



September 2018

PROTECT YOURSELF

Demand Proper Oversight of Your Rink's Finances

By Ed Peduto

At one time I thought Mark Zito was the Luckiest Man Alive! The Let's Play Hockey International Expo had begun in Las Vegas and one lucky attendee would win a boat, motor and trailer package. That lucky winner was NEISMA Member and Stamford, CT Twin Rinks Manager Mark Zito. Times and fortunes have changed for Mark after pleading guilty to one count of wire fraud. He is scheduled to report to federal prison on September 25th for 21 months, followed by 3 years of supervised release and has been ordered to pay full



restitution of the almost \$ 500,000 to which he has pled guilty.

If only Mark were the only guilty rink manager. A quick internet search revealed a Yonkers, NY cashier at the EJ

Murray Memorial Ice Skating Center being arrested for theft and the manager fired in January of this year. In prior years, embezzlements from ice and roller rinks have been prosecuted in Virginia, Kentucky, Idaho, North Carolina and Michigan, clearly this problem knows no geographical bounds. The amounts also vary with Louisville's \$ 553,631 the largest theft from ice rink operations, it is far eclipsed by the \$3 million Denise Budnick embezzled from her employer to complete the construction of the Newington, Connecticut ice skating facility.

In most cases, the theft begins for small amounts over a short period of time, goes undetected, then grows in both amounts and duration until the perpetrator is caught. Most prosecutors acknowledge that

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2018 Fall Conferences

Wednesday, October 3rd

**Hatfield Ice Arena
Colmar, Pennsylvania**

**Northshire Civic Center
Manchester Center, Vermont**

Wednesday, October 10th

**University of New England
Biddeford, Maine**

Wednesday, October 17th

**Phillips Academy
Andover, Massachusetts**

Info and Registration Form on pages 4 - 5.

President's Message

by Ben Ruggles, CIRM, PMP

It's that time of year again! Back at it! I hope everyone got a chance to kick back and relax a bit this summer. Now we're all raring to go for our busy season! Right...?...

By the way, is there such a thing as our "quiet" time...?...

Once again, our Board of Directors has been busy planning out the coming year. This fall, we are hosting four (4) meetings throughout the region. Details and registration information are listed on **pages 4 & 5**. "Active Shooter Protocol" was a topic suggested by you - our membership - so all four conferences will feature a speaker to address this important topic. In addition, there will be lots of other great information, networking, food and a very nice giveaway. And THANK YOU to our loyal vendor members who have supported these regional meetings through their sponsorships. Please make an effort to attend - you'll be glad that you did!



Regarding the Spring Conference and Trade Show, we are still in negotiations with various locations, but still focusing on the Springfield, MA area. With Easter being on April 21st, the dates are Monday, April 22nd for arrival; golf, certification classes and President's Reception on Tuesday, April 23rd; the Conference and Trade Show plus the annual NEISMA Cup hockey game on Wednesday, April 24th; and additional certification classes as needed on Thursday and possibly Friday. Please mark your calendars now with these dates. A detailed schedule will be included in our December *Rink Rat*.

Our new fiscal year is upon us and so, too, is our membership cycle. You've been sent renewal notices for the 2018 - 2019 year and many have responded. See **pages 22 - 25** for those who have. Thank you! Since all of our activities are

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based on membership, it is important that folks re-new this fall for planning purposes. The Membership Registration form can be found on **page 27**. And again, thank you!

Our feature article in this issue is by long-time NEISMA Board member, Ed Peduto. "PROTECT YOURSELF" (**pages 1 - 10**) is an in-depth look at what your rink should be doing to ensure the health of your business operation and proper oversight of your finances. A great read for managers and board members alike. Please share it with others.

Mr. Peduto also contributed a Book Review of "Great Game! DI Hockey - People, Places, Perspectives" by Bruce Haas, which can be read **pages 13 - 14**. Anyone who enjoys college hockey - and I know there are a lot of you - should read this book!

On a side note - not only is Ed an excellent writer, he's an incredible asset to NEISMA.

And speaking of incredible assets, long-time BOD member and Zamboni Hall of Fame inductee, Tom Morton, is home recuperating from recent surgery. Truth be told, he spent a couple hours in the office

yesterday, but don't tell his doctor. Get well, Tom!

Former "jack of all trades" at the Whittemore Center, Jake Jensen, is in our SPOTLIGHT. Jake recently moved to Corpus Christi, Texas to take a position with American Bank Center. Why did Jake make the move? Read on **pages 15 - 16**.

A couple of arenas in the northeast have made some news in their pursuit of sustainability. Bentley University received additional recognition recently by the National Association of Collegiate Directors of Athletics (**page 16**) and Keene Ice will be the recipient of solar panels on its roof - but not receiving any of the benefits. Read on **page 17**.

We are reprinting an article which ran in this publication ten years ago on Negotiation Basics, written by yours truly. The concepts are still the same today. You can find this on **pages 18 - 20**.

