all national sport governing bodies, aquatic organizations, and each other to improve operations of all aquatic facilities and to constantly work within the aquatic and business world to ensure the best possible events and programs that support the mission of aquatic sports and activities. Duane was Chairman of MAFDA from its inception through 2010. In 2011 MAFDA became CAFDA, the Competitive Aquatic Facility Directors Association as it continues to expand its reach to a wider range of aquatic facilities.

In Duane's management career he has bid for, hosted and managed more major aquatic championship events than any other meet or facility director in the country, including USA Swimming, NCAA, USA Diving, US Masters Swimming and US Synchronized Swimming National and Regional Championships, Collegiate meets, High School championships and Special Olympic and Paralympic Championships.

Duane's career includes numerous presentations at conferences, conventions and symposiums including Athletic Business, National Intramural Recreational Sports Association (NIRSA), National Spa and Pool Institute and NIRSA Aquatic Symposium in the areas of management models, facility funding, fundraising, programming, construction, risk management and legal liability. Duane has also consulted with many Universities and community organizations about facility development and successful cost effective and safe operation and management.

Education:

- Bachelor of Science in Physical Education and Health Education, Minnesota State University-Mankato
- Masters of Science in Sport Management, University of Nebraska, Lincoln

Organizations and Memberships

- Association of Aquatic Professionals
- NIRSA (National and Intramural Recreation Sports Association)

Awards:

- Outstanding Aquatic Achievement Award from the National Spa and Pool Institute
- Copper Top Award given by the Greater Minneapolis Convention and Visitors Association
- Adaptive Swimming Service Award from United States Swimming



Charles River Aquatics (CRA) is a comprehensive swim program committed to teach, train and motivate swimmers to excel at all levels. We provide a positive learning environment that fosters individual development, growth and achievement. Learning water safety, good sportsmanship and respect for others is essential.

CRA is a privately owned swim program currently located at Boston University's Case Center Pool, 285 Babcock Street, Boston, MA. CRA opened its doors in 2005 with two full-time employees, four part-time instructors, and 39 students. Today, CRA has over 1,000 swimmers participating in its programs during each 7-8 week session. The swim team, founded in 2006 with 24 swimmers, today has 140 members. Summer camps, also introduced in 2006, are now offered for 12 weeks and serve approximately 700 children. With this growth, CRA has increased staffing to include 10 full-time employees, and 20 part-time swim instructors and coaches.

CRA has a fluid and integrated learn-to-swim program that transitions children interested in competitive swimming to the CRA Dragons Swim Team. Additionally, lessons are offered for adults at all levels, fitness classes are available, along with private and semi-private lessons, summer and vacation camp, and weekday morning classes for the home schooling community. CRA boasts a large Masters Swim Club—the Cambridge Masters. For detailed descriptions of swimming lesson levels and of current programming, please visit www.charlesriveraquatics.com.

CRA Staff Highlights

Tom Wallace, Executive Director

Tom learned to swim at the age of 3 and began swimming competitively at age 4. He became an accomplished swimmer, competing in the Olympic Trials in 1500m freestyle in 1976. Tom graduated from Humboldt State University, in California, with a BS in Resource Planning and a BA in Journalism. He then became an officer in the US Air Force. When he retired, Tom was named Aquatics Coordinator at the Lohse Family UMCA in Tucson, AZ. In 2006, he moved to Massachusetts and became the Aquatics Director at the Waltham YMCA. He joined CRA as Aquatics Director in 2007 becoming the Executive Director in 2014.

Tom is an accomplished athlete who continues to swim competitively with the Cambridge Masters Swim Club and compete in running events. He has run more than 30 marathons, twice completed the Comrades Marathon in South Africa, run in a 56-mile race, and competed in five Ironman Triathlon World Championships. In 1996 he was a member of the Air Force squad that won the military Ironman competition.

Jeff Fiore, Chief Operations Officer

Growing up in Peabody, MA, Jeff began swimming competitively for the North Shore Swim Club at the age of 9. He swam at the University of Tampa where he was an NCAA Qualifier in the 200 free and 200 IM. As a college senior he was team captain and a school record holder. Jeff began teaching swimming lessons while in Tampa. He holds a BA in Communications.

In 2012 Jeff joined CRA as a full-time Senior Swim Instructor. By 2013, he had been promoted to Assistant Aquatics Director and was becoming very involved with the CRA swim team, the Dragons. During the next two years, Jeff took on increasing levels of responsibility, becoming Associate Aquatics Director and then Aquatics Director. Jeff is now Head Age Group Coach and Voyagers Coach for the Dragons and has recently become the Chief Operations Officer of CRA.

Stephanie Morawski, Founder and CEO

In addition to founding CRA in 2005, Stephanie is also the Director of the Cambridge Masters Swim Club (a program of CRA) and the Head Coach of Women's Swimming and Diving at Harvard University. One of the most decorated swimmers in the rich history of Harvard's swim program, Stephanie Wriede Morawski '92 has been head coach of her alma mater since 1996. Most recently, in 2016, Stephanie and her Crimson once again claimed the Ivy League Championship.

Stephanie compiled a long list of accolades as a student-athlete before entering the coaching ranks. A former team captain, she is a two-time All-America selection, a three-time NCAA Championships qualifier and a two-time Olympic Trials qualifier. Stephanie earned her undergraduate degree in economics from Harvard in 1992 and added a master's degree from Harvard's Graduate School of Education in 1999.

Jacqueline Poirier, Aquatics Director and Simmons College Location Manager

A native Medford resident, Jacqui started swimming competitively at the age of 9 for Magnus Aquatic Group. Jacqui swam at Medford High School and was named team captain her senior year. She graduated from Curry College with a B.S. in Biology and taught swimming lessons for seven years before joining Charles River Aquatics in 2013 as an instructor in Summer Camp. Passionate about teaching, Jacqui came on staff full-time in 2014 and was then promoted to Aquatics Director and Simmons College Location Manager.

