

# Rotarun Ski Club, Inc.

## Sustainable Slopes Snow-Making Capital Campaign



*Rotarun is a community-based not-for-profit organization that provides affordable day and night skiing and snowboarding education and recreation for families and youth in the Wood River Valley and nearby communities.*

*Serving the Community  
Since 1963*



***We would like to extend a special thanks to:***

The Seagraves Foundation for their donation to our Capital Improvement Fund which paid for development of our Well Use Agreement with the Sage Springs Homeowners Association and preparation of our water rights permit application to the Idaho Department of Water Resources.



August 2015

**Board Members**

- President - Jesse Foster
- Vice President - Craig Johnson
- Past President - Wes Deklotz
- Treasurer - Benjamin Frank
- Secretary - Mike Landes
- Joan Davies
- Troy Thayer
- Lisa Horowitz

Dear Interested Party,

Several years ago the Seagraves Foundation donated funds to Rotarun’s Capital Account to support development of snow-making. Since that time Rotarun has been working tirelessly to make snow-making at Rotarun a reality. We completed a strategic planning process that reaffirmed the importance of snow-making to sustaining Rotarun’s programs and operations. Subsequently, a water right was donated to Rotarun that could provide a sufficient quantity of water to support development of snow-making across the full face and base of the mountain. Next, we successfully negotiated a Well Use Agreement with the Sage Springs Homeowners Association to provide a nearby point of diversion for a water supply that avoids needs to pump and transfer water from a more distant location. Concurrently, we began working with various experts in the industry to develop ideas for new educational, athletic and recreational programs for families and youth and estimates of costs to develop a state-of-the-art snow-making system and other related facility and equipment improvements. This *Sustainable Slopes Snow-Making Capital Campaign Plan* documents results of these efforts.

***With snow-making, we anticipate that use of Rotarun will increase by at least 400 percent from fewer than 1,500 skier days per year to more than 7,500 skier days per year (an increase of more than 6,000 skier days per year).*** We are currently waiting for final approval of our water rights permit application from the Idaho Department of Water Resources. We expect to receive this approval by spring 2016. We estimate that about \$1.0 million is needed to develop snow-making capabilities at Rotarun. Additionally, about \$600,000 is needed for other related facility and equipment improvements including a lift upgrade that will double the existing lift’s capacity, an expansion of the lodge to provide additional seating, and a new snow cat and equipment storage building. ***To keep Rotarun’s educational programs and recreational opportunities as affordable as possible, we hope to raise most (or all) of these funds through grants and donations.***

We would like to take this opportunity to thank the following organizations and individuals for the financial and technical assistance they provided to us during the past several years:

**NOT-FOR-PROFIT AND PUBLIC AGENCIES**

**CONSULTANTS AND ADVISORS**

- |                                       |  |                                 |
|---------------------------------------|--|---------------------------------|
| ❖ Sage Springs Homeowners Association | ❖ Papoose Club                         | ❖ Brockway Engineering P.L.L.C. |
| ❖ Seagraves Foundation                | ❖ Sun Valley Ski Education Foundation  | ❖ TechnoAlpin AG                |
| ❖ Hailey Rotary                       | ❖ Silver Creek Alternative High School | ❖ Mr. Cory Allen                |
| ❖ Wood River Women’s Foundation       | ❖ Hailey Elementary School             | ❖ Mr. Lee Ritzau, Esq.          |
| ❖ Kiwanis Club                        | ❖ United States Ski Association        | ❖ Mr. Fritz Haemmerle, Esq.     |

Your thoughtful review and consideration of our *Sustainable Slopes Snow-Making Capital Campaign Plan* and any support you can provide to help make our plan a reality are truly appreciated. If you have any questions or would like additional information, please contact us at any time. Contact information is provided in Section VI.

Best regards,

Jesse Foster, President

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## **I. Rotarun Water Rights and Benefits of Snow-Making**

## I. Rotarun Water Rights and Benefits of Snow-Making

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During 2014 a senior *groundwater* water right (dated 1960) was donated to Rotarun. The donated water right allows irrigation of 1.0 acres from the Big Wood Aquifer from April 15 through October 31 using a North Valley point of diversion. As discussed below, Rotarun has an Application for Permit pending before the Idaho Department of Water Resources (IDWR) that would authorize a groundwater diversion for snowmaking using the donated water right as mitigation for all consumptive losses associated with the making of snow:

- ❖ The new permit will effectively have the same 1960 seniority as the donated water right
- ❖ Sage Springs Subdivision wells will be the points of diversion for the new water right
- ❖ The right will allow diversion of up to 40 gpm and a total of 2.6 million gallons of water from November 1 through February 28 for snow-making purposes.

If approved by IDWR, the new water right is sufficient to provide enough water to:

- ✓ Supply a water storage reservoir with a maximum capacity of 2.4 acre feet (782,000 gallons) that can be repetitively drawn down and refilled during peak snow-making periods
- ✓ Produce 12 inches of snow over the entire 15 acre face and base of Rotarun Mountain.

Rotarun's racing course and the base of the mountain, where snow-making and surface building will initially be concentrated to support an earlier opening, covers about 60 percent of this area (9 acres). Subsequently, other portions of the face of the mountain with different types of terrain and slopes, and varying pitch lines, can also be opened to provide users with a richer skiing and snowboarding experience.

Additionally, Rotarun has a special public purpose domestic water right that allows use of up to 13,000 gallons of water per day for various purposes, such as for lodge kitchen and restroom facilities. However, to the extent not needed for these purposes, the domestic water right can also be used for other purposes such as additional daily snow-making to produce and accumulate snow to refresh the surface or build a terrain park. A small portion of the domestic water right will be used to offset water loss from the reservoir due to evaporation during non-snow-making periods.