And finally, since we awarded five (5) \$1,000 college scholarships this past April, several of you have asked for this year's application. It can be found on **page 27**. Deadline is March 1st.

We hope to see you at a Fall Conference!!!

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2018 Fall Conferences

Conference Fee - \$20/Rink Member. Registration is required!

FALL CONFERENCE NORTH

WHERE: University of New England
Biddeford, Maine

WHEN: Wednesday, October 10th

9:00 am – Welcome

9:15 am – **Safety: Active Shooter Protocol.** Local police department.

10:45 am – **Regulatory: EPA regulatory update, R22 retrofits.** Honeywell – Dan Davis and Ron Vogl .

Next generation retrofit options.

12:00 pm – Lunch

12:30 pm – **Tour of facility** – Harold Alford Forum

1:00 pm – **Efficiency: Energy savings programs.** Efficiency Maine - Richard Doughty. LED lighting, Low E ceilings, heat recovery, and VFD usage.

2:00pm – **Risk: Leveraging risk and how to protect your facility.** Safehold Special Risk – Corey Cash.

FALL CONFERENCE EAST

WHERE: Phillips Academy

Andover, Massachusetts

WHEN: Wednesday, October 17th

9:00 am – Welcome

9:15 am – **Safety: Active Shooter Protocol** and **How to Diffuse High Energy Situations.** Mark Leonard, Director of Public Safety, Phillips Academy.

10:45 am – **Programs: What You Need to Know About Offering Curling in Your Rink** (Dave Gyger, Arena Manager, Plymouth State University)

12:00 pm – Lunch

12:30 pm – **Tour of Ice Cube Refrigeration Plant.** Phillips Academy Ice Rinks staff.

1:00 pm – **Learn-to-Curl** w/competition



FALL CONFERENCE WEST

WHERE: Northshire Civic Center

Manchester Center, Vermont

WHEN: Wednesday, October 3rd

9:00 am – Welcome

9:15 am – **Safety: Active Shooter Protocol.** Local police department.

10:45 am – **Efficiency: Upgrades and optimizing refrigeration equipment.** Green Mountain Power & Efficiency Vermont. Natural Refrigerants, LED and more.

12:00 pm – Lunch. Corn hole tournament provided by Riley Rink.

1:00 pm – **Tour of the Riley Rink and Hunter Park**

FALL CONFERENCE SOUTH

WHERE: Hatfield Ice Arena

Colmar, Pennsylvania

WHEN: Wednesday, October 3rd

9:00 am – Welcome

9:15 am – **Safety: Active Shooter Protocol.** Local police department.

10:45 am – **Regulatory: EPA update, R22 retrofits.** Honeywell – Dan Davis and Ron Vogl. Next generation retrofit options.

12:00 pm – Lunch

12:30 pm – **Tour of facility** – Hatfield Ice Arena

1:00 pm – **Efficiency: Energy efficient ideas for commercial customers.** Pennsylvania Energy Company – Mark Binder.

TIME for all Conferences:

8 am Registration & light breakfast

9 am – 3 pm Seminars (lunch included)

(NOTE: Seminar topics and speakers are subject to change.)

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From front cover - PROTECT YOURSELF

most of the rink thieves do not intend to steal big money at the outset. By the time they are caught, most are unable to repay the large sums they have stolen over the many years.

How can this be avoided? What systems, controls, checks and balances are enough? I've been going to rink conferences for over 30 years and have only seen one person even touch on this subject. FMC's Scott McCoy delivers a great presentation on Financial Reporting for an ice rink and in that lecture he details many systems that he recommends for cash controls and ease of financial reporting. There are many different ways to provide controls, some of which are easily implemented into the smallest of rinks while others can be more costly and unwieldy than is warranted for the limited control they provide. Keep in mind, if you are the manager, whether you are committing the fraud or members of your staff, it is YOUR name that is the responsible party and you will be held accountable (if only in the court of Public Opinion) for ALLOWING theft to occur even if you did not participate in the felony. Therefore, YOU should demand a manageable cash control system and demand that it is continuously monitored by someone over you, whether it be an outside Auditor, a Board Member, or both.



THE AUDIT – ALL organizations SHOULD undergo some type of annual audit at which time the bank statements are reviewed, the banks confirm what balances the organization has on hand and what outstanding (Payables & Receivables) financial matters are “on the books.” When I ran a municipal ice rink, the Town Auditor and Town Treasurer provided financial oversight to the Arena. They would review any rate adjustments, any dramatic financial swings and confirm that inventories were

present in the Arena. This was generally a friendly, cursory, daylong audit that typically got shorter each year I was at the seasonal rink.

