



EAGLECREST BOARD OF DIRECTORS AGENDA

August 01, 2024 at 5:30 PM

Fish Creek Lodge Great Room/Zoom Webinar

SKI AREA

<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1M0VnovZz09> Meeting ID:

882 5948 4580

Passcode: 372236

A. ROLL CALL

In attendance: Mike Satre, Norton Gregory, Kevin Krein, Hanna Shively, TJ Mason, Brandon Cullum, Jon Dale (zoom). Erin Lupro, Kirk Duncan

B. APPROVAL OF AGENDA- Motion by Norton. Approved without objection.

C. APPROVAL OF MINUTES- Motion by Kevin Krein requests correction to the spelling of his name. Brandon Cullum asks for the correction to the spelling of his name as well. Motion to approve minutes once corrected by Kevin Krein. Approved without objection.

D. PUBLIC PARTICIPATION - Full transcript

1. Charlie Herrington. See attached Community Report.

This report references data from Eaglecrest board meetings the city's FY fiscal year, 25 and 26 budget and historical budgets on their website. The goal of this report is to invite a positive, constructive and supportive relationship with Eaglecrest board of directors. We want to be of service to the ski area. We can organize and we can advocate on your behalf. We also want to impart some suggestions to the board in the ski area relating to the prioritization of mountains, of the mountains, operations and administration. I'll start by briefly touching on the gondola project. Say we want to see the gondola project advance as originally intended, to ensure the financial and operational sustainability of Eaglecrest for both winter and summer users. New revenue from the gondola and summer operations was intended to support the ski area operations and address infrastructure and capital improvement needs. It's supposed to fill those funding gaps. Now, back on the report now the first section, call it, Eaglecrest is a popular community and amenity, and that popularity is growing. We see Eaglecrest as a valuable Eaglecrest for a lot of people in Juneau and recruiting assets to get people to move here. We have a figure on the report that shows the pass holders from the fiscal year 23 and it's over 3000 people, which is nearly 10% of Juneau's total population. And noting too that that doesn't account for day tickets, Nordic skiers and other people who use Eaglecrest in non-commercial manners, hiking and biking and backcountry skiing. We also want to call attention to Eaglecrest, tremendous health and social benefits for the community. Lots of affordable entry points, especially for youth. There's the books of boards, program, fifth grade passport, learn to ski programs and the triple play lesson package and not to mention those noncommercial opportunities as well. All this to say, Eaglecrest serves a very large percentage of the community. Figure two under that, we want to call out that Eaglecrest is a very high performing city owned recreation facility. Eaglecrest has a lot of expenses, and the cost of doing business keeps going up. In fiscal year 24 the ski area spent \$3.84 million the ski area made 2.6 8 million in revenue. The gap to the balance the budget is filled by city funding support and Eaglecrest reserves. This is illustrated in Figure. Figure two of the report. We have a chart that compares Eaglecrest revenue and funding levels to other city recreation facilities. When you look at it, the ski area really stands out in FY 24 the ice rink received 476,000 in city funding and generated 430,000 in revenue, a 47% return to budget. The pools received \$2 million from the city and generated 514,000 in revenue, a 20% return. Eaglecrest, meanwhile, received 1 million in city funding, generated