### A. Benefits of Snow-Making

Rotarun's geography and northeast facing slopes reduce ambient air temperatures and the amount of run-off on warmer days. As a result, after a sufficient base is built, periodic snowfalls and grooming will generally be sufficient to maintain the quality of the surface for the remainder of the season. Snow-making, primarily during November and early-December, will enable Rotarun to:

- ✓ Open for early season skiing and snowboarding during the third week of November rather than at Christmas, or later, depending on conditions
- ✓ Provide dependable, more consistent and higher quality surface conditions during the regular ski season from Thanksgiving through late-February
- ✓ Increase the number of acres of terrain and the types of slopes that are available for skiing and snowboarding
- ✓ Increase the number of days and extend the hours that Rotarun is open during each season

## I. Rotarun Water Rights and Benefits of Snow-Making

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- ✓ Offer additional after-school and early-evening programs during the week for South Valley youth who are otherwise unable to pursue their skiing and snowboarding interests and passions during these periods because the days are too short to travel after school to North Valley venues
- ✓ Provide a critically-needed venue for Sun Valley Ski Education Foundation (SVSEF) for early-season Alpine team training and also Nordic team training using the base of the mountain
- ✓ Develop collaborations with other not-for-profit organizations, public agencies and private firms for use of Rotarun to provide additional training programs, holiday camps and competitive events for families and youth
- ✓ Extend the skiing and snowboarding season beyond late-February when conditions permit.

In summary, snow-making will enable Rotarun to provide a dependable, sustainable, and affordable, day and night skiing and snowboarding venue that supports delivery of a larger number and broader range of educational programs and recreational opportunities for families and youth in the Wood River Valley and other nearby communities. ***Collectively, we anticipate that use of Rotarun will increase by at least 400 percent from fewer than 1,500 skier days per year currently to more than 7,500 skier days per year with snow-making (an increase of more than 6,000 skier days per year).***

### B. Enhanced Fire Suppression Capabilities for Sage Springs Homeowners

During May 2015 Rotarun entered into a Well Use Agreement with the Sage Springs Homeowner's Association (HOA) to use their well and infrastructure as a point of diversion for the water provided through the exchange of above-referenced donated water right. A key consideration of the Sage Springs Homeowner's Association in entering into the Well Use Agreement with Rotarun is that some of the infrastructure improvements that would be made as part of developing Rotarun's snow-making capability can also be used to improve the community's fire suppression capabilities. For example, the reservoir that will be constructed, filled and used to support snow-making during the winter will be kept filled throughout the year so that it can be used for fire suppression purposes.

### C. Snow-Making Preserves Idaho Water Supplies

Following development of the Well Use Agreement with the Sage Springs Homeowners Association, Rotarun applied for a permit from IDWR that exchanges the donated water right for a new water right that can be used to support snow-making at Rotarun. A key consideration of IDWR in reviewing Rotarun's permit application involves assessing impacts of the water rights exchange on the State's water supplies. Of the 2.6 million gallons of water used by Rotarun for snow-making, only about 624,000 gallons will be consumptively used (*24 percent*). Conversely, about 1,976,000 gallons (*76 percent*) will not be consumed and will be considered a *non-consumptive use* (e.g., some, perhaps most, of the water will return to the aquifer from which it was drawn). In comparison, the consumptive use of the donated water right which allowed usage of the water for irrigation purposes was about 639,000 gallons.

In summary, the exchange of the donated water right for the new snow-making water right has no adverse impact on the area's water supplies. Final IDWR approval of Rotarun's permit application is expected to be received by spring 2016.

# I. Rotarun Water Rights and Benefits of Snow-Making

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## D. Economic and Other Community Benefits

Snow-making will enable Rotarun to have a predictable season opening date and a consistent surface which will lead to an increase in facility use by local residents and also an increase in the number of persons traveling to the Wood River Valley from other communities to participate in Rotarun's educational programs, recreational activities and competitive events. This increased tourism will bolster spending at other Wood River Valley businesses that provide lodging, groceries, prepared meals, fuel, equipment rental and other goods and services.

During the cold, dark winter months, Rotarun provides one of the few activities in the Valley that allow kids, as well as adults, an opportunity to get outdoors to improve their health and well-being through skiing and snowboarding under the lights at night. Rotarun also provides an important center for gathering and meeting other like-minded individuals that enjoy a healthy alternative life style.

Finally, Rotarun expects to continue to work collaboratively with a broad range of not-for-profit organizations and public agencies to expand participation in existing Rotarun educational and recreational programs and to provide additional programs that will help to support the goals of these other organizations. These relationships will strengthen and build the capacity of educational and recreational focused organizations throughout the broader community.

## II. Overview of Rotarun's Capital Improvement Plan

## II. Overview of Rotarun’s Capital Improvement Plan

This Section provides an overview of Rotarun’s Capital Improvement Plan which will support development of Rotarun’s snow-making capabilities and other related facility and equipment improvements. We estimate that about **\$1 million** is needed to design, develop and implement state-of-the-art snow-making capabilities at Rotarun Mountain. **Table II-1**, below, summarizes the major components of the Core Snow-Making Project.

**Table II-1. Core Snow-Making Project Capital Costs**

| Project Component   | Estimated Cost     |
|---|--------------------|
| Project Planning, Design and Supervision                  | \$135,000          |
| Pond Liner and Improvements                               | 38,000             |
| Site and Infrastructure Improvements                      | 138,200            |
| Snow -Making System                                       | 520,000            |
| Second Snow Cat   | 75,000             |
| Miscellaneous Other                                       | 7,000              |
| Contingency   | 91,320             |
| <b>Total Estimated Costs for Core Snow-Making Project</b> | <b>\$1,004,520</b> |

Additionally, about **\$600,000** is needed for other related structural and equipment improvements. **Table II-2**, below, summarizes capital costs for these other related improvements.

**Table II-2. Other Related Capital Improvement Costs**

| Other Related Structures and Equipment                        | Estimated Cost   |
|---|------------------|
| Project Planning, Design and Supervision                      | \$40,000         |
| Snow Cat and Equipment Building                               | 175,000          |
| Mountain Lodge Expansion (24" x 24")                          | 130,000          |
| Platter Lift Cover and Electrical Room                        | 100,000          |
| Platter to T-Bar Lift Conversion                              | 100,000          |
| Contingency   | 54,500           |
| <b>Total Estimated Costs for Related Capital Improvements</b> | <b>\$599,500</b> |

Below we discuss each of the major components of Rotarun’s Capital Improvement Plan. **Exhibit II-1**, on page 8, further delineates the above capital cost estimates. **Exhibit II-2**, following Exhibit II-1 provides a time-phased schedule for implementing these improvements.