Matt Bancroft, Director of Hiring and Training

Born and raised in Cape Cod, Matt began swimming when he was very young. A competitive swimmer in high school and captain of his team, he held school records in both 50m and 100m freestyle events before his younger brother bettered his times. After high school, Matt attended Suffolk University. During this period, he worked as the waterfront director at a summer camp and here discovered his love for teaching. He began as a part-time instructor at CRA. Upon graduating from Suffolk University with a BA in English, Matt rode his bike across the United States. It was during this trip that he decided to accept an offer as a full-time instructor with CRA beginning in January 2015. Matt was shortly promoted to his current role as Director of Hiring and Training. He thrives on selecting and training new instructors in the philosophy and methodology of CRA. Additionally Matt coaches the Mini Dragons, the youngest members of the CRA swim team.



The Cambridge Masters Swim Club strives to create an enthusiastic training environment that is mentally and physically stimulating to athletes ages 18 and up. **All are welcome**—first time swimmer to Olympic medalist. It is our objective to encourage and promote physical fitness and health, offer adults the opportunity to participate in a fitness/competitive swimming program, and promote fellowship and camaraderie among teammates.

The Cambridge Masters Swim Club (CMSC), a program of Charles River Aquatics, was founded in 1997 by Stephanie Morawski, the Harvard Women's Swim Coach. The program offers 16 workouts a week at Harvard University and will begin offering four workouts a week at Simmons College this fall. Over the years CMSC has grown and today has about 275 members. With the extension of CMSC into Wellesley, all members will have the convenience of three locations and varied workout times throughout the week.

The CMSC staff consists of a Head Coach and four assistant coaches, all with years of competitive swimming in their past and several years of coaching the Masters. Head Coach Abe Rogers joined CMSC in 2009. He swam at Colby College and was a professional triathlete before receiving his Masters degree and becoming a teacher. He is a member of the Massachusetts National Guard. A gifted coach, Abe oversees the coaching staff, develops workout schedules, manages marketing, and maintains the swim app. Sarah Kurchian, involved in CMSC since 2008, oversees registration and hosted meets. She is an invaluable behind-the-scenes resource to CMSC.

Workouts are 60-90 minutes, including time for warm up and warm down. Variety is an essential component of the daily, weekly and monthly training plans. Workouts are designed to mix various speeds, strokes and repeat distances while providing the proper conditioning for all of our athletes, regardless of competitive background or focus-- improving overall fitness, triathlon training, preparation for open water events, conditioning for sprints or distance. Workouts are designed to emphasize intensity and quality as opposed to pure volume.

For more information, please visit us at www.cambridgemasters.com

COMPETITIVE POOLS

design/build and installation

For more information, contact:

Timothy Sheehan, CPO
Senior Project Manager
(800) SAMPSON | sheehant@wseinc.com



- Facilities planning, conceptual, and final design contract documents
- New Installation
- Construction and repair of existing facilities
- Modifications and upgrades
- Surface restoration including tile, plaster and concrete
- Compliance audits
- Filtration, pumps, valves and piping installation
- Instrumentation and controls
- Virginia Graeme Baker Pool and Spa Safety Act (VGBPSA) retrofits
- Openings, closings, winterization
- Certified Pool Operator (CPO) Services
- Operation and maintenance including on-call services

Weston & Sampson offers high-quality design/build and installation services for competitive pools at academic/collegiate facilities, as well as municipal sites and private clubs. These services also include the redesign and reconstruction of existing aquatic facilities.

Our experience includes both indoor and outdoor multi-lane competition-level pools of varying lengths designed for high-level aquatic events. These designs have involved combined swimming/diving facilities with movable floor systems, as well as separate swimming and diving facilities to allow for concurrent events. For diving pools, we have designed landing zones with air sparing systems that soften the landing surface for the divers.

For each project, we can customize our designs to accommodate pools of varying size/shape and meet specific facility or team requirements. Our professionals are also available to provide troubleshooting, routine or scheduled maintenance, and repair services.

In addition, all of our designs meet the requirements of the Virginia Graeme Baker Pool and Spa Safety Act.

Background

2013-Present
Senior Project Manager
Aquatics Group,
a Division of Weston & Sampson

2009-2013
Timothy Sheehan Landscape
Architect
Owner

2005-2009
Gregory Lombardi Design Inc
Senior Associate

2003-2005
Ryan Associates
Senior Associate

2003
Northeast Aquatic Design Group
Landscape Architect

2001-2003
New Land Design
Senior Associate

1998-2001
EDSA
Associate

1996-1998
Landscape Design Associates
Associate

1995-1996
Post Properties
Assist. Constr. Manager

1994
Walt Disney World
Landscape Intern

Education

1995
Bachelor of Science, cum laude
Landscape Architecture
University of Massachusetts at
Amherst

Professional Societies

American Society of Landscape
Architects (ASLA)

Institute of Classical Art &
Architecture

EXPERIENCE

Mr. Sheehan is a landscape architect with more than 18 years of experience providing design, production, and project management services for a large variety of projects including high-end residential, resort and hospitality, water parks, large-scale residential communities, as well as municipal and commercial properties.

SPECIFIC PROJECT EXPERIENCE

Hospitality/Amusement

- Ritz Carlton, Grand Cayman
- DelGrasso Water Park, Tipton, PA
- Wanda Centre, Dalian, China
- The Breakers, Palm Beach, FL
- The Palm House, Palm Beach, FL
- Point Breeze Hotel, Nantucket, MA
- Harborside at Atlantis, Paradise Island, Bahamas
- (BankAtlantic) Panther's Arena, Sunrise, FL
- XV Beacon Hotel Rooftop Garden, Boston, MA
- The Royal Sonesta Hotel, Key Biscayne, FL
- Homestead Motorsport Complex, Homestead, FL
- Bowcraft Amusement and Water Park, Scotch Plains, NJ

Commercial/Institutional

- Tianjin University Maritime Campus Landscape Master Plan, Tianjin, China
- Crosstown Center (Commercial and Office), Boston, MA
- Chesapeake Bay Beach Club, Stevensville, MD
- Joe DiMaggio Children's Hospital Visitors Clubhouse, Hollywood, FL

Residential Planning Developments

- Ecological Bay Landscape Master Plan, Tianjin, China
- Hawk's Perch, Pine Hills, Plymouth, MA
- Aobei Village, Beijing, China
- Woodlands at Belmont Hill, Belmont, MA
- Symphony House Condominiums, Fort Lauderdale, FL