Some organizations MUST have an Annual Audit. For example, in Massachusetts, non-profits with gross revenues over \$ 500,000 MUST FILE AN AUDITED FINANCIAL STATEMENT with the Secretary of State and Attorney General's Office. Since my current rink fits into this category, my Board of Directors solicits and selects an Accounting Firm to annually come into the rink and conduct the Audit. It is generally 3-5 days at the rink and more time back at their office completing the required State and Federal Financial Filings. Along with sending their Invoice to the Board, they will often send under separate cover a letter to the Board outlining any concerns they have with management or employees, the accounting system being used or specific recommendations they have to make the financial controls and reporting a better process for their purposes. Most of these are implemented, some are not. For example, the Auditors may say “separation of duties is mandatory, the same person shall not both sell and collect Admission tickets to a paid gate event”. This makes a lot of sense when Reading HS plays Woburn, we have a gate of \$3,000+ and lots of people in the house. A \$80 expense for a ticket collector/doorperson is more than justified. However, the next day at lunch 5 people show up to skate and pay \$5 apiece for the privilege. The \$25 gross revenue cannot support the \$80 ticket collector's salary (or the Ticket Seller's salary, for that matter!).

The Audit is a great level of protection ANNUALLY for the Rink Manager and it often provides superb suggestions for improving the day to day financial flows of the rink.

BOARD OVERSIGHT – Hopefully, your Board of Director or Direct Supervisor balances his/her checkbook, understands cash flow and prefers to run the rink like a business. Unfortunately, some Rink Boards are comprised of rink users with credit scores in the low 300s who are consistently overdrawn at the bank. In most cases, the correct person to ask for oversight is the Treasurer. Since his/

(Continued on page 8)

From PAGE 7 - PROTECT YOURSELF

her responsibilities include the Corporate Finances, they should be apprised of rink financial doings much more frequently than the Annual Audit. The logical frequency for these quick reviews is monthly, shortly after the bank statement has arrived and been reconciled (You ALL DO RECONCILE YOUR BANK STATEMENTS, RIGHT??). The Treasurer can quickly review the inflows and outflows of the prior month, seeing who the checks were made out to and at what pace did the revenues arrive. This should NOT be a time where dirty bathrooms or beer cans on the locker room floors are discussed. It should take no more than 30 minutes and be cordial, with discussions of who owes money, how much and how/who can best collect it. Additionally, revenue discussions concerning money generating ideas or scheduling a prolonged shutdown which will typically reduce revenues to \$0 for the shutdown period can be discussed and scheduled to eliminate surprise cash flow hiccups!

OUTGOING CASH CONTROLS – In almost every case of embezzling, the rink person sets up a “sham” company which has a bank account that he/she can access without Board knowledge. The rink checking account then writes checks to the “sham” which provides the money to the thief. The EASIEST control on this is to require 2 signatures on ALL checks written by the rink. Often deemed unwieldy, the compromise situation is to require “A second signature for all checks over the amount of X dollars.” This should eliminate any checks of a significant amount leaving the rink. The Treasurer’s bank statement review should generate the question “Who is Edward P Peduto Consulting, Inc. and why did we pay them twenty-five thousand dollars last month?” The door of fraud is closed within two months with a timely, monthly review of the bank statements!

INCOMING FUNDS CONTROLS – Most large receipts to ice rinks are for ice rentals. In most arenas, these amounts do not vary greatly year-over-



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year, i.e. July 2018 deposits should be similar to July 2017 deposits. Thus, the bank statement review should also be analyzed for the amounts deposited into rink accounts against the prior year. Any significant variances should be

easily explained by a change in ice rentals or timing of receipts received from the larger ice rental customers. As for day-to-day monies received by the rink, the two-person system is well established to reduce theft. In this system, one person receives the money, a second person rips the admission tickets or watches the first person to see that customers are charged and the proper amounts are rung in to the cash register. Services such as skate sharpening or skate rentals also benefit from the two-person control system. As mentioned earlier in the article, this is not always financially prudent - often the second person's wages far exceeds the cash receipts for that hour. The cash control systems do not stop upon the money being received by the rink. A person who does not initially receive the money, i.e. a bookkeeper should provide additional oversight and make frequent, regular deposits, in most cases daily deposits. Daily deposits make it easiest to match receipts against the events that went on in the rink that day. Lastly, there is the manager who is saddled with keeping expensive mechanical systems in good order, hiring all types of people to work all hours of the week, train, supervise and cover empty shifts of the people he/she has hired. When all of this is complete, the manager then needs to be part auditor, part detective. When receipts appear to be suspiciously low, often a line staff worker has helped themselves to cash. Installing and reviewing an extensive camera system is an easy way to insure all services provided are paid for and rung in. Promotions such as "get a free sharpening if your receipt has a star on it" puts an onus on the customer to WANT a receipt for their payment. Managers can put extra cash in the drawer before or during a suspect employee's shift and see if the extra cash is in the receipts at the end of his/her shift. Register tapes should be looked at for sequential numbering;

often employees will ring in a second tape for the night for much less receipts and turn that in with the corresponding lower receipts. If you are logging the "z" numbers this would be picked up on immediately.