### A. Project Planning, Design and Supervision (\$135,000)

During the past year we consulted with a broad range of professionals to identify all of the major components of this major project and to obtain quotes for or develop estimates of associated capital costs. However, final detailed project design and structural and civil engineering work still needs to be completed. Additionally, professional project supervision is needed to help Rotarun’s Board of Directors manage and oversee the work of the project’s suppliers and contractors.

## II. Overview of Rotarun's Capital Improvement Plan

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### B. Reservoir Improvements (\$38,000)

The existing pond at Rotarun has a capacity of about 400,000 gallons. A key initial component of this project involves re-grading the pond and raising the sides of the pond along with the overflow spillway to increase the existing capacity. Then, the reservoir's exterior walls will be lined with a leak-proof composite material that will withstand changes in water and ambient air temperature and water and surface ice levels that will occur as the seasons shift and as water is pumped into the reservoir and withdrawn for snow-making purposes. Additionally, a diffuser will be installed to mix the water for snow-making purposes and aerate the water to prevent the water from becoming stagnant and reduce growth of algae and breeding of mosquitos and other water-born pests. The finished reservoir will have capacity for about 500,000 gallons of water. As mentioned previously, the reservoir will also be used to bolster community fire suppression capabilities throughout the year.

### C. Site and Infrastructure Improvements (\$138,200)

In addition to the reservoir, this project encompasses a broad range of other site and infrastructure improvements. Among these improvements are included:

- ❖ Construction of a special purpose structure adjacent to the reservoir to house the pump, including a hatchway in the structure's roof that can be opened to enable removal of the pump for repairs or replacement, as needed
- ❖ Installation of a 2" Main Water Supply Line from Rotarun's existing water supply line to the Rotarun Reservoir (a distance of about 400 feet)
- ❖ Installation of meters to enable tracking of water usage
- ❖ Grading of the mountain to direct spring run-off
- ❖ Grading and resurfacing of the parking lot to direct runoff and excavation of drywells within the parking lot for runoff control and aquifer replenishment
- ❖ Installation of a 6" water pipe from the Rotarun Reservoir to a new fire hydrant in the Sage Springs Subdivision to support fire suppression (a distance of about 550 feet)
- ❖ Landscape repairs and finish landscaping and grading.

Additionally, pursuant to provisions of the Well Use Agreement with Sage Springs, we plan to remove the existing storage building and fill in the foundation with gravel pending development of a new equipment storage building utilizing the existing foundation (see Subsection II-E, *Other Structures and Equipment*).

### D. Snow-Making System (\$520,000)

After the Pond, Pump House, Main Water Supply Line and other supporting infrastructure improvements are completed, we will install the pump, the pipe to transfer water up the mountainside and, finally, the snow guns. This component of the project also includes installation and testing of electrical systems, controllers and other equipment to power and synchronize the entire system.

**The Pump** – We will use a 300 horsepower pump to push water to the top of the mountain and to supply enough pressure to run at least three (3) snow guns. The pump will have variable speed controls to optimize water pressure while minimizing energy consumption and costs.

## II. Overview of Rotarun's Capital Improvement Plan

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**Water Transfer Pipe** – About 1,400 feet of 6" steel pipe will be installed in a 48" deep trench running from the Pump House up the face of the mountain. The pipeline will have 5 ports spaced at 250 to 300 foot intervals for attaching snow-making devices. This same trench will also be used for power supply and communication lines, including lines for race timing systems.

**Snow Guns** – We plan to utilize high-efficiency, low-decibel snow guns that are fully compliant with terms and conditions of our Well Use Agreement with the Sage Springs HOA which does not restrict either the number of days or hours during which the snow guns can be operated. At a distance of 200 yards, the sound that the guns produce (40 decibels) is slightly louder than a whisper in a library (30 decibels). The guns can blow snow a distance of up to 300 feet and can rotate up to 270 degrees which minimizes the number of towers and guns that are needed and decreases the amount of fuel needed to move and groom the snow after it is produced. Each snow gun will utilize from 60 to 100 gallons of water per minute for snow-making (equivalent to 180 to 300 gallons per minute for 3 guns). *If the guns are operated for 8 hours per day during optimal temperature conditions at a 70 gallon per minute consumption rate, enough snow can be produced over a period of 10 consecutive days of operation to cover about 40 percent of the 15 acre face and base of the mountain (6 acres) with about one foot of snow without fully emptying the reservoir.* Alternatively, the guns can be operated at higher consumption rates for fewer hours each day, the guns can be operated for longer periods each day and for fewer days, or the guns can be operated on non-consecutive days over a longer period to produce this same amount of snow. This flexibility will enable Rotarun to quickly adapt to variable weather conditions to produce sufficient snow for a dependable early season opening. Additionally, the snow guns are movable between the five water transfer pipeline ports which further increases operational flexibility. Finally, the snow guns are removable which improves the mountain's visual aesthetics during the off-season when the guns are not in use.

Our Snow-Making System cost estimates assume that the entire system is acquired from and installed by TechnoAlpin AG, the world's leading manufacturer and supplier of snow-making systems. TechnoAlpin, which was founded in 1990, is based in Italy and has subsidiaries worldwide. The firm's equipment is currently in great demand as winter recreation resorts throughout the world respond to reduced snowfall and warmer temperature conditions. Rotarun is following in the footsteps of other industry leaders in selecting TechnoAlpin as its snow-making system supplier.

### E. Second Snow Cat (\$75,000)

Rotarun currently has one (1) snow cat that is 18 years old and was recently re-built. We also have a 28-year old snow cat that can only be used for compacting powder and cannot be used for either surface grooming or to move snow. With snow-making, it is critical to replace the 28-year old snow cat with a new, refurbished, or lightly used (low hours) snow cat that can move newly produced snow that accumulates near the guns and also groom the surface. Our cost estimate assumes that a refurbished or lightly used snow cat is acquired.

## II. Overview of Rotarun's Capital Improvement Plan

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### F. Other Structures and Equipment (\$599,500)

Other significant structural and equipment improvements needed by Rotarun to support an increase in usage of the venue include:

**Snow Cat and Equipment Storage Building (\$175,000)** – Rotarun does not have a structure to store snow cats, snowmobiles, and other on-mountain equipment. In addition to less than optimal visual aesthetics, given Rotarun's presence in the midst of a residential community, this condition subjects the equipment to excessive wear and tear due to exposure and increases operating, equipment maintenance and repair, equipment replacement and other costs. Rotarun can construct a building sufficiently large to store two (2) snow cats and other on-mountain equipment using the foundation of the existing storage building that, as discussed previously, we plan to remove.