High End Residential

Designed numerous high-end residential projects including:

- Greater Boston, Palm Beach FL, Greenwich CT, and upstate NY



Background

2014-Present
Project Manager
Weston & Sampson CMR

2007-2013
Project Superintendent
Weston & Sampson CMR

2005-2007
Partner
Jensen & Anzuoni Masonry

2004-2005
Belcan
Corporation

Education

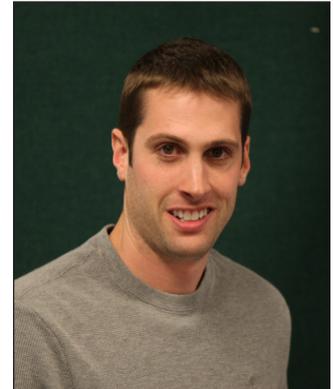
2004
Bachelor of Science
Mechanical Engineering
University of Massachusetts
Amherst
Cum Laude

Professional Registration

Engineer-in-Training
Massachusetts Construction
Supervisor
Hoisting Engineer License
OSHA 10- Hr
Certified Pool Operator (CPO)

EXPERIENCE

Mr. Jensen is a Project Superintendent in our Construction, Maintenance, & Repairs group (CMR). He has served as an on-site superintendent and office project manager. His responsibilities have included developing estimates and bids, coordinating jobs from start to final completion, and scheduling and coordinating the craft workforce of approximately 15 employees.



SPECIFIC PROJECT EXPERIENCE

Project manager for aquatic maintenance contract for public pools and spray parks in Worcester, Massachusetts. Directed facility maintenance during swim season to ensure compliance to code. Maintained and operated equipment during the season.

Project manager for Millennium Tower and Albany Street rooftop pools.

Project manager for the \$3 million indoor pool facility for Lerner Enterprises in Round Hill, Virginia.

Project manager for Worcester, Massachusetts splash pad and wading pool.

Primary superintendent for the following projects:

- Project supervision for five major Department of Conservation and Recreation pool renovations for the Commonwealth of Massachusetts.
- Project supervision for construction and rehabilitation of numerous Massachusetts DCR state pools and filter buildings. Projects include the communities of Milford, Agawam, Lawrence, Lowell, Fall River, and were valued at more than \$500,000 each.
- Corinthians Yacht Club, Marblehead, MA - Owner's rep - oversaw construction of 75m pool and filter building. (\$1.5 million)
- Kensington - Washington St., Boston, MA - Apartment rooftop pool. \$300,000
- Mohawk Casino, Hogansburg, NY - Indoor pool & spa construction. \$300,000
- University of New Hampshire - Complete pool rehab and new filter room. \$600,000
- Salem State University - Partial filter room upgrades. \$100,000
- Chelsea Piers, CT - O & M contract. \$100,000
- South Grafton Water Treatment Plant, Grafton, MA - 2 million well pump and treatment plant with town offices and workshop. (New Construction)
- Armory Booster Station, Nashua, NH - Water booster pump station. (new) \$500,000
- Concord Regional solid waste, Franklin, NH - Leachate process reconfiguration and treatment building for Ash landfill. \$500,000
- Franklin Industrial Park Pump Station, Franklin, Massachusetts- Scheduled and coordinated for the installation of a 20,000 gallon underground sewage tank. A bypass system and equalization tank pumping system were also installed during the complete rehabilitation of the pump station.
- Ferry Street, # 2 Pump Station, Marshfield, Massachusetts- Constructed well water pump/treatment station.
- Lilac Drive Pump Station, Cheshire, Connecticut- Complete rehabilitation of pump station including installation of a bypass vault.

Background

2010-Present
Superintendent
Weston & Sampson CMR, Inc.

Project Manager
Sheraton Convention Center
San Juan, PR

Project Manager
YMCA
Boca Raton, FL

Project Manager
City of Ormand Beach
Ormand Beach, FL

Project Manager
West Point Military Academy
West Point, NY

Project Manager
Babson College Community Center
Wellesley, MA

Project Manager
Otis Air Force Base
Hyannis, MA

Project Manager
Veterans Memorial
Scranton, PA

Professional Registration

Massachusetts Unrestricted
Construction Supervisor License

Sears Vinyl Siding Installation
and Training

Proprietary Pool and
Spa Seminars

OSHA
Confined Space Compliance

Master Roofing Certificate

EXPERIENCE

Mr. Stuart is a Project Superintendent in our Construction, Maintenance, and Repairs group (CMR). His extensive project management background and skill in training crews to keep projects ahead of schedule, compliant with federal and local laws, and below or within budgets includes custom-built water structures with a full perception of design, build, and functionality for the facilities of private, military, and municipal entities; these structures have consisted of high and low voltage lighting fixtures, UV filtration units, waterfalls, and sequential low-voltage solenoid water fountains created with gunite and shotcrete materials.

SPECIFIC PROJECT EXPERIENCE

Mr. Stuart served as the primary superintendent for the following projects:

- Sheraton Convention Center, San Juan, Puerto Rico - Consisted of a 120ft rooftop stainless steel vanishing-edge pool, a 30-person capacity stainless steel spa/wading pool with 40ft runnel, 25ft radius kiddie spray deck with 21 custom spray nozzles, and a custom-built entry fountain with 12 spray nozzles; the turnover to the client for this project was 10 months.
- YMCA, Boca Raton, Florida - Successfully negotiated with YMCA board members to resolve contractual issues and complete project by original contract date for Grand Opening when previous contractor had failed to complete project per specifications. Mr. Stuart completed the building of the water slide, custom zero-entry gunite pool, filtration system, and pool enclosure, as well as the training of YMCA staff in its full use and facilities maintenance.
- City of Ormand Beach, Florida - Completed the building of custom water features including tumble buckets, spray bars, water slide, and water tower, resolving the challenges neglected by the prior contractor, and finishing the water park on time.
- West Point Military Academy, West Point, New York - Consisted of the building of a 84' x 84' x 7' depth Olympic swimming pool and a 45' x 75' x 9' deep combat wave pool with simulated lightning, rain, and thunder, as well as the installation of all schedule 80 piping, including 12 miles of piping to filtration room with seven pumps and eight 1,000 gallon sand filters, and the complete computer-automated filtration equipment. Mr. Stuart was professionally videotaped by the West Point Academy staff in the demonstrated use and maintenance of the entire aquatic facility.
- Babson College Community Center, Wellesley, Massachusetts - Mr. Stuart oversaw the complete site excavation and implemented the planning of the site layout, including elevations, setback, and positioning of pools, as well as the supervision of the gunite contractor, in order to create a 34ft slide tower that took the form of a volcano. This project also included the building of a 20ft radius spray deck with computerized Solenoid-censored nozzles and the installation of its suction and plumbing; Mr. Stuart designed and installed the filter pump rooms, chemical systems, flow meters, and gauges.
- Otis Air Force Base, Hyannis, Massachusetts - Consisted of the building of a 45' x 75' x 8' depth Coast Guard training pool and the conversion of existing office quarters into men and women's bath facilities and changing area.
- Veterans Memorial Granite Fountain, Scranton, Pennsylvania - Mr. Stuart oversaw the construction of concrete contractors in creating a collector tank under granite and assembly of a 220ft fiberglass overflow with a sheer descent feature.