2.6 8 million in revenue, and that's a 70% return. Furthermore, Eaglecrest provides a lot of sales tax revenue for the city. In Figure three of the report, we show that just at past sales revenue, Eaglecrest, we calculated, is around \$93,000 in sales tax generate sales tax generated for the city, but it's really probably north of that, closer to \$130,000 when you factor in all revenue streams, food and beverage lockers, retail rentals, and this is more than all of the other recreation facilities combined. We make these comparisons Not to disparage the other city facilities, but to highlight the scary, strong financial performance and strong usership within the entire community, we believe there's a strong argument for the city to increase Eaglecrest funding and support. The core part of our message to the board is we want you to succeed, and we would like to help Please embrace a user group that wants you to succeed and considers as partners. Please respond to questions and concerns to ensure that we understand your process while engendering support and confidence in your actions, we ask you please ask for input from former board members and knowledgeable users and provide the opportunity for more input during and in addition to public testimony, we urge you to consider new strategies for Eaglecrest operational structure to help the ski area move forward. We are worried that as currently structured, the general manager position, the base Operations Manager position and the director of mountain operations position are not appropriately compensated, tasked or prioritized to effectively manage Eaglecrest two main work silos, first being mountain operations, second being Business Administration. This report echoes ideas. Excuse me, this report echoes ideas that were presented in letters to the board. One was from Rick Harris on July 13, and another from me on July 19. We contend that Eaglecrest critical path forward is mountain operations that is opening the ski area for 80 plus operating days with fortified snow, making grooming, snow removal and all four chair lifts and the administration, although very important, is less mission critical. This summer, the board created a new job description for the general manager position that places 50% of the job percent of the job in mountain ops and 50% in business administration. In practice, the GM then has two department heads as currently constructed, the director mountain operations and the base Operations Manager for each of these silos, both paying, paying \$65,000 a year plus benefits. We do not believe this senior management structure works past, present or future. The base Operations Manager position has been chronically unstable five different staff in seven years, and the director of mountain operation position projects to be similarly challenged in every scenario, the GM and other staff will be stretched too thin and exposed with turnover and instability at department head positions. We really urge you the board to restructure the senior management positions. Please consider combining the roles, responsibilities and salaries to create two well compensated and recruitable positions, a chief mountain officer focused only on mountain operations and a Chief Business Manager focused only on Business Administration. This is akin to most organizational structures. The chief operating officer manages the entire organization, while the Chief Financial Officer ensures fiscal responsibility and regulatory compliance. We really appreciate you moving fast with the GM recruitment, but perhaps it would be better to first prioritize the structure of the senior staff. Any new GM will be challenged to succeed with the current structure. Thank you,

2. **Fred Hiltner**

Thank you for the opportunity to speak. My name is Fred Hiltner. Like to welcome to the candidates to the management position. Good luck. I'm here to talk, as most of you know, about the junior Nordic skate Club's relationship with Eaglecrest. It's been a relationship that's been, I think, over 25 years of time, I've worked with for eight years with the junior artist Ski Club, and have skied here at Eaglecrest for 42 years. So I'm kind of a newcomer to the ski area. Worked on the pro patrol for eight seasons, and part of my job, boohoo, was to sweep the Nordic tracks. So every day I got to finish the sweeping the mountain, and I would take my Nordic skis up with me and ski the upper loop and the lower loop. And I never complained about that. It kept me in pretty good shape. The Nordic ski club has about averages about 800 members, and we work kind of really behind the scenes with Eaglecrest. We offer support with the groomers, and we have new groomers and helping them to find the roots and ride with them occasionally. And we're very closely up here too with the or largely with our youth

program, where we have races and other types of competitions up here and work closely with the groomers to set up certain areas. And it's been a great relationship that we really appreciate. We also have a memorandum of agreement to support grooming up here in low snow conditions too, if we. A really small amount of snow, and it's not enough for the piston bullies to groom. We'll bring our equipment up here. We groom five different areas in town and on North Douglas here for our members and non-members, too. It's all a volunteer organization. And what else here? Yeah. So what I thought? I got a question from a board member this afternoon about this one project that we're doing. I'll try to describe briefly. On the lower loop. Several years ago, there was an addition made to harden the trail so it would be easier to groom in low snow conditions. And we are working with so far, I've been working with Erin and slightly postponed right now, but to bring in gravel, we've got a promise from DOT Department of Transportation to supply 200 yards of dl gravel to cover some of the really, there's some really rough areas in there, because it's shot, rock is poking through, and skiers are chipping and segways. I don't know how they're managing on that, but I hear it's not smooth enough for their wants. And so we've been about looking, kind of initiating this relationship with Eaglecrest to team up for equipment people. And probably will come back after the new managers decided and start a plan for not this summer, but next spring or summer or fall. To cap that, it's about a 1600 feet of sections that we are looking at, and we're looking forward to working with Eaglecrest on that and make the place a little bit it's not like so dangerous. I don't want to overdo that, but it's like, could be a much nicer, little bit safer area. So I just want to thank you for the opportunity to come up and look forward to another great season of winter Ski Club. Thank you.