CASH BASIS VERSUS ACCRUAL ACCOUNTING

– While very few accountants use the cash basis of accounting, shrewd business people often demand it. When Burbank Arena opened it had a large debt to the bank. The extremely business-minded Executive Committee met with me (General Manager) monthly and reviewed the finances. Nelson Burbank, philanthropist who was on the hook with collateral for our outstanding loan balance, DEMANDED that I provide a monthly income statement produced on CASH BASIS. "WHAT IS IN THE BANK, ED?"....This put the burden on me to Invoice and collect funds from customers in a very timely manner. After determining what we needed in the bank to run for the next month, excess monies would be used to pay down the bank loan. A long-time investment banker, I believe Nelson's thoughts were that 100 % of Accounts Receivable are uncollectible. "We can't pay the bank with receivables, can

(Continued on page 10)

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From PAGE 9 - PROTECT YOURSELF

we Ed?" was a line I remember well almost 25 years later!

BANKING CONTROLS – Multiple Accounts with different signers should be in place. The operating checking accounts should be out of reach of managers, instead accessed by Treasurers, Board Member Auditors, etc.

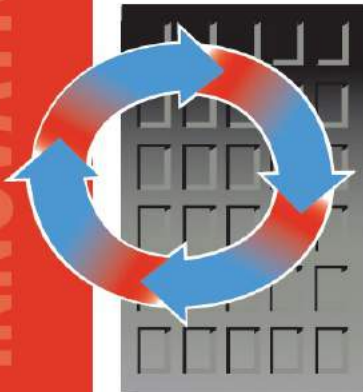


CONCLUSION - I truly believe most convicted embezzlers do not enter the rink business intent on stealing. Rather, the rink's financial oversight is or becomes lax, the opportunity presents itself and the embezzling begins. It grows over time and ultimately the stealing is exposed. Termination of employment is the minimum penalty; Federal prosecution and incarceration is often the result. The amounts taken are easily traced through computers, bank accounts, etc. Restitution is ALWAYS ordered.

As Managers/Owners, we need to be the proactive people to protect our organizations and ourselves against theft within our rinks. Demand that our superiors review and initial bank statements. Require that ANY check made out to you, regardless of amount, is signed by one of your superiors. Ask that the business be Audited. A fresh, outside set of eyes is often the best way to find errors or omissions in the financial systems in place at our rinks.

Our goal as rink managers should be to work our career both outside the dasher boards and the jail cells of the world!

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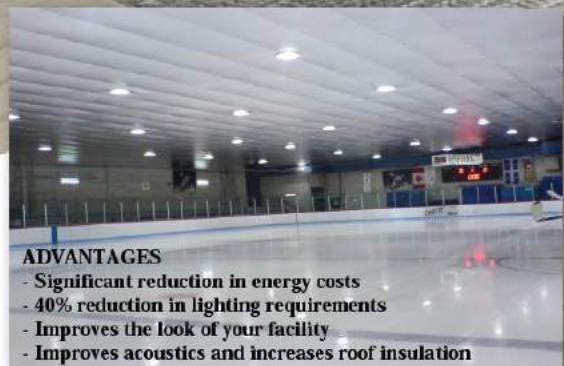


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BOOK REVIEW: "GREAT GAME! D1 College Hockey"

By Ed Peduto

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Bruce Haas

College hockey is not for everyone. The lure of the National Hockey League for players, officials, sponsors and hockey fans is often irresistible. For others, it is the journey they want to focus on; regardless of which players make it to

play hockey at the penultimate level, the NHL. It is for these latter fans, who prefer to hear "Hail to the Victors" from a live "pep" band to watching a 3 Stooges video after each goal that Bruce Haas has written this book for and about.

Dave Hunter, a member of the 1986 Cornell ECAC Championship Hockey team, calls it "a quick, easy and enjoyable read." I'd have to agree and encourage anyone involved in the game of hockey, particularly college hockey, to enjoy a copy.

Haas, a Melrose, MA native currently resides in Hingham, MA. His love of hockey was honed on the ponds of Melrose and on early NEISMA-member Hockeytown USA in Franklin Square, Melrose. His love has not waned; he continues to skate some sixty years later at NEISMA-member Quincy Youth Arena with "some of the guys now in their eighties, I swear some are playing to fulfill their dream of dying peacefully on the ice!"

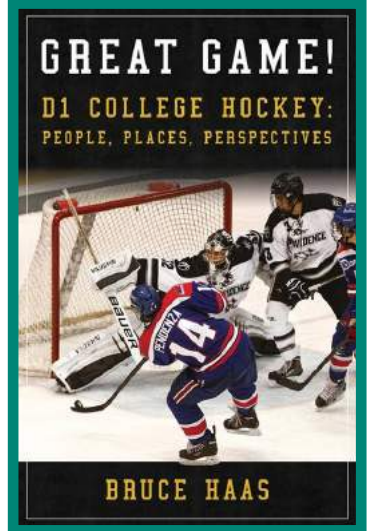
The book is laid out almost like a team roster, with chapters named "The Fans," "The Coaches," "The Players," "The Third Team (Referees)," and what should be the favorite of most NEISMA Members, "The Atmosphere." Haas' methodology was almost exclusively first-person interviews with many lifetime college hockey aficionados who fit each of the roles of their respective chapter titles.