Wellesley Sports Center-Aquatics
Teaching/Fitness Pool
50' x 25'
School Year

Teaching and Fitness Pool has 4 lanes plus open space showing as Station 5 in this Schedu Depth ranges from 3' to 4'

Time	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday			
	Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space			Lanes 1 2 3	Leisure Space		
6:00 AM				Open Rec	Lap Swim			Open Rec	Lap Sw			Fitness																
6:30 AM																												
7:00 AM																												
7:30 AM																												
8:00 AM																												
8:30 AM	Fitness			Open	Pre-Team, Program																							
9:00 AM				Rec																								
9:30 AM																												
10:00 AM	Lessons																											
10:30 AM																												
11:00 AM																												
11:30 AM																												
12:00 PM	Fitness																											
12:30 PM																												
1:00 PM	Commun																											
1:30 PM	Program																											
2:00 PM																												
2:30 PM																												
3:00 PM	lessons																											
3:30 PM																												
4:00 PM																												
4:30 PM																												
5:00 PM				Special Needs	Lap																							
5:30 PM																					Swim							
6:00 PM	Pre-Team																											
6:30 PM																												
7:00 PM				Open																								
7:30 PM																												
8:00 PM																												
8:30 PM																												
9:00 PM																												
9:30 PM																												
10:00 PM																												

C O L O R K E Y	Special Needs
	Outside Team Rental
	Cambridge Masters & Triathlon
	Wellesley High School Team
	Pre-Team Program
	Diving
	Open Family Recreation
	Outside Water Polo Club Team
	Rental/Income
	Fitness Programming
	Community Programming & Open Swim
	General Lap Lanes
	Swim Lessons
	Wellesley Summer Rec Team
	Community Programming
	Wellesley Swim
Therapy & Rehab	
Senior Programming	
Camp Programming	

Wellesley Sports Center-Aquatics
Teaching/Fitness Pool
50' x 25'
Summer

Teaching and Fitness Pool has 4 lanes plus open space showing as Station 5 in this Schedule.

Depth ranges from 3' to 4'

Time	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday							
	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space	Lanes 1	Lanes 2	Lanes 3	Leisure Space				
6:00 AM					Lap Swim				Lap Swim																							
6:30 AM																																
7:00 AM																																
7:30 AM																																
8:00 AM	Summer Rec		Open		Summer Rec		Open																									
8:30 AM			Rec		Summer Rec Team																											
9:00 AM																																
9:30 AM																																
10:00 AM	Pre-Team				Pre-Team																											
10:30 AM																																
11:00 AM	Lessons				Lessons																											
11:30 AM																									Open Rec							
12:00 PM							Summer				Summer				Open																	
12:30 PM							Camp				Camp				Fec																	
1:00 PM			Summer																													
1:30 PM	Senior Program		Camp		Senior Program				Senior Program		minjng		Senior Program				Senior Program				Senior Program				Open Rec							
2:00 PM																																
2:30 PM																																
3:00 PM	Fitness																															
3:30 PM																																
4:00 PM																																
4:30 PM	Lessons																															
5:00 PM			Spec		Lap		Spec																									
5:30 PM			Needs		Swim		Needs																									
6:00 PM	Lap Swim																															
6:30 PM																																
7:00 PM																																
7:30 PM																							Commun									
8:00 PM																																
8:30 PM																																
9:00 PM																																
9:30 PM																																
10:00 PM																																

NOTE: Community and Swim lesson time can also be used for elementary school lesson program

C O L O R K E Y	Special Needs
	Outside Team Rental
	Cambridge Masters & Triathlon
	Wellesley High School Team
	Pre-Team Program
	Diving
	Open Family Recreation
	Outside Water Polo Club Team
	Rental/Income
	Fitness Programming
	Community Programming & Open Swim
	General Lap Lanes
	Swim Lessons
	Wellesley Summer Rec Team
	Community Programming

Wellesley Swim Association Therapy & Rehab Senior Programming Camp Programming

Wellesley Sports Center-Aquatics 102' (25 yard) x 75' Main Pool with Bulkhead

School Year
Weekdays

NOTE: Pool 1 & 2 are main pool divided by Bulkhead

	POOL 1			POOL 2									
	4.0'-5.0' deep			5.5' to 13' deep									
	1	2	3	1	2	3	4	5	6	7	8	9	10
5:00 AM	LapSwim			Club Team Training					Masters Group				
6:00 AM				Rental									
7:00 AM													
8:00 AM	Open Rec	or	Comm	Lap Swim					Deep Water Fitness				
9:00 AM									Open Programming Can fill as demand dictates				
10:00 AM													
11:00 AM									Masters				
12:00 PM	Fitness Program												
1:00 PM	Lap Lanes								Open Programming Can fill as demand dictates				
2:00 PM													
3:00 PM				Wellesley High School Swim					WHS				
4:00 PM									Diving				
5:00 PM													
6:00 PM			Spec Need Less.	WSA					Spec Needs				
7:00 PM									Masters Group				
8:00 PM				Outside Team or Program Rental Could also be open swim					Club Diving				
9:00 PM													
10:00 PM													