**Mountain Lodge Expansion (\$130,000)** – The primary purpose of developing Rotarun's snow-making capability is to provide increased affordable skiing and snowboarding training programs and recreational opportunities for the community. With expanded programs and more dependable, consistent and higher quality surface conditions, we expect to see an expansion of Rotarun's customer base and an increase in the use of Rotarun's facility. However, Rotarun's current lodge has limited seating capacity (about 30 persons). Our current seating capacity will be more than doubled (to about 75 persons) with the construction of a 24' by 24' addition on the east side of the lodge facing the mountain.

**Platter Lift Cover and Electrical Room (\$100,000)** – Our current Platter Lift Cover and the adjacent Electrical Room are antiquated and present a potential safety risk to users of the facility and our staff, especially with increased levels of usage. These structures need to be extensively repaired and updated or, possibly, replaced completely with an entirely new structure.

**Platter to T-Bar Lift Conversion (\$100,000)** – Rotarun's Platter Lift has limited capacity to move users up the face of the mountain. This capacity can be doubled by converting the Platter Lift to a T-Bar which will retain the ability to off-load users at different points as their abilities progress. In addition to replacing the platters with T-Bars, we will also need to replace the lift motor and cabling.

**Planning, Design and Supervision (\$40,000)** – Planning and structural and civil engineering for the new Snow Cat and Equipment Storage Building, Mountain Lodge Expansion and Platter Lift Cover and Electrical Room projects will need to be completed. Additionally, needs exist to supervise the construction of these new structures and the Platter to T-Bar Lift Conversion Project.

### G. Miscellaneous Other Costs (\$7,000)

A limited amount of other costs are expected to be incurred for such things as general labor and materials, trash removal and portable toilet rental.

### H. Contingency for Unanticipated Additional Costs (\$145,820)

Our cost estimates include a 10 percent contingency for unanticipated additional costs. Such costs are most likely to be incurred in connection with the acquisition and installation of the TechnoAlpin Snow-Making System. It is also possible that some additional costs could be incurred to resolve unanticipated problems associated with completing various site and infrastructure improvements.

**Rotarun Ski Club, Inc.**  
**Estimated Sustainable Slopes Capital Improvement Project Costs**

| Project Component                        |  | Core Snow-Making System <sup>1</sup> | Other Related Capital Improvements | Total Estimated Costs |
|--|--|--------------------------------------|------------------------------------|-----------------------|
| Project Planning, Design and Supervision | Structural Engineering and Design  | \$40,000                             | \$15,000                           | \$55,000              |
|  | Engineering Consulting Fees  | 20,000                               | 5,000                              | 25,000                |
|  | Project Supervision  | 75,000                               | 20,000                             | 95,000                |
|  | <b>Total</b>   | <b>\$135,000</b>                     | <b>\$40,000</b>                    | <b>\$175,000</b>      |
| Pond Liner and Improvements              | Materials (Pond Sealer)  | \$13,000                             |                                    | \$13,000              |
|  | Pond Improvements and Sealer Installation  | 20,000                               |                                    | 20,000                |
|  | Diffuser, Including Electrical   | 5,000                                |                                    | 5,000                 |
|  | <b>Total</b>   | <b>\$38,000</b>                      |                                    | <b>\$38,000</b>       |
| Site and Infrastructure Improvements     | Pump House Structure, Including Permits  | \$35,000                             |                                    | \$35,000              |
|  | Mountain Grading   | 15,000                               |                                    | 15,000                |
|  | Water Supply Line and Meters   | 13,000                               |                                    | 13,000                |
|  | Parking Lot Grading and Resurfacing  | 17,400                               |                                    | 17,400                |
|  | Drywells for Runoff Control  | 18,500                               |                                    | 18,500                |
|  | Fire Hydrants for Sage Springs HOA   | 19,750                               |                                    | 19,750                |
|  | Landscape Repairs and Finish Grading   | 10,000                               |                                    | 10,000                |
|  | Storage Building Removal   | 9,550                                |                                    | 9,550                 |
| <b>Total</b>                             | <b>\$138,200</b>   |                                      | <b>\$138,200</b>                   |                       |
| Snow-Making System                       | Infrastructure and Equipment, Including Pump, Pipe, 3 Snow Guns, and Controllers (TechnoAlpin) | \$415,000                            |                                    | \$415,000             |
|  | Electrical   | 50,000                               |                                    | 50,000                |
|  | Installation Labor   | 55,000                               |                                    | 55,000                |
|  | <b>Total</b>   | <b>\$520,000</b>                     |                                    | <b>\$520,000</b>      |
| Other Structures and Equipment           | Second Snow Cat  | \$75,000                             |                                    | \$75,000              |
|  | Snow Cat and Equipment Building  |                                      | 175,000                            | 175,000               |
|  | Mountain Lodge Expansion (24' x 24')   |                                      | 130,000                            | 130,000               |
|  | Lift Cover and Electrical Room   |                                      | 100,000                            | 100,000               |
|  | Platter to T-Bar Lift Conversion   |                                      | 100,000                            | 100,000               |
|  | <b>Total</b>   | <b>\$75,000</b>                      | <b>\$505,000</b>                   | <b>\$580,000</b>      |
| Other                                    | General Labor and Materials  | \$3,500                              |                                    | \$3,500               |
|  | Trash Removal  | 2,500                                |                                    | 2,500                 |
|  | Portable Toilet  | 1,000                                |                                    | 1,000                 |
|  | <b>Total</b>   | <b>\$7,000</b>                       |                                    | <b>\$7,000</b>        |
| <b>Subtotal</b>                          |  | <b>\$913,200</b>                     | <b>\$545,000</b>                   | <b>\$1,458,200</b>    |
| Contingency @ 10 Percent                 |  | \$91,320                             | \$54,500                           | \$145,820             |
| <b>Total Estimated Costs<sup>1</sup></b> |  | <b>\$1,004,520</b>                   | <b>\$599,500</b>                   | <b>\$1,604,020</b>    |

<sup>1</sup> Excludes more than \$30,000 already expended to (1) develop a Well-Sharing Agreement with the Sage Springs Homeowners Association, (2) obtain Idaho Department of Water Resources approval to transfer water rights for snow-making use and (3) fulfill Well-Sharing Agreement requirements to help fund water well and pump replacement reserve funds.