The book is not a comprehensive history of the college game; instead it focuses on the cast and

characters primarily from the mid-nineties to present, with peripheral mentions of older legends such as John "Schnooks" Kelly, Herb Brooks and Ned Bunyon (later a rep for NEISMA-member New England Sports Sales, Inc.). It does not limit itself to New England schools, instead giving more than ample coverage to the CCHA, WCHA and correspondingly lesser mentions of newer leagues such as the Big 10 and Atlantic Hockey.

Haas sought out many fans who make the annual

(Continued on page 14)



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From page 13 - **GREAT GAME!**

pilgrimage to the NCAA Semifinals & Finals, which since 1999 has been dubbed “The Frozen Four.” I tip my most green hat to Haas for referring to the University of North Dakota hockey team as “The Sioux” which he says he does because “that’s how the people I interview referred to the team.” I’d be happier if he’d have said that it was the RIGHT name to use! Regardless, the Sioux faithful are not embracing their new (since 1995) moniker, the Fighting Hawks. The pain of “what to do” after a semifinal loss is addressed as much or more than the joy of your team’s winning its final game. I have attended many NCAA finals since my first in Albany, NY 1992. Watching Jeff Jackson’s Lake Superior State “Lakers” beat Wisconsin and their animated mascot, Bucky the Badger! I remember the many fans of the 2 semi-final-losing Michigan schools (MSU and U of M) spending three long nights in Albany after their team had been eliminated in the semis.

The most pages are dedicated to the chapters spent dissecting “The Coaches.” NEISMA attendees have heard many of these stories from guest speak-

ers over the years including Jack Parker, Tim Taylor, Dick Umile and the entire Riley family, close friends of late NEISMA President and SUNY-Plattsburgh legend, Steve “Rocky” Hoar. A lot of insight on how many coaches got their starts and their many stops along the way to the sought-after title of “Head Coach.” So many names that NEISMA Members have crossed paths with; Mike Schafer, Jerry York, Blaise McDonald, Bill Cleary, Jackson, Shawn Walsh, Nate Leaman, and Mike McShane to name a few. Not a focus on the “Xs and Os” of coaching, the book treats these men as human and as much or more time is spent discussing their grooming of players off of the ice than during the high energy games.

Gentlemen all, these chapters alone make the book a worthwhile read!

Rule 1 of a review is that not ALL of it can be positive, and I did find a few flaws with Haas’ work. Without a doubt, the players, coaches and referees are the focus of the game. I would argue that the “buildings,” “barns,” “arenas” and the spectators provide the setting in which the games play out. For this reason, possibly a selfish one, I’d have placed the chapters on the rinks first, followed by the chapters involving the humans that occupy our rinks for the few hours that the games take. While the tales of pelting the opponents when the home team scores and the pictures of many of the older rinks are captivating, I would have liked to have read interviews with some of the many long-time rink managers and Zamboni drivers who have lots to share about games that almost never started or finished due to failures of many of the mechanical systems which keep our ice sheets frozen and level!

Overall, I thoroughly enjoyed reading Bruce’s tome in under 24 hours; I couldn’t put it down! I can see a NEISMA manager at least providing a copy for his Zamboni drivers to read or giving EACH driver a copy with a lottery ticket for the holidays!. I love the college hockey game, and it’s clear that Bruce does, too.

To order your copy:

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*** SPECIAL SPOTLIGHT ***

Jake Jensen, CIT - Moving On!

Jake Jensen, formerly a CIT and “jack of all trades” at the Whittemore Center at the University of New Hampshire, has recently become the Senior Event Operations Manager at the American Bank Center in Corpus Christi, Texas.



visor, then Lead Ops Supervisor and then Operations Coordinator. With the turnover of Operation Managers as well as the Event Managers at the Whit, Jake took on more responsibilities where he gained valuable experience.

While pursuing his Masters Degree in Marketing and Supply Chain Management, Jake was promoted to Coordinator of Operations and Special Events and assisted another new Operations Manager, “getting him up to speed”, Jensen added. That Ops Manager only lasted seven months. After eight years at UNH, Jensen had obtained both his Bachelors and Masters Degrees and felt it was time to move on.