Config. Pool 2 lanes are lengthwise
Pool 1 lanes are cross pool

C O L O R K E Y	Special Needs
	Outside Team or Program Rental
	Cambridge Masters & Triathlon
	Wellesley High School Team
	Pre-Team Program
	Diving
	Open Family Recreation
	Outside Water Polo Club Team
	Rental/Income
	Fitness Programming
	Community Programming & Open Swim
	General Lap Lanes
	Swim Lessons
	Wellesley Summer Rec Team
	Camp Programming
	Senior Programming
	Therapy & Rehab
	Wellesley Swim Association

Wellesley Sports Center-Aquatics 102' (25 yard) x 75' Main Pool with Bulkhead

School Year
Weekend-Saturday

NOTE: Pool 1 & 2 are main pool divided by Bulkhead

Sunday can be flexible

Config. Pool 2 lanes are lengthwise
Pool 1 lanes are cross pool

	POOL 1			POOL 2										
	4.0'-5.0' deep			5.5' to 13' deep										
	1	2	3	1	2	3	4	5	6	7	8	9	10	
5:00 AM														
6:00 AM	Lap Lanes			Outside Team Rental					Masters Program and Triathlon					
7:00 AM														
8:00 AM														
9:00 AM			Less	Wellesley HS Swim Team					WHS Diving					
10:00 AM														
11:00 AM				Pre-Team Programming					Deep Water Fitness					
12:00 PM	Community Programming or Open Swim			Lap Swim					Open Rec in Deep water					
1:00 PM														
2:00 PM														
3:00 PM														
4:00 PM														
5:00 PM														
6:00 PM														
7:00 PM	Lap Swim			Open Space for outside rental Can be Water Polo, Swim Team										
8:00 PM				Recreation classes/Scuba or other program in demand										
9:00 PM														
10:00 PM														

C
O
L
O
R

K
E
Y

Special Needs
Outside Team or Program Rental
Cambridge Masters & Triathlon
Wellesley High School Team
Pre-Team Program
Diving
Open Family Recreation
Outside Water Polo Club Team
Rental/Income
Fitness Programming
Community Programming & Open Swim
General Lap Lanes
Swim Lessons
Wellesley Summer Rec Team
Camp Programming
Senior Programming
Therapy & Rehab

Wellesley Sports Center-Aquatics 102' (25 yard) x 75' Main Pool with Bulkhead

Summer
Weekdays

NOTE: Pool 1 & 2 are main pool divided by Bulkhead

	POOL 1			POOL 2									
	4.0'-5.0' deep			5.5' to 13' deep									
	1	2	3	1	2	3	4	5	6	7	8	9	10
5:00 AM	[Yellow]			Masters Swim and Triathlon									
6:00 AM				[Yellow]									
7:00 AM	[Yellow]			Outside Team Rental									
8:00 AM				[Light Blue]									
9:00 AM	[Yellow]		[Pink]	Summer Rec Team							Diving		
10:00 AM	[Yellow]		[Pink]	[Green]							[Purple]		
11:00 AM	[Yellow]			[Green]							Deep Water Fitness		
12:00 PM				Summer Camp Programming							[Orange]		
1:00 PM	[Yellow]			[Light Green]							Open Recreation		
2:00 PM				[Light Green]									
3:00 PM	[Yellow]			[Light Green]									
4:00 PM				Pre-Team							[Light Green]		
5:00 PM	[Yellow]			Open Rec					Open Rec				
6:00 PM				[Light Green]							Masters & Triathlon		
7:00 PM	[Yellow]			[Light Green]									
8:00 PM				Open Space for outside rental Can be Water Polo, Swim Team									
9:00 PM	[Grey]			Recreation classes/Scuba or other program in demand									
10:00 PM	[White]			[White]									

Config. Pool 2 lanes are lengthwise
Pool 1 lanes are cross pool

C
O
L
O
R

K
E
Y

[Pink]	Special Needs
[Light Blue]	Outside Team or Program Rental
[Orange]	Cambridge Masters & Triathlon
[Light Blue]	Wellesley High School Team
[Light Blue]	Pre-Team Program
[Purple]	Diving
[Light Green]	Open Family Recreation
[Light Orange]	Outside Water Polo Club Team
[Grey]	Rental/Income
[Grey]	Fitness Programming
[Dark Orange]	Community Programming & Open Swim
[Yellow]	General Lap Lanes
[Red]	Swim Lessons
[Green]	Wellesley Summer Rec Team
[Dark Orange]	
[Light Green]	Camp Programming
[Dark Green]	Senior Programming
[Light Purple]	Therapy & Rehab

Wellesley Sports Center-Aquatics 102' (25 yard) x 75' Main Pool with Bulkhead

Summer
Weekend-Saturday

NOTE: Poo 1 & 2 are main pool divided by Bulkhead

Sunday can be flexible

Config. Pool 2 lanes are lengthwise
Pool 1 lanes are cross pool

	POOL 1			POOL 2										
	4.0'-5.0' deep			5.5' to 13' deep										
	1	2	3	1	2	3	4	5	6	7	8	9	10	
5:00 AM														
6:00 AM	Lap			Outside Team Rental					Masters Swimming					
7:00 AM	Lanes													
8:00 AM														
9:00 AM				Summer Rec Team								Summer Rec		
10:00 AM				Summer Rec Team								Diving		
11:00 AM	Lessons			Open Rec										
12:00 PM														
1:00 PM														
2:00 PM														
3:00 PM														
4:00 PM														
5:00 PM				Outside Club						Diving Club				
6:00 PM				Swim or Water Polo										
7:00 PM														
8:00 PM				Open Space for outside rental Can be Water Polo, Swim Team										
9:00 PM				Recreation classes/Scuba or other program in demand										
10:00 PM														

C
O
L
O
R

K
E
Y

Special Needs
Outside Team or Program Rental
Cambridge Masters & Triathlon
Wellesley High School Team
Pre-Team Program
Diving
Open Family Recreation
Outside Water Polo Club Team
Rental/Income
Fitness Programming
Community Programming & Open Swim
General Lap Lanes
Swim Lessons
Wellesley Summer Rec Team
Camp
Programming
Senior Programming
Therapy & Rehab