**Rotarun Ski Club, Inc.**  
**Sustainable Slopes Project Schedule**

| Phase I<br>Core Snow-Making System            | 2015 |     |     |     | 2016 |     |     |     |     |     |     |     |     |     |     |     |
|---|------|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|   | Sep  | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| I-1. Project Planning, Design and Supervision |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| I-2. Reservoir Improvements                   |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| I-3. Site and Infrastructure Improvements     |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| I-4. Snow-Making System                       |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| I-5. Second Snow Cat                          |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| I-6. Snow-Making System Start-Up              |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |

| Phase II<br>Other Related<br>Capital Improvements | 2016 |     |     |     | 2017 |     |     |     |     |     |     |     |     |     |     |     |
|---|------|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|   | Sep  | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| II-1. Project Planning, Design and Supervision    |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| II-2. Snow Cat and Equipment Building             |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| II-3. Mountain Lodge Expansion                    |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| II-4. Platter Lift Cover and Electrical Room      |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| II-5. Platter Lift to T-Bar Conversion            |      |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |

 Denotes ongoing task.

### III. Overview of Rotarun's Operating Budget

### III. Overview of Rotarun's Operating Plan

This Section provides an overview of Rotarun's current 2015/16 Operating Budget and an Adjusted Operating Budget with snow-making. We estimate that, with snow-making, Rotarun's Operating Budget will increase by about \$93,000 from about \$82,000 during 2015/16, without snow-making, to about \$175,000 with snow-making. About one-half of these increased operating costs reflect anticipated increases in:

- ❖ On-mountain and other labor costs consistent with an earlier opening and additional days and hours of operation during the regular season
- ❖ Advertising and promotion expenses to increase awareness of Rotarun's snow-making capabilities and related changes to Rotarun's season opening, days and hours of operation, programs and events
- ❖ Kitchen and event expenses related to Rotarun's expanded operations and programs
- ❖ Electric power and fuel costs to operate the pump and snow guns and heat the lodge
- ❖ Snow cat and other equipment maintenance and repair expenses.

The remaining additional operating costs are attributable to our plan to hire a full-time Program Director to provide dedicated, on-site program development and administrative support for a six-month period extending from October through March.

**Table III-1**, below, summarizes Rotarun's 2015/15 Operating Budget and our adjusted estimated Operating Budget with snow-making.

**Table III-1. Current and Snow-Making Operating Budgets**

| Operating Expense  | 2015/16<br>Operating<br>Budget without<br>Snow -Making | Adjusted<br>Operating<br>Budget with<br>Snow -Making |
|--|--|--|
| Payroll, Payroll Taxes, Unemployment Insurance and Worker's Compensation Insurance, Excluding Program Director | \$33,700   | \$64,410   |
| Program Director   | 0  | 45,200   |
| Liability Insurance  | 13,100   | 13,100   |
| Advertising and Promotion  | 5,000  | 10,000   |
| Kitchen and Event Expenses   | 4,000  | 8,000  |
| Fuel and Utilities   | 3,000  | 5,500  |
| Repairs and Maintenance  | 15,000   | 20,000   |
| Other Operating and Administrative Costs   | 8,200  | 8,200  |
| <b>Total Operating Budget</b>  | <b>\$82,000</b>  | <b>\$174,410</b>                                     |

**Exhibit III-1**, on the next page, further delineates Rotarun's 2015/16 Operating Budget and an Adjusted Operating Budget, by quarter, with snow-making.

**Rotarun Ski Club, Inc.**  
**Adjusted 2015/16 Operating Budget with Snowmaking**

| Operating Account Disbursements                  | Adopted 2015/16 Budget | Adjusted 2015/16 Budget with Snowmaking, By Quarter |                  |                  |                  |                  |
|--|------------------------|---|------------------|------------------|------------------|------------------|
|  |                        | Q1<br>Jul to Sep                                    | Q2<br>Oct to Dec | Q3<br>Jan to Mar | Q4<br>Apr to Jun | Total            |
| Payroll - Gross Pay                              | \$30,000               | \$4,000   | \$22,500         | \$26,500         | \$4,000          | \$57,000         |
| Payroll - Program Director                       | 0                      | 0   | 20,000           | 20,000           | 0                | 40,000           |
| Employer Payroll Taxes                           | 2,200                  | 320   | 3,400            | 3,720            | 320              | 7,760            |
| State Unemployment Insurance                     | 300                    | 40  | 425              | 465              | 40               | 970              |
| Workers Compensation Insurance                   | 1,200                  | 160   | 1,700            | 1,860            | 160              | 3,880            |
| Directors and Officers Liability Insurance       | 1,100                  | 0   | 0                | 1,100            | 0                | 1,100            |
| Commercial Liability and Special Event Insurance | 12,000                 | 3,000   | 3,000            | 3,000            | 3,000            | 12,000           |
| Advertising and Promotion                        | 5,000                  | 1,000   | 4,000            | 4,000            | 1,000            | 10,000           |
| Fuel and Utilities                               | 3,000                  | 1,000   | 2,000            | 2,000            | 500              | 5,500            |
| Outside Services - LASAR Program                 | 3,000                  | 0   | 1,500            | 1,500            | 0                | 3,000            |
| Kitchen and Event Expenses                       | 4,000                  | 500   | 3,500            | 3,500            | 500              | 8,000            |
| Race Timing Systems                              | 500                    | 0   | 500              | 0                | 0                | 500              |
| Snow Cat Repairs                                 | 10,000                 | 2,500   | 5,000            | 5,000            | 2,500            | 15,000           |
| Other Major Equipment Repairs                    | 3,000                  | 500   | 1,000            | 1,000            | 500              | 3,000            |
| Minor Repairs and Maintenance                    | 2,000                  | 500   | 500              | 500              | 500              | 2,000            |
| Bookkeeping and Accounting                       | 1,500                  | 375   | 375              | 375              | 375              | 1,500            |
| Sales Taxes                                      | 1,200                  | 0   | 400              | 400              | 400              | 1,200            |
| Licenses, Memberships, and Subscriptions         | 1,000                  | 0   | 1,000            | 0                | 0                | 1,000            |
| Other Operating and Administrative Expenses      | 1,000                  | 250   | 250              | 250              | 250              | 1,000            |
| <b>Total Operating Account Disbursements</b>     | <b>\$82,000</b>        | <b>\$14,145</b>                                     | <b>\$71,050</b>  | <b>\$75,170</b>  | <b>\$14,045</b>  | <b>\$174,410</b> |

## **IV. Overview of Rotarun's Operating Plan and Operating Revenues**

## IV. Overview of Rotarun's Operating Plan and Revenues

Currently, Rotarun is not usually able to open until Christmas, or later, depending on conditions. Also, when conditions permit, from opening until late-February Rotarun's regular hours of operation have been:

Wednesday Nights – 6 p.m. to 9 p.m.