While pursuing his Bachelors Degree in Business Administration at UNH, Jake got a job at “the Whit”. While he had very little experience in an ice rink, he had worked in a family-run athletic complex. “I’d always been interested in Sports Management and it seemed like a great opportunity”, Jensen said. He started on the Changeover Crew to start, but then began driving the resurfer soon after. From there, he became an Operations Super-

Since he’d lived most of his life in New Hampshire, Jake wanted to seek employment outside of New England. “My search began very broad”, he said. “I want-

(Continued on page 16)



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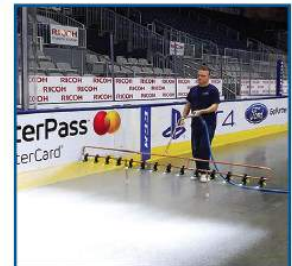
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From page 15 - Jake Jensen - *Moving On!*

ed to look at options both inside and outside the [ice rink] industry. As it progressed, it narrowed towards sports and event management, including the rink industry.”

Jake said that he used online sites such as Indeed, Glassdoor, Teamworkonline, and Ziprecruiter. “I also kept an eye on opportunities that popped up through USIRA and NEISMA”, he said.

He found his current position on Indeed. His experience in both Arena Operations and Special Events caught their attention. First, he had to go through a series of phone interviews with the Director of Operations, General Manager and Human Resources. They then invited him to Texas for a 2-day all-expenses-paid visit so the two parties could make an informed decision.

What made Jake take the position? “The culture here is built around growth, making improvements and bringing new ideas to promote operational improvements for the facility”, he said. “There is a sense of teamwork. Staff across departments are willing to support and help one another whenever needed. And they value their employees.”

Asked if he had any advice for those seeking to advance their careers, Jensen added “Be a sponge. Take every opportunity to learn about a new part of the business. The most difficult things that you will face in your career often turn out to be what you learn the most from. No matter how much you think you know, there is always somebody who knows more. Use those people as resources and face new challenges head on!”

BENTLEY UNIVERSITY ARENA RECEIVES RECOGNITION

WALTHAM, MA - The new multipurpose Bentley Arena, the most environmentally sustainable ice arena in the U.S. and the first standalone ice arena to earn the LEED platinum certification, has received another national honor for its environmentally sustainable design and construction. The arena was one of three finalists for the annual USG NACDA Sustainability Award given by the National Association of Collegiate Directors of Athletics and the USG Corporation, a manufacturer of building products.

The award recognizes NCAA member institutions, honoring athletic directors and their universities for incorporating sustainable practices and materials into their athletics facilities. Bentley shares the prestigious recognition with UCLA, which was selected as the overall winner, and Georgia State.

Bentley’s new state-of-the-art arena hosts the university’s NCAA Division I hockey team and prominent university events. The 76,000-square-foot arena is a prime example of sustainable design and energy efficiency.

After opening in February 2018, the building became the first standalone ice arena to earn the LEED platinum certification, the highest possible rating, according to the U.S. Green Building Council. Sustainable features include: 1,400 solar panels on the roof, which provide 40 percent of the building’s annual electricity needs; high-efficiency LED lighting; and an innovative heat recovery loop that captures waste heat from the arena’s ice-making equipment and uses it to heat the hot water system and for space heating. The arena is expected to use approximately 48 percent less water than buildings of similar size due to the installation of the most efficient water-saving plumbing fixtures on the market.

“The Bentley Arena’s best-in-the-nation environmentally sustainable design is a point of pride for athletics and the entire Bentley community,” said Bob DeFelice, Bentley University’s director of athletics. ““We’re thrilled by this latest national honor for Bentley Arena as an environmentally-friendly venue.”



SOLAR ARRAY PROPOSED AT KEENE ICE

Information for this article obtained from the Keene Sentinel, written by William Holt.

KEENE, NH - A proposed solar array in Keene could soon provide electricity for a sizable chunk of the city's municipal energy needs.

The city is considering a proposal for ReVision Energy to install and maintain a solar array on the roof of 350-400 Marlboro St. The building houses the city's police and public works departments, as well as Keene Ice, which opened in 2015.

The proposed 662-kilowatt array would be made of 2,070 solar panels, providing the bulk of the electricity used by the two municipal departments at that location. The ice rink, however, would not use that electricity, as the city-owned space is leased to Keene Ice Center Enterprise Inc, a non-profit organization managing the facility.