IN SEASON ICE SCHEDULE

EXHIBIT 2



Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
Rink1	Rink2	Rink1	Rink2	Rink1	Rink2	Rink1	Rink2	Rink1	Rink2	Rink1	Rink2	Rink1	Rink2
6:10 AM	6:10 AM											6:10 AM	5:50 AM
7:25 AM	7:25 AM	PRIVATE		PRIVATE		PRIVATE		PRIVATE		PRIVATE		7:20 AM	7:00 AM
8:00 AM	8:10 AM											8:30 AM	8:10 AM
9:10 AM	9:20 AM											9:40 AM	9:20 AM
10:20 AM	10:30 AM	LTS	LTS	PUBLIC		PUBLIC		PUBLIC		PUBLIC		10:50 AM	10:30 AM
11:30 AM	11:40 AM	LTS	LTS	PUBLIC		PUBLIC		PUBLIC		PUBLIC		12:00 PM	11:40 AM
12:40 PM	12:50 PM	LTS	LTS									1:10 PM	12:50 PM
1:30 PM	1:30 PM											2:20 PM	2:00 PM
3:00 PM	3:20 PM	WHS	WHS	WHS	WHS	LTS	GAME	WHS	WHS	WHS	WHS	3:30 PM	3:10 PM
4:10 PM	4:30 PM	DHS	DHS	DHS	DHS	LTS	GAME	DHS	DHS	DHS	DHS	4:40 PM	4:20 PM
5:20 PM	5:40 PM	S1&2	S3&4	M1&2	M3,4&5	S1&2	GAME	M1&2	M3,4&5	U10/12A	S3&4	5:50 PM	5:30 PM
6:30 PM	6:50 PM	P1&2	P3&4	U10/12A	S5&U12B	U14A&B	GAME	P1&2	P3&4	U14A&B	PUBLIC	7:00 PM	6:40 PM
7:40 PM	8:00 PM	B1&2	GIRLS CLINIC	B3&4	PW Clinic	B1&2	GAME	B3&4	Squirt Clinic	CRUS / SHRK	PUBLIC	8:10 PM	7:50 PM
8:50 PM	9:10 PM	MID A&B	U18NB	B3&5	U16NB	MID A&B	GAME	U19A&B	U16NB	CRUS / SHRK	PUBLIC	9:20 PM	9:00 PM
10:00 PM	10:20 PM	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	10:30 PM	10:10 PM
11:10 PM	11:30 PM	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	ADULT	11:40 PM	11:20 PM

- WYH** = Wellesley Youth Hockey
- WHS** = Wellesley High School
- DHS** = Dana Hall School
- LTS** = Learn to Skate (rink run)
- SKILLS** = Hockey Skills (rink run)
- PUBLIC** = Public Skate (rink run)
- LTPH** = Learn to Play Hockey (rink run)
- FS** = Figure Skating (rink run)
- PRIVATE** = Private Lessons (rink run)
- ADULT** = Adult Hockey (rink run)

STATEMENT OF FINANCING

EXHIBIT 3



Strategic Consulting & Development Services for Recreational Design, Development, Programming & Operations
41 North Road, Suite 203 • Bedford, MA 01730 • t. (617) 855-9210 f. (781) 538-6821 • www.edgesportsgroup.com

Goedecke & Co., LLC

10 High Street
Boston, Massachusetts 02110

August 8th, 2016

Via-Email to Brian DeVellis

**Town of Wellesley
Board of Selectmen
525 Washington Street
Wellesley, MA 02482**

Re: Wellesley Sports Center

Dear Members of the Board:

We are writing this letter today to support the efforts of Mr. Brian DeVellis, Principal of the ESG Associates Inc. / Edge Sports Group ("ESG"), in developing the Wellesley Sports Center ("Project"). Plans for this Project were previously detailed by Mr. DeVellis in documents submitted to the Town of Wellesley ("Town") for approval.

When ESG's approval is confirmed by the Town, Goedecke & Co., LLC ("Goedecke") will be retained by ESG to secure the necessary equity and debt required to complete the Project. Goedecke has arranged in excess of \$9.61 billion in real estate financing in the course of more than 850 transactions for nearly 300 different clients with more than 180 different lenders and investors. Goedecke production during 2015 exceeded \$1.4 billion for 50 different clients in 108 transactions. Financings have included construction, interim and permanent loans, as well as institutional joint ventures, participating mortgages and private equity investments. Property types have included office, retail, industrial, apartments, condominiums, hotels, biotech (lab), self-storage, golf courses, hockey rinks and marinas. Sources of capital have included life insurance companies, banks, CMBS lenders, government sponsored agencies, pension fund advisors, opportunity funds and private investors. We are also working with ESG and their partners on a similar project in Maryland.

Goedecke has met with ESG and has reviewed and fully understand the Wellesley projected pro forma and associated costs in developing the Project, and is confident that the necessary capital can be secured for this project. Goedecke has recently placed similar financing on another multi-purpose sports development located in Massachusetts, and in our opinion, the Wellesley Sports Center is a more formidable project in that the strength of location and the operational / development experience of the Sponsor ESG. These two mitigating factors are more favorable when compared to our most recent financing of this asset type.

Sincerely,

Mr. Shawn Herlihy, Principal
Mr. Timothy O'Donnell, Vice President



nerej

THE LARGEST WEEKLY COMMERCIAL/INVESTMENT NEWSPAPER IN THE WORLD

Special Insert Section

New England Real Estate Journal

November 2011

Revolution Energy to install 485kW solar PV array on roof of The Edge Sports Center

BEDFORD, MA The Edge Sports Center, 191 Hartwell Rd., signed a deal with Revolution Energy LLC to install a 485 kilowatt (kW) solar photovoltaic (PV) array on the roof of the sports center. The deal with Revolution Energy will see The Edge Sports Center generate roughly one half its electric needs from their own rooftop, while helping to substantially reduce the arena's environmental footprint. This development will be one of the largest solar arrays on a sports arena in the Commonwealth and will be an example to other sports facilities in the region.

In Brian DeVellis' eyes, one of the Edge's founding members, this project brings the facility into a new class of its own for athletics and sustainability. "Over the past year we have been introduced to the significant benefits and opportunities potentially available to The Edge by going solar," said DeVellis. "We've seen a lot of the State embrace this technology and we said 'why not us?' We save energy, we save money, and we can serve as a positive example to the young athletes who use the facility regarding the benefits of sustainability."