Saturdays – 10 a.m. to 4 p.m.

Friday Nights – 6 p.m. to 9 p.m.

Sundays – 12 p.m. to 4 p.m.

With snow-making, Rotarun expects to:

- ✓ Be able to open at least a full month earlier than it has in the past
- ✓ Increase the number of days and extend the hours that it is open during and following the Christmas and New Year's holidays

Additionally, Rotarun expects that:

- ✓ Sun Valley Ski Education Foundation and other organizations will utilize the venue for early season and after school team training
- ✓ Participation in Friday Night Racing events will increase and that more Friday Night Racing events will be held
- ✓ Participation in Special Events, such as Slush Cup and Arkoosh Cup, will increase (due to poor surface conditions, in some years these events have not been held)

As shown by **Table IV-1**, below, we anticipate that these and other operational and programmatic improvements made possible with snow-making will increase usage of Rotarun by at least 400 percent from fewer than 1,500 skier days currently to more than 7,500 skier days with snow-making (an increase of more than 6,000 skier days per year).

**Table IV-1. Anticipated Impact of Snow-Making on Rotarun Usage**

| Program  | Average Skier Days   |                   |
|--|----------------------|-------------------|
|  | Without Snow -Making | With Snow -Making |
| Open Session Recreational Skiing                 | 500                  | 2,500             |
| Learn Alpine Skiing and Racing (LASAR)           | 800                  | 1,000             |
| Sun Valley Ski Education Foundation Programs     | 0                    | 2,500             |
| Friday Night Races                               | 100                  | 1,000             |
| Special Events (e.g., Arkoosh Cup and Slush Cup) | 100                  | 300               |
| Holiday Camp Program                             | 0                    | 200               |
| <b>Total Average Skier Days</b>                  | <b>1,500</b>         | <b>7,500</b>      |

Cumulatively, over the next 15 to 20 years, snow-making will enable families and youth in the Wood River Valley and surrounding communities to benefit from 90,000 to 120,000 additional days of affordable skiing and snow-boarding.

Finally, because most of Rotarun's operating costs are fixed, the increase in Rotarun usage will significantly lower Rotarun's operating costs on a per skier day basis. Currently, Rotarun's incurs an average operating cost of more than \$50 per skier day, excluding fixed asset and equipment depreciation costs. With snow-making, we anticipate that our average operating cost per skier day will decrease to less than \$25 per skier day, excluding fixed asset and equipment depreciation costs.

## IV. Overview of Rotarun's Operating Plan and Revenues

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### A. Historical and Current Operating Revenues

Rotarun generates an average of about \$80,000 to \$90,000 per year in funding for operations from a variety of operating and non-operating sources. These revenues have generally been sufficient to fully fund annual operating costs. In recent years major sources of funding for Rotarun's operations have included the following:

**Season Passes (\$9,000)** – Rotarun sells family season passes (2 adults and 2 children) for \$250, adult season passes for \$100 and individual season passes for \$50 (ages 6 to 17). Children aged 5 and under ski free. On average, about 80 to 100 season passes are purchased per year.

**Daily Lift Tickets (\$5,000)** – Rotarun sells adult daily lift tickets for \$20 and children daily lift tickets for \$10 (ages 6 to 17). Children aged 5 and under ski free. On average, about 300 to 350 daily lift tickets are purchased per year.

**Special Program and Event Fees (\$15,000)** – Fees from special programs, such as Learn Alpine Skiing and Racing (LASAR), and competitive events, such as Friday Night Races, Slush Cup, and Arkoosh Cup, are generally set at a level sufficient to fully fund directly-related program and event costs.

**Food and Merchandise Sales (\$5,000)** – Rotarun grills hot foods, such as hamburgers, and sells snacks, beverages and other merchandise which are sold at moderate prices to offset associated costs.

**Equipment Sales (\$10,000 to \$15,000)** – During the past several years Rotarun sold a used lift and used lift chairs. While revenues generated from these sources are expected to decline in future years, we expect these decreases to be more than offset by additional revenues generated from management and operation of the annual Sun Valley Ski Swap beginning during the 2015/16 fiscal year.

**Facility Rentals (\$3,000)** – From time to time various small businesses and other private groups rent Rotarun's lodge for meetings and other events.

**Sage Springs Homeowner Assessments (\$7,500)** – Rotarun collects \$100 quarterly assessments (\$400 per year) from most of Sage Spring's 20 homeowners. Effective July 2015, the Sage Springs Homeowners Association is responsible for collecting these assessments pursuant to the HOA's Well Use Agreement with Rotarun.

**Donations (\$15,000 to \$20,000)** – Most donations are received by Rotarun in response to our annual mailing to the community and targeted outreach efforts. Donations are also made at the mountain during regular operations and events. These donations usually consist of a mix of a small number of relatively large donations, including donations from Kiwanis, 5B Garage, and the Grossman Foundation, and a larger number of smaller donations.

**Grants (\$15,000 to \$20,000)** – In recent years Rotarun has successfully applied for and received grants from various sources including the Seagraves Foundation, Hailey Rotary, Papoose Club, Rocky Mountain Hardware and the Wood River Women's Foundation.