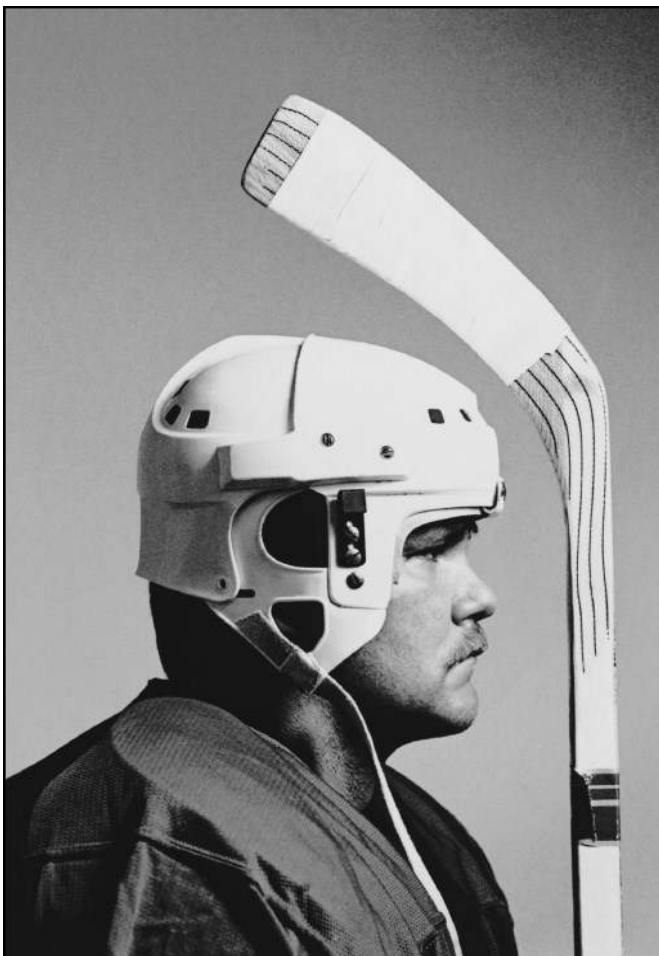
City officials began seeking solar array proposals in February 2017 as part of a power purchase agree-

ment. The chosen business would design, build, operate and maintain a solar array on city-owned land. They considered various sites in the city before deciding on multi-use building. It was chosen, in part, because the municipal facilities on-site would be able to use the electricity generated by the array.

The selection of ReVision as the preferred vendor was attributed to a strong track record of successful projects throughout New England including similar power purchase agreements with the city



(Continued on page 20)



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PEOPLE SKILLS - Negotiation Basics

By Ben Ruggles (Reprinted from February/March 2008 Rink Rat)

Negotiating is one of the most important “soft skills” a rink manager can possess. We do it every day and with just about everybody. Whether it’s with our boss or board, a fellow manager, a customer, an employee, a vendor, a neighbor, you name it – we negotiate with others in one form or another every day. Sometimes it’s as simple as who buys the coffee. More often, it has a direct impact on our operation and our “bottom line”.



So what is “negotiating”? In a nutshell, its conferring with others to come to an agreement. But more importantly, both parties should be striving for a “win-win” agreement and not something one-sided. “Trust” is the most important thing to establish in any agreement if you plan on negotiating with that party again – and a lopsided agreement is not going to get you there.

Let’s use a negotiation with a used car salesman as an example. Why do they have such a lousy reputation? Do they confer with others to come to an agreement? Yes. But do they strive for a “win-win” situation? Most would argue “no”. And why is that? Do they give you full disclosure about the vehicle – history, repairs needed, etc.? Do they let you know how much they paid for it? Do they let you know there’s a comparable car down the road for a better price. Do they suggest you take some time to think about this important decision? Do they make you feel like you can trust them? While there are some

honest ones out there, the general perception is that the answer is “no”. They’re perceived to be striving for a “win-lose” agreement, and at your expense. Will you buy from them again? Probably not.

So what makes a successful negotiator? Here are five (5) suggestions:

1. First, consider the party that you are negotiating with your **PARTNER** and not your **OPPO-NENT**. For the best long-term relationship, you must negotiate a “win-win” agreement which addresses your needs as well as the needs of the party with whom you’re negotiating. A “win-lose” agreement will surely come back to haunt you down the road.
2. “Lay the cards on the table”. Let the person you’re negotiating with know that this will be your approach and encourage him/her to do the same. Present the pluses and minuses, the benefits and the drawbacks. Then seek and expect the same. As noted earlier, **TRUST** is the most important element in long-term successful negotiations. You could “win the battle”, by getting what you want in this negotiation, but “lose the war”, if they won’t trust you in the future or, worse yet, won’t even come back to the negotiating table with you. And on the flip side, as noted in the used car salesman example, will you want to negotiate with them in the future if they haven’t disclosed something important to you?
3. While they’ll freely tell you their **POSITION** - what they say they want - you must ask questions to fully understand the more important **INTERESTS** – what they really need, desire and aspire for. Ask them “why” or “why not” questions to fully understand their needs. Also, it’s important for them to know YOUR interests, as well, so let them know what your needs and desires are so that they can better understand how to meet them.
4. After understanding each others’ **INTERESTS**, suggest a number of different **OPTIONS** which

(Continued on page 20)