The solar array is expected to generate roughly 575,000 kW a year according to Revolution Energy. Under a Power Purchase Agreement, or PPA, Revolution will install, own, and maintain the array while pro-



The Edge Sports Center, 191 Hartwell Rd., Bedford, Mass.

viding for the electricity needs through the agreement. Over the past several years PPA's have gained significant ground in the solar world given the ability for the host, in this case the Edge Sports Center, to simply pay for the energy generated from the array and avoid the up-front cost for the installation of the system. In this project The Edge has agreed to purchase all of the generated electricity the array will produce from Revolution Energy for the next 20 years, at a cost lower than they would otherwise pay for energy from the grid.

"We see this project as a win for everyone at The Edge," said DeVellis. "The athletes that use our facility will be playing in an arena that understands the need for a more sustainable way to continue providing the high quality sports programs we have become known for."

Income:	Year 1	Year 2	Year 3	year 4	Year 5
Surface Income					
Rink 1	600,000	618,000	636,540	655,636	675,305
Rink 2	600,000	618,000	636,540	655,636	675,305
Field House	375,000	386,250	397,838	409,773	422,066
Aquatics	500,000	515,000	530,450	546,364	562,754
Leasehold Income (NNN)					
Pro Shop	28,000	28,840	29,705	30,596	31,514
Concessions	10,000	10,300	10,609	10,927	11,255
Strength Conditioning	125,000	128,750	132,613	136,591	140,689
Physical Therapy	40,000	41,200	42,436	43,709	45,020
Ancillary Income					
Camps / Clinics / Tournaments	200,000	206,000	212,180	218,545	225,102
Advertisement	75,000	77,250	79,568	81,955	84,413
PV Solar Array	100,000	103,000	106,090	109,273	112,551
Locker Room Licensing	50,000	51,500	53,045	54,636	56,275
Corporate Partnerships	100,000	103,000	106,090	109,273	112,551
Total Income	2,803,000	2,887,090	2,973,703	3,062,914	3,154,801

Expenses:

Computer / Web Site	13,000	13,390	13,792	14,205	14,632
Maintenance	31,000	31,930	32,888	33,875	34,891
Advertising	5,500	5,665	5,835	6,010	6,190
Snow	10,000	10,300	10,609	10,927	11,255
Landscaping	7,500	7,725	7,957	8,195	8,441
Misc Expense	25,000	25,750	26,523	27,318	28,138
Lease / RE Tax PILOT / Betterments	135,000	135,000	135,000	135,000	135,000
Accounting	5,000	5,150	5,305	5,464	5,628
Insurance	50,000	51,500	53,045	54,636	56,275
Health Ins	50,000	51,500	53,045	54,636	56,275
Utilities	400,000	412,000	424,360	437,091	450,204
Payroll Expense	325,000	334,750	344,793	355,136	365,790
Operational Mgt Fee (6%)	168,180	173,225	178,422	183,775	189,288
Total Expense	1,225,180	1,249,684	1,274,677	1,300,171	1,326,174

Net Operating Income	1,577,820	1,637,406	1,699,025	1,762,743	1,828,627
<i>less Debt Service</i>	<i>(1,315,320)</i>	<i>(1,315,320)</i>	<i>(1,315,320)</i>	<i>(1,315,320)</i>	<i>(1,315,320)</i>

Cash Flow	262,500	322,086	383,705	447,423	513,307
------------------	----------------	----------------	----------------	----------------	----------------

Assumptions:

- 1.) RE Tax Pilot is subject to Town of Wellesley Approval
- 2.) PT, S&C and Pro-Shop rental rates based on market
- 3.) Camps / Clinics / Training income is for the summer and off hours
- 4.) Leasing for 2018 will be done prior to start of season in September
- 5.) Occupancy for the year is estimated at 80%
- 6.) Permit, Design & Approvals and Construction estimated at \$25MM
- 7.) Construction Loan Amount of 75% = \$18,750MM
- 8.) Debt Service based on similar projects in less desirable markets

PRO FORMA

EXHIBIT 8



ESG ASSOCIATES INCORPORATED

ESG Associates Inc. was incorporated by **Brian DeVellis**, a founding member of both the *EDGE Sports Center* in Bedford, MA (www.theedgesportscenter.com) – now in its 9th year of operation, as well as the *Essex Sports Center* in Middleton, MA (www.essexsportscenter.com).

The EDGE is a state of the art sports facility comprised of two regulation sized ice sheets, a strength and conditioning center, a physical therapy center and two full-sized synthetic turf athletic fields, one which is enclosed six months of the year with an air-supported structure for year round use. The ESSEX, scheduled to open fall of 2016, boasts two regulation-sized ice sheets, a 7,500 strength and conditioning center operated by a best in class operator, a physical therapy center, 5,000SF sports retailer, and a synthetic turf athletic field.

Mr. DeVellis has been successful in developing the following sports related ventures:

RELEVANT EXPERIENCE



The EDGE Sports Center is a 75,000 SF Indoor Sports Complex with ice and turf, Bedford, MA (www.theedgesportscenter.com) ... developed with the core desire to provide Bedford and the surrounding communities the opportunity to participate in and take advantage of a year round athletic facility that provides state-of-the-art recreational amenities for all ages and abilities.

Mr. DeVellis was responsible for all the site and building design, as well as contracting for legal, survey, engineering, environmental, resource area delineation, and site, building and ice surface contractors. The project began in earnest with design and permitting efforts in January 2007, followed by groundbreaking four months later in May 2007 and operations in October the same year. The ten month design to occupancy timeframe is unprecedented evidence of the cooperative desire by the founders, equity partners, community leaders, lenders and townspeople, without whose overwhelming support and encouragement the project would not have been feasible.