## IV. Overview of Rotarun's Operating Plan and Revenues

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### B. Anticipated Additional Operating Revenues with Snow-Making

Additional revenues will be needed to fund increased operating costs associated with snow-making. An early season opening and an increase in Rotarun's days and hours of operation are expected to more than double the amount of revenues generated from season passes and daily lift tickets (e.g., an increase of at least \$15,000 per year). Additionally, Rotarun expects that:

- ✓ Our partnership with Sun Valley Ski Education Foundation to provide a venue for early season and after school team training will generate at least \$15,000 in additional revenues
- ✓ Revenues generated from special events will increase by \$5,000 to \$10,000
- ✓ Revenues generated from food and merchandise sales will increase by \$5,000 to \$7,500.

We also expect that our new Program Director will develop, plan, organize and manage additional programs and events, such as a holiday ski camp, that will generate new revenues sufficient to fully fund costs of the position (at least \$45,000 to \$50,000 in new program and event revenues per year).

Collectively, these and other new revenue sources are expected to be sufficient to fully fund the additional operating costs that Rotarun expects to incur to support snow-making and other related programmatic and operational improvements.

## **V. Rotarun Board of Director and Corporate Officers**

## V. Rotarun Board of Directors and Corporate Officers

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Rotarun's Board of Directors has contributed a great deal of time and effort over the past several years to the development of snow-making capabilities at Rotarun. All of Rotarun's corporate officers along with other members of the Board are fully committed to implementing Rotarun's *Sustainable Slopes Business Plan*. In support of this goal, we have committed to remaining on Rotarun's Board of Directors for at least the next 3 to 4 years to ensure that all of the components of the *Sustainable Slopes Snow-Making Capital Campaign Plan* are successfully and fully implemented.

Rotarun's Board of Directors recognizes that, along with the development of snow-making capabilities and expanded skiing and snow-boarding programs, Rotarun also must bolster its corporate governance and management capabilities to enable longer-term sustainability of the organization. The Board of Directors is committed to achieving this organizational development objective over the next several years in parallel with the development of the infrastructure and programmatic components of the *Sustainable Slopes Business Plan*.

Brief biographies of each of the eight (8) members of Rotarun's Board of Directors are provided below:

**Jesse Foster, President** – Mr. Foster joined Rotarun's Board of Directors over four years ago and since that time has led efforts to develop Rotarun's snow-making capabilities. He has been the Program Director and Coach for the LASAR (Learn to Alpine Ski and Race) kids after school program. He also served on the Event and Program Development Committee.

Mr. Foster is a Physical Therapist and Manager of St Luke's Rehabilitation in Hailey. He holds a Bachelor's degree in Athletic Training and a Master's degree in Physical Therapy from the University of New Mexico and a Doctorate in Physical Therapy from Temple University.

Mr. Foster's passion for Rotarun comes from ski racing a small mountain in New Mexico, skiing for the University of New Mexico and then going on to Race for Team Breckenridge. He currently races USSA Masters races and has two children that also race.

**Craig Johnson, Vice-President** – Mr. Johnson joined Rotarun's Board of Directors during January 2012. Since joining Rotarun's Board he has had lead responsibility for working with our engineers and other advisors to determine the design and costs of the snow-making system and other related facility and equipment improvements.

Mr. Johnson, owner of LMJ Builders, is a general contractor with 35 years of experience constructing subdivisions, homes and commercial buildings throughout the Wood River Valley. He began his construction contracting career during 1977, performing subcontract work in concrete, framing and finish carpentry, and became a general contractor in 1979. While Mr. Johnson focuses on single-family design-build and residential construction, he has also completed a number of subdivisions, multifamily developments and commercial building projects. His experience includes completion of a number of high-end developments, including Leadville Terrace, Central Park West and several exclusive private residences.

Over the past 35 years Mr. Johnson has successfully completed more than \$50 million of construction projects, on-time and on-budget. His commercial, office, retail, condominium, and subdivision development experience includes the following projects:

- ❖ The Merriwether Building
- ❖ The Nature Conservancy Building
- ❖ Northridge Subdivision (Hailey Development)
- ❖ Village Green
- ❖ Broadford Estates
- ❖ Leadville Terrace
- ❖ 5<sup>th</sup> and Washington.

## V. Rotarun Board of Directors and Corporate Officers

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**Benjamin Frank, Treasurer** – Mr. Frank recently joined Rotarun’s Board of Directors as Treasurer. He has been a recreational alpine skier for nearly 50 years, began recreational snowboarding about 10 years ago and moved permanently to Hailey several years ago where he enjoys these and many other outdoor recreational activities, including skate skiing, cycling, mountain biking, trail running, and wilderness hiking and backpacking. Prior to joining Rotarun’s Board Mr. Frank assisted the Board with a re-assessment of Rotarun’s business strategies and plans. Since joining the Board Mr. Frank has had lead responsibility for Rotarun’s accounting, payroll, budgeting, and financial control systems and for developing Rotarun’s *Sustainable Slopes Snow-Making Capital Campaign Plan*.

Mr. Frank is the founding Managing Member and Chief Executive Officer of Benjamin Frank LLC. Prior to formation of Benjamin Frank LLC during 2007 he was a founding Director of NewPoint Group, Inc. where he directed the firm’s Management, Organization, and Business Improvement Practice. While with NewPoint Group he served on a continuous basis for 12 years as the firm’s Chief Financial Officer and as the firm’s President for four years. Prior to founding NewPoint Group, from 1981 through 1995, Mr. Frank was employed with Arthur Young and its successor firm Ernst & Young. While with Ernst & Young, he shared management responsibility for the firm’s Public Sector Performance Improvement Practice.

During the course of Mr. Frank’s consulting career he has directed, managed, and participated in more than 150 separate engagements for a diverse range of public agencies, private business and not-for-profit organizations. He specializes in providing the following types of consulting services:

- ❖ Program planning, development, and evaluation
- ❖ Organizational assessment
- ❖ Business process reengineering analysis
- ❖ Staffing requirements analysis
- ❖ Cost accounting, financial accounting, budgeting, and rate-setting analyses
- ❖ Public finance services.

Mr. Frank holds a Bachelor of Science degree from the University of Missouri and a Master of Business Administration (MBA) degree from Washington University in St. Louis with concentrations in Management and Finance.

**Mike Landes, Secretary** – During 2011 Mr. Landes took over the responsibility of maintaining and updating Rotarun’s website ([www.RotarunSkiArea.org](http://www.RotarunSkiArea.org)) along with providing assistance with designing and producing various marketing and promotional materials. During 2013 Mr. Landes joined Rotarun’s Board of Directors and since that time has had lead responsibility for Rotarun’s IT and data management.