3. **Katie Bausler**

My name is Katie Bausler, and I'm a long time Eaglecrest enthusiast and part time employee and former board member. I just want to thank you all for your perseverance and initiative and care for Eaglecrest during this really challenging time. And I wanted to second pretty much everything that Charlie presented in this community report, and I just encourage you to take a close look at it. I think there's a lot of inter good numbers here that have been put together and brought to life. And I want to thank Deb here for doing a lot of that, that work, and also Charlie, I cut a few things that have kind of crossed my mind lately, that issues of Eaglecrest that I would like, actually the candidates to listen to, because these are things that I think we're all concerned about right now. One is, how can Eaglecrest best mitigate the inevitable periods of low snowfall on lower mountain to maximize skiable snow and revenue generating operating days. Second is the city manager recently told the assembly that in order to complete the gondola in time, the summit station should be stripped down to a wind wall and a porta potty in order to leverage the most revenue. Shouldn't it include similar amenities to the mount Roberts tram, which follows the successful business model of trams and gondolas in Europe in the lower 48 the private **contract to plow the Eaglecrest Road** in recent years was recently canceled, as I understand, Eaglecrest would be back to, I guess, relying on the Department of Transportation, which may or may not get to the Eaglecrest Road in due time. This cancelation could both endanger especially those employees who have to get here early, and lead to a loss of business. How can the Eaglecrest road best be kept clear and safe in winter? Finally, I just want to second what was presented in the report by Charlie that it is apparent to many users that fulfilling both administrative and mountain operations duties in one position is challenging at best and unrealistic at worst. Can the board consider and ultimately advocate for two positions instead of one general manager? But. Possibly chief mountain officer and business manager. Thank you all.

4. **Deb Craig**

My name is Deb Craig. I'm a 25 year pass holder. I actually made a necklace of my passes. At one point I thought of wearing a foot and my testimony is pretty short Norton, because I timed myself for one minute and 50 seconds. But thank you for the opportunity to speak. I fully support Charlie's earlier

presentation about the value and importance of Eaglecrest Geary to our community, and to prove that the public really wants to be your partner in this success, I'm willing to be one of the community members that presents our KC Assembly about Eaglecrest value to the community. In the last few weeks, I've been digging into Eaglecrest budgets, your policies and operations more than I'd ever hoped or wanted. Frankly, last night, I spent two hours on the phone with Dave Scanlon and Charlie primarily to ensure that the Eaglecrest community report was accurate in its representation. But our conversation then turned to the complexities of managing a ski area. Dave talked about the challenges of keeping the ski area running, but he also talked about the gondola housing for employees, internet connectivity, innovative hiring, revenue generation, creative mountain management, the range and the range of his concerns and ideas for Eaglecrest gear was really quite stunning to me in having that conversation, because I never had the chance to sit down with him for a couple hours and talk about how he viewed the future. At the end of the day, I get that the ski if the ski area isn't open and safe, it doesn't matter if your interest is skiing, snowboarding, ski racing, ski lessons, ski rentals, none of it works without a functional, safe Ski Area run by a skilled General Manager. For the people who have applied for the position, I think it's critical that they have the skill of ensuring ski or mountain safety, ensuring mountain operations, like the viability of lift and mechanical operations and overall mountain organizational decisions, I strongly support the step the board, stepping back from any more quick decisions, and urge you to consider management restructuring, then_ reopening recruitment for the general manager at the higher pay scale, which may result in more qualified, experienced applicants who have the capacity to manage the basics and like Dave, the creativity to imagine the future. Again, I appreciate the difficulty of your task, and thank you all for all your efforts, again, we truly want you to succeed.