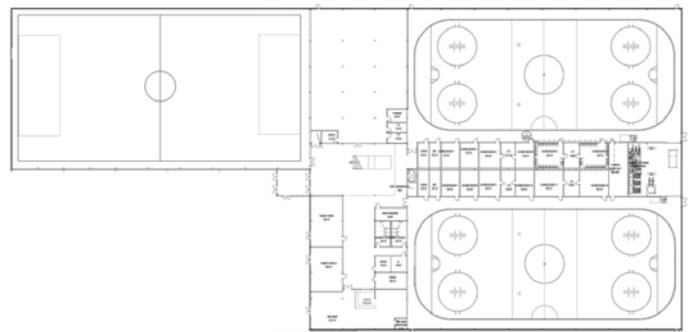
The experience of the Edge Sports Center was recently recognized when it was awarded the Bedford Chamber of Commerce 2010 Business of the Year *"in recognition of a highly innovative and successful business that is creatively involved in community activities"*.

RELEVANT EXPERIENCE (CONTINUED)



The EDGE Sports Center Phase II ... The EDGE Sports Center was only months old when the founders first realized that facility expansion was necessary. Founder Brian DeVellis began negotiations with the abutting landowner Massachusetts Port Authority in Spring 2008 leading to Massport releasing a request for Proposals in April 2010. DeVellis responded and was awarded the right to negotiate a 20 year lease with the Authority January 2012. DeVellis designed the expansion of 2 synthetic artificial turf fields along with a fabric dome structure for winter use, making the 2008 existing turf excess and available for a second ice sheet for the ever expanding hockey program. DeVellis reached lease execution April 2012, regulatory approvals shortly thereafter, and design development drawing as well as construction documents. Construction broke ground in June 2012 and opened January 2013.

In developing the Phase II, Mr. DeVellis worked closely with the Town of Bedford Planning, Conservation and Zoning Board of Appeals, the Massachusetts Port Authority as the land owner, the Commonwealth of Massachusetts Department of Building, the US Department of Defense / US Navy as an easement holder on the property, and the US Federal Aviation Authority as an abutter and overseeing authority of the Hanscom Air Field with respect to our field lighting and air supported structure, as well as the Commonwealth of Massachusetts Department of Energy for the installation of a 485kW Solar PV Array.

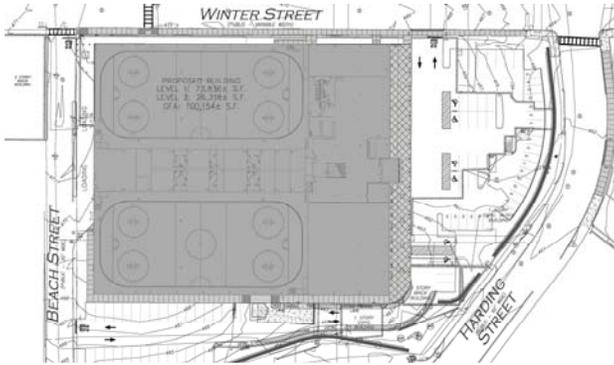


The ESSEX Sports Center is currently under construction in Middleton MA, and is a true public private partnership with the Commonwealth of Massachusetts as the land owner and Lessor, and the brand new Essex Technical High School as the third party beneficiary ... along with the seventeen towns within its District.

The Essex Sports Center is a 120,000 square foot recreational center to be located adjacent to the state of the art Essex Technical High School in Middleton. The Essex will look to 'partner' with the school to design, construct, and manage a privately owned sports & recreational center that will provide the school much needed ice and indoor turf without the burden of construction, operations, management and maintenance.

In executing the Essex Sports Center lease with the school, Mr. DeVellis has worked with the Massachusetts House and Senate to obtain approvals to obtain a 25 year no-bid lease – overwhelmingly approved by both parties in the General Court. This public / public / private partnership is a unique relationship that is truly a benefit to all parties.

RELEVANT EXPERIENCE (CONTINUED)



Worcester Sports Center will be operated by ESG under a Programming and Operations Agreement where ESG will collaborate with local high schools and colleges and manage a 100,000SF sports facility that will house two rinks, a pro shop, eight locker rooms, a restaurant, offices and a physical therapy program, all while rejuvenating the Blackstone Canal District of Worcester. WSC is a public / private partnership between Worcester Sports Center LLC and the Worcester Business Development Corporation to clean up an abandoned manufacturing facility and create a lively pedestrian oriented retail and recreational use in the District.



Great American Sports Park in Lincoln, Nebraska is the development project of ESG, which includes the master planning and development of a 250 acres expansion to the City of Lincoln. The development includes a multi-phase delivery consisting of considerations for a state of the art sports and recreation campus, a mixed-use campus of commercial and a residential campus comprised of both student and market housing. ESG will develop and oversee programming of the sports park.



Crosswinds Golf Course is a 27-hole Championship course in Plymouth, MA where Mr. DeVellis is consulting the Town of Plymouth on expanding its presence to offer additional active recreational opportunities for the community in exchange for a multi year extension to current ground lease from the Town - the private / public partnership role model. The Course, designed by the award winning team of Hurdzan/Fry, is the newest Championship daily fee course in Plymouth featuring 27 holes, Crosswinds offers a unique blend of rolling fairways and large undulating greens.

RELEVANT EXPERIENCE (CONTINUED)



'43 Fields' in Baltimore, Maryland is a purely sports orientated masterplanned community involving the design, permit, construction and operation of a Public-Private-Partnership financing structure with Baltimore County that Mr. DeVellis has been partnering with Baltimore developer Pinkard Properties and A Place to Play sporty operations company. In his involvement, Mr. DeVellis is assisting in the design, and permit phases, as well as providing expertise on the establishment of the lacrosse and soccer programming and operations. The first phase of fields are set to be delivered Summer 2016 ... with phase 2 scheduled to be online 12 months after.



The Golf Club of New England is a 7,200 yard Championship Arnold Palmer Golf Course, Stratham NH. Mr. DeVellis brought the conceptual plan from Arnold Palmer Course Design through engineering design and received permits from two local towns, state & federal agencies, and into construction in less than twelve months from engagement. The project involved greater than ten acres of wetland impact, wetland enhancement and creation, as well as 37 home sites, an 18,000 square foot clubhouse, and two hundred fifty acres of permanent conservation easement.

In developing the GCNE, Mr. DeVellis worked closely with two abutting but very different host towns, the NH Regional Planning Authority, the State of NH Department of Environmental Services Wetland, Waterway and Groundwater authorities, as well as the US Army Corps of Engineers.