Mr. Landes is owner of JML Publishing, Inc., a full service web consulting and development company that provides web site design, hosting, e-commerce applications, graphic design, and content management solutions. Prior to founding JML Publishing he held a variety of sales and management positions within the graphic arts industry.

**Wesley DeKlotz, Immediate Past President** – Wesley DeKlotz joined Rotarun’s Board of Directors in 2012 after volunteer coaching during the LASER Program with his son participating. Mr. DeKlotz is a lifelong skier and dedicated to introducing the children of our valley to the joy of skiing and enjoying the outdoors. He also coaches for a mountain bike camp during the summer in the Wood River Valley and has continued to coach LASER each season.

Mr. DeKlotz is currently the general manager of a group of companies providing specialized coating services to the aerospace, medical and industrial markets. He and his family have lived and worked in Latin America and Asia. Mr. DeKlotz has held technical, marketing and management positions in engineering consulting, manufacturing, professional service and high-technology firms. Mr. DeKlotz

## V. Rotarun Board of Directors and Corporate Officers

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holds a Bachelor of Arts in Applied Mathematics and Bachelor of Science in Geology from Humboldt State University, a teaching credential in Secondary Mathematics from the College of New Jersey, a Master of Engineering from the University of California at Berkeley and a Master of Business Administration from Portland State University

**Joan Davies, Member** – Ms. Davies, a long-time Hailey resident, now retired, has been involved with Rotarun since the early 1960s. She rejoined the Rotarun Board of Directors for the second time about 10 years ago. She is an avid outdoor enthusiast, naturalist, educator, hiker, skier, artist and gardener. Joan and her husband, John, have three sons and five wonderful grandchildren. Ms. Davies' Wood River Valley civic experience includes:

- Director of the College of Southern Idaho Blaine County Outreach Center
- Member and Past Chairperson of the Hailey Planning and Zoning Commission (1976 to 1993)
- Member and Economic Development Committee Chairperson of the Hailey Chamber of Commerce
- Member and Treasurer of the Hailey Gem Community Project
- Member and Treasurer of the Hailey Downtown Improvement Association
- Member and Chairperson of the Wood River/Sawtooth Region Emergency Medical Service Association
- Charter Member and Treasurer of the Blaine County Children's Fund
- Charter Member of the Interagency Committee
- Member and Chairperson of the Trailing of the Sheep
- Member and Chairperson of the Blaine County Historical Museum
- Board Member of the Company of Fools
- Author and Conductor for Hailey Historic Tours
- Member and Secretary of the Wood River Arts Alliance Committee
- Charter Member of the Idaho Life-Long Learners Association
- Member of the Mountain Plains Adult Education Association
- Member of the P.E.O. Sisterhood
- Member and Program Coordinator of Rotary International
- Member of the Rotary Advisory Board
- Director of the St. Charles Religious Education Program.

Ms. Davies' honorary and service awards include:

- Hailey Planning and Zoning Commission – Persistent Planner Award (1989)
- Hailey Planning and Zoning Commission – Service Recognition Award (1976 to 1993)
- Hailey Chamber of Commerce – Honorary Life Member (2004)
- Mountain Plains Adult Education Association – Award of Excellence (2002)
- Idaho Lifelong Learning Association – Service Recognition Award

**Lisa Horowitz, Member** – Ms. Horowitz joined Rotarun's Board of Directors during early-2014. She has over 20 years community development experience in local government and the private sector. Ms. Horowitz founded LH Land Use Consulting in 2002 where she specializes in providing strategic planning, public outreach, government liaison, city administration, land use planning, municipal planning, real estate entitlement, development, property management, and capital project consulting services. Clients served have included the City of Hailey, the City of Ketchum and Blaine County. Ms. Horowitz was recently appointed Interim Planning Director for the City of Hailey and previously served from 2008 through early-2014 as Community and Economic Development Director for the City of Ketchum. Ms. Horowitz holds her degree from the University of Illinois at Urbana-Champaign.

## V. Rotarun Board of Directors and Corporate Officers

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**Troy Thayer, Member** – Mr. Thayer is a life time skier who joined the Rotarun Board in 2005. Several early experiences built his belief in the value of community ski hills and the vast potential of Rotarun Ski Area as a race and event venue. He continues to focus on Rotarun’s community events and ski racing.

Troy grew up night skiing at Howelsen Hill in Steamboat Springs, Colorado. During college at the University of Utah (BS Meteorology in 1996) he returned to Howelsen to race in a regional telemark race with over a hundred racers. Howelsen Hill and Rotarun are very similar; both are in the shadow of major resorts, have similar sized race hills and both are served by Poma lifts and one room lodges. Snow-making and thus reliable snow is the main difference.

During college Troy worked as a Sales and Marketing Director for Evolution Ski Company. The highlight of this career was ski racing in Norway. Many mountain towns in Norway have family friendly hills where the community gathers to skis and race both day and night. Similar to the success of Howelsen Hill, these fun, well-attended community events have produced some of the best ski racers in the world.

In 2004 Troy and his wife Penny left a successful career with an air pollution monitoring company in San Diego to raise their three children in the Wood River Valley. All three of their children learned to ski with the L.A.S.A.R. Program at Rotarun. Currently, Troy and Penny are the owners of Apex Vacation Home Services, a vacation home caretaking business. They are active volunteers with several youth focused organizations including PTA, Lacrosse, Football, Soccer and Rotarun Ski Area.

## **VI. Contacts for Additional Information**

## VI. Contacts for Additional Information

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If you have any questions or would like additional information regarding our *Sustainable Slopes Snow-Making Capital Campaign Plan*, please feel free to contact any of the following members of Rotarun's Board of Directors:

|                                 |              |                         |
|---------------------------------|--------------|-------------------------|
| ❖ Jesse Foster, President       | 505.228.2818 | jessefoster@hotmail.com |
| ❖ Craig Johnson, Vice President | 208.309.1096 | cwj2@mindspring.com     |
| ❖ Benjamin Frank, Treasurer     | 916.425.1475 | ben@benjaminfrank.com   |
| ❖ Mike Landes, Secretary        | 208.720.0879 | mike@jmlpublishing.com  |