E. MANAGERS REPORT

1. Department Updates
2. Recruiting and Hiring Update

F. UNFINISHED BUSINESS

1. General Manager Recruitment Process Update
2. Candidate Resumes:

CRAIG CIMMONS

JULIE JACKSON PIPER

G. NEW BUSINESS

H. COMMITTEE & LIAISON REPORTS

I. PUBLIC PARTICIPATION -full transcript

Charlie Harrington

Hello. Charlie Harrington, just a couple more comments about the restructure idea. Sounds like there's been an offer out to a base Operations Manager, which sort of complicates the idea of combining resources and responsibilities and creating higher paying, more recruitable positions. And I, you know, I urge you guys. Maybe consider, consider it hard, and think about the restructuring, how that relates to these active recruitments for Director of mountain operations and base Operations Manager. Are these positions sustainable? And then to the point about, why not just let the new GM decide whether or not to do a restructure? Well, I'll go back to the this is me wearing my personal hat. Here the critical path for Eaglecrest, I believe should be mountain operations and making sure the mountain is safe and open and operating all winter long. And if you hire a GM that is more of an administrative GM that places the priority prioritization in the administrative silo, not the mountain operations silo, so you guys have power and control. Now to think about what the GM position looks like. Who do you want running the mountain? I know you just redid

the job description, 5050, mountain ops and administration. I think it should be 100 mountain ops and you hire a base operations or a business administrator to handle all the admin and sort of could get messy if you start putting people in before you hire a GM. You know now, the new GM is inheriting a staff that may or may not be a good fit for their skills, or could be a duplication of their skills. Thanks. Oh, and also, that's really exciting about does Eaglecrest budget going towards the Assembly in September. And I think our user group would like to support you guys in preparing materials and advocating on your behalf, if that's appropriate. And you know, I think there's a really strong evidence that Eaglecrest deserves more funding and more support. I can't believe they made you guys take a loan, a bridge loan. So anyway, we'd love to help.

Kaity Morgan:

Katie Morgan, I just have a follow up question regarding the tent, so I know our compromise was moving away from the year, and that's fine. Our reasonings for wanting the year was to have our space so that we can operate in the summertime, so that we're getting a cheaper insurance rate, because, for whatever reason, it's cheaper to get a 12 month policy versus a six month policy, and then also because in the summertime, we have to share with segways, which bars us from operating in the summertime. So our whole thought behind the year was that if we had our own space, we could operate both seasons and try to make some money at this endeavor. So if the 10 so we're fine with operating in a tent space, but are we going to be able to operate next summer? Because I feel like that was kind of the like, if it's that same tent, then it's just getting like a new tarp. That's fine as far as our operations go, but I just want to know then where will segways go and where will we be?

David Audette:

Hi, David. Audette, last meeting, I asked about extending the tier one through the normal period, at least through October, when PFDs come out, and maybe even later, to keep the tier one pricing maybe generate. More sales. I see it hasn't been done. So I just, I don't know, should I take that as you're rejecting that idea.

Thank you. And the other thing, I've sat on that side to the table before in this process of hiring a new manager, when Eaglecrest was going through some changes as well, I really appreciate the work that Rick Harris and Charlie Harrington have done in addressing the structural issues, and I really behoove you to consider those strongly and to remember that you have one chance to get the right person in here, and there should be no rush to just fill a position. We have a very capable interim manager running the ship right now, and so just please keep that in mind. Thank you, David, thanks.