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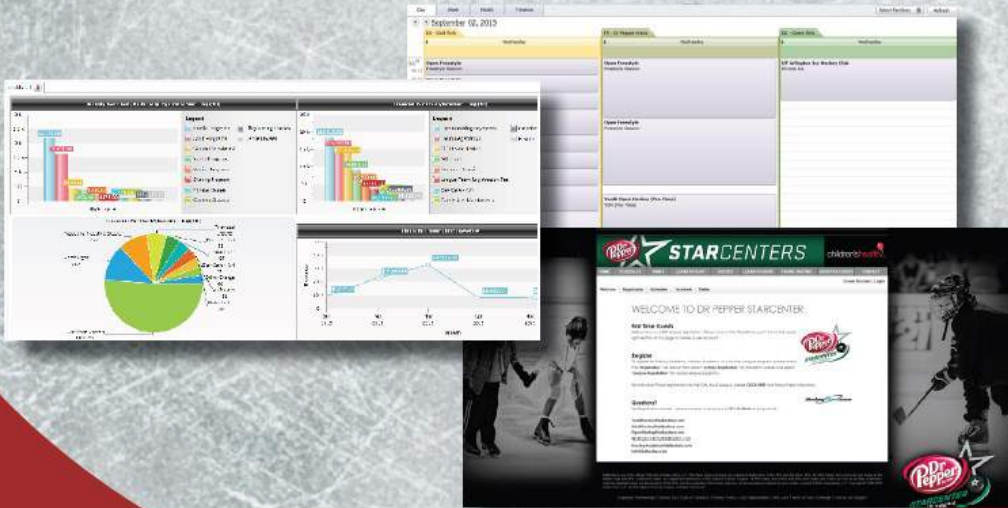
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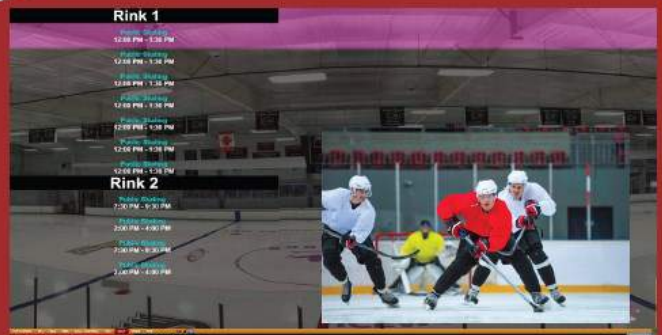
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- Beth Lenz, Kettler Capitals Iceplex



(From page 19 - PEOPLE SKILLS - Negotiating

will address their needs AND yours. Sometimes this requires you to “think outside the box” and be imaginative, flexible and innovative. Often times, the initial terms or demands suggested by one party or the other don’t meet all parties’ needs. Suggesting unique solutions will often initiate thinking which will ultimately lead to an amicable agreement. Here are 2 examples:

Position #1 – “I want my money back.”

Interests – “My daughter wants to learn to skate but, when we signed up for Thursdays, I didn’t realize her soccer practice would conflict. She could make it Saturdays or even start next session.”

Options – Move her to Saturdays, wait until next session or refund her money.

Position #2 – “The rink can’t host hockey tournaments anymore!”

Interests – “The facility doesn’t have enough parking for a big event, cars are parking on neighbors’ front lawns, traffic is horrible, there’s loud noise throughout the weekend, trash is everywhere come Monday. And my kid doesn’t play hockey!”

Options – Police detail is hired during peak traffic times. “No Parking” signs are erected throughout the neighborhood and enforced by local police. Tournament attendees are informed of all facility rules and notified that failure to comply may result in their team’s expulsion from tournament. Teams are encouraged to arrive in buses. Shuttle buses are provided from a local shopping mall. A clean-up crew is sent out once per day to clean the property and local neighborhood. Neighbors are contacted by rink management before/during/after the tournaments for input.

5. Finally – spend some time preparing for the negotiation as if you were the other party by **PUTTING YOURSELF IN THE OTHER PERSON’S SHOES**. This will help you to understand their perspective before you begin to make suggestions or present options. They

will also be appreciative of your sensitivity to their needs going into the negotiation.

Put yourself in
THEIR
shoes



NEGOTIATION SUMMARY:

1. Consider the other party your **PARTNER**.
2. Establish **TRUST** for long-term relationships.
3. Differentiate between their **POSITION** (what they say they want) versus their **INTERESTS** (what they really want or need).
4. Brainstorm some **OPTIONS** which will address both parties’ interests.
5. **PUT YOURSELF IN THE OTHER PERSON’S SHOES**. Understanding their perspective will help you to develop options.

Credits: This article utilizes some of the concepts from the book Getting To Yes – How to Negotiate Agreement Without Giving In, by Roger Fisher, William Ury, Bruce Patton.

(From page 17 - Solar Array Proposed at Keene Ice

of Claremont, Dartmouth College and The MacDowell Colony in Peterborough, among other entities.

ReVision, which has offices in Concord and Brentwood, plans to pay \$1.2 million in construction costs with the help of investors, at no expense to the city. The city would then purchase electricity from ReVision at a discounted rate, estimated to save the city about \$13,500 per year.

In addition to saving money, the city identified the environmental benefits of solar energy. A city DPW spokesperson estimated the array would offset more than 800,000 pounds of carbon emissions per year, or the equivalent of more than 41,000 gallons of gasoline.

The city is hoping that ReVision can complete the installation before the end of the year.



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