Anyone else in the room? Yeah,

Patty Collins:

I just wanted to say, I enjoyed hearing that you're interviewing. Oh, sorry. My name is Patty Collins, yeah. Just wanted to say, I appreciate hearing you've interviewed some J ones. They were really I just wanted to say, last year, J ones were really fun employees to have around. They're really pleasant. They're really great, and it's exciting to think that we'll have another batch next year.

Kristin Strom:

okay, thank you. I just wanted to address a couple of things I believe TJ asked about when ski school goes live, and that's August 21 at 10am we will be promoting that unlike any other, so that everybody knows what's going on. And then I just wanted to echo what Erin said about past sales. I did a report this morning, and we are right on the same line as last year in terms of adult season passes. We are like one number behind. It was 299 when I checked it was 300 last year, and that's even with a week of no sales at the

beginning of the month. So that's pretty great. And then, Norton, I believe you had a question about ski and stay. Oh,

so I'm working with Liz from travel Juno to kind of reshape it. Last year we had Kelly's concierge and kind of the middle of it, and we had some issues getting things uploaded onto their website and onto the travel Juno website. Travel Juno has a web page for it. We do not yet, just because there wasn't a really secure landing space for it from Kelly and Chris, but this year, we're just going to go through straight going to go straight through whichever hotel year we decide to use, there's kind of a lot of drama going on. I don't know if you all been following with the four points, Sheridan baranoff, so we're kind of trying to figure out which one that we want to use. But Liz and I, rest assured, are on the case and are looking to start promoting early this fall so that people can plan their ski vacations while in advance.

Mariah Thibodeau Offer:

Thanks everyone for their time and report. It's been great, great to see the dedication. I have two questions, and again, the internet connection wasn't real smooth, or I wish I could have been up there, but I wasn't able to get up there. It would have been easier to understand everything. So two things I think I understood in the manager's report, Eaglecrest managers report, from what I heard, there were fuel tanks that were inspected or repaired, and also somebody later came back with what the volume of the tank was. And then I have two questions to follow up. So, so is that correct? The tanks were repaired,

Cindy Audette:

Cindy. Cindy Ada, North Douglas, just a quick contribution to the discussion. I do think Erin's doing a great job. And I do want to say that as a skier, I think keeping, you know, keeping black bear operational and all the other mountain tops going is primary to my experience at Eaglecrest. And if that means, you know, we have to, we have to support the gondola. So be it, but I don't want that to depend on the gondola. That's all

J. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS

K. EXECUTIVE SESSION

1. Board Discussion of General Manager (GM) Process and Interview Questions

Suggested Motion: Motion by xx, to recess into executive session to discuss matters that the immediate knowledge of which would defame or prejudice the character or reputation of any person, and to discuss recruitment examination materials that are confidential and ask for unanimous consent.

Motion by Norton:

I moved to recess into executive session discuss matters that the immediate knowledge of which would defame or prejudice the character and reputation of any person and discuss the recruitment examination materials that are confidential and ask for unanimous consent. Motion passes without objection.

L. NEXT MEETING DATE

Eaglecrest Board Regular Meeting - September 5, 2024 at 5:30 PM. Eaglecrest Lodge/Zoom

M. ADJOURNMENT

Eaglecrest BOD August 1, 2024 - Fish Creek Lodge

The August 1 meeting of the Eaglecrest board of directors focused on the recruitment of a new general manager, with two finalists observed by Julie Jackson and Greg Simmons. The board discussed the importance of the gondola project for financial sustainability and the need for increased city funding. The community report highlighted Eaglecrest's popularity, with over 3,000 pass holders, and emphasized the need for better compensation and structure for senior management positions. The board also addressed maintenance issues, including fuel tank inspections, and the need for a new tent for the Ravens Roost. The meeting concluded with updates on season pass sales and the recruitment of JI workers.

Action Items

- [] Schedule finance committee meeting with city assembly regarding Eaglecrest budget.
- [] Provide update on J-1 housing plans for upcoming season.
- [] Review fuel tank inspection reports and address any remediation needs.
- [] Consider proposed restructuring of Eaglecrest management positions. (Board of Directors) [Throughout meeting]

Outline

Meeting Call to Order and Agenda Approval

- Mike Satre calls the August 1 meeting of the Eaglecrest board of directors to order.
- Mike Satre mentions the excitement of the new season and the progress made in the past month.
- Mike Satre notes the presence of Julie Jackson and Greg Simmons, who are candidates for the general manager position.
- Mike Satre asks for any additions or changes to the agenda, which is approved by Norton Gregory.

Approval of Previous Meeting Minutes

- Mike Satre asks for any additions or edits to the minutes from the July 11 meeting.
- Brandon Collum suggests an edit to the spelling of names in the minutes.
- The minutes are approved with minor corrections by the board members.

Public Participation

- Mike Satre opens the floor for public participation, starting with in-room speakers.
- Speaker 14 presents an Eaglecrest community report, emphasizing the importance of the gondola project for financial and operational sustainability.
- The report highlights Eaglecrest's popularity, community benefits, and financial performance, comparing it to other city recreation facilities.
- Speaker 14 suggests increasing city funding and support for Eaglecrest, restructuring senior management positions, and advocating for new strategies.

Additional Public Participation

- Speaker 16, Fred Hilda, discusses the Junior Nordic Ski Club's relationship with Eaglecrest and their support for grooming and other activities.

- Speaker 16 mentions a project to improve the lower loop trail with gravel from the Department of Transportation.
- Speaker 17, Katie Bosler, thanks the board for their efforts and supports the community report's recommendations, including restructuring senior management positions.
- Speaker 19, Deb Craig, supports the community report and emphasizes the importance of a skilled general manager for Eaglecrest's success.

Manager's Report

- Erin Lupro provides an update on the busy month of July, including lift maintenance, inspections, and other projects.
- Erin Lupro mentions the successful completion of lift splicing and inspections by AK X-ray and Superior Tramway.
- Erin Lupro discusses the underground storage tank inspections, which passed, and the need for some repairs to keep them in use.
- Erin Lupro updates on the risk and safety assessment, the need for shock heater replacements, and the progress on snowcat maintenance.

Base Operations and Fiscal Year-End

- Erin Lupro discusses the challenges of closing out the fiscal year, including finding and updating old invoices and position control numbers.
- Erin Lupro mentions the need to send termination letters to former employees to clear out the system for hiring new staff.
- Erin Lupro updates on the process of opening positions for the upcoming season and the challenges of finding all the necessary information.
- Erin Lupro discusses the plan for fall fire inspections and the need to rectify the kitchen hood and venting to pass the inspection.

Recruitment and Hiring Update

- Erin Lupro provides an update on the recruitment and hiring process, including the Virtual Job Fair with J1 candidates.
- Erin Lupro mentions the strong sales of season passes and the successful completion of the payment plan.
- Erin Lupro discusses the reconfiguration of the repair shop and the arrival of new rental and retail products.
- Erin Lupro updates on the marketing efforts, including pass perks, promotions, and the search for a marketing media coordinator.

General Manager Recruitment Process

- Mike Satre outlines the recruitment process for the general manager position, including the interviews and the meet and greet session on Saturday.
- Mike Satre encourages public participation and feedback on the candidates via email.
- Mike Satre mentions the executive session to finalize preparations for the interviews.
- Mike Satre reminds the public of the importance of the general manager position and the need for a thorough recruitment process.

Unfinished Business and New Business

- Norton Gregory provides an update on the planning committee's review of bylaws and the ongoing process with the city attorney's office.
- Mike Satre mentions the liaison's update on the CBJ assembly and the potential budget review in September.
- Mike Satre opens the floor for public participation, with additional comments from Charlie Harrington and others.
- The board members express their appreciation for the hard work and dedication of the staff and the importance of the upcoming interviews.