



# EAGLECREST BOARD OF DIRECTORS AGENDA

October 05, 2023 at 5:30 PM

City Hall Conf. Room 224/Zoom Webinar

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**A. ROLL CALL**

**B. APPROVAL OF AGENDA**

**C. APPROVAL OF MINUTES**

- [1.](#) Minutes from September 7th 2023

**D. PUBLIC PARTICIPATION**

**E. COMMITTEE & LIAISON REPORTS**

1. Annual Board Retreat September 30th

**F. MANAGERS REPORT**

1. Financial Report
2. Department Update
3. Recruitment / Wage Analysis Update
4. Gondola Project Update
- [5.](#) Manager's Report Document

**G. UNFINISHED BUSINESS**

1. Employee Meal Plan

**H. NEW BUSINESS**

**I. PUBLIC PARTICIPATION**

**J. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS**

**K. ADJOURNMENT**

1. Next meeting date November 2nd 2023 5:30pm zoom & room 224

**EAGLECREST BOARD OF DIRECTIONS**  
**September Meeting Minutes**  
**Thursday September 7th, 2023, 5:30pm**

**Agenda:**

1. ROLL CALL: Jon Dale, Stephanie Warpinski, Kevin Krein, Hannah Shively, Norton Gregory and Thomas Mason were present. The mountain was represented by GM Dave Scanlan and Erin Lupro. Assembly liaison Ms. Hughes-Skandijs was also present.
2. APPROVAL OF AGENDA: Jon called the meeting to order at 5:30. Norton made a motion to approve the agenda, the motion was approved without objection. Jon requested to add an item under new business to set a board retreat date.
3. APPROVAL OF MINUTES: Stephanie made a motion to approve the August meeting minutes, the motion was approved without any objection.
4. PUBLIC PARTICIPATION: None.
5. COMMITTEE & LIAISON REPORTS:
  - a. Ms. Hughes- Skandijs shared that as summer was winding down the Assembly was busy with campaign season. Their next meeting is September 11<sup>th</sup> which will also be Rory's last meeting as City Manager. She shared that she looks forward to meeting with Mike Satre and Rorie next week.
6. MANAGERS REPORT:

See Manager's Report for detail. Additional discussion points:

  - a. Questions were raised about the NDT test on tower bolts, the GM shared that more information will be available shortly.
7. UNFINISHED BUSINESS:
  - a. None
8. NEW BUSINESS:
  - a. Board Officer and Committee Assignments. Jon shared a nomination submitted by Mike for officer elections for Mike to remain as President, Jon as Vice and Stephanie and Board Secretary. Norton moved to approve the slate as proposed. Hannah seconded the motion. The motion was approved without objection.

Jon shared the list of current committee assignments. After a discussion it was determined that the new committees would be:

Planning: Norton (Chair), Kevin, Hannah, TJ  
Finance: Jon (Chair), Kevin, Stephanie  
HR: Kevin (Chair), Norton, Hannah  
Eaglecrest Foundation: Stephanie

- b. Winter staff housing options. Kevin made a motion to support the GM going forward to finalize an employee housing agreement with UAS.
- c. Recruitment and retention strategies. The GM shared with the board the actual cost of providing meals for staff (see meeting packet). The GM and board also discussed bonuses for staff but agreed that it would be a better subject to dive deeper into at the board retreat. Stephanie made a motion authorizing the GM to offer a \$5,000 signing bonus and \$2,000 relocation allowance to help incentivize the lift supervisor position. To help incentivize the rental/repair position, Kevin made a motion to allow the GM to offer a \$2,500 signing bonus and \$2,000 relocation allowance. Both motions passed without objection.
- d. The board discussed board retreat dates and agreed to hold the retreat on September 30<sup>th</sup> at the mountain. Jon encouraged all board members to share possible agenda items with Dave.

9. PUBLIC PARTICIPATION: Erin shared that the numbers for Snow Sports school will grow once all information is entered.

10. Board Comments

Hannah noted worrisome items regarding recruitment but appreciates all the work being done.

TJ passed appreciation for the update on housing.

Kevin thanked the GM for all his work.

Norton noted that he feels we are in a better position than this time last year. He passed appreciation for all the work on housing and is excited for the ski season. He noted that the board can advocate for housing with the Assembly.

Stephanie passed appreciation for answering all her questions and noted that the hard work of staff is evident. She enjoyed hearing about the new ideas for recruitment/bonuses.

Jon inquired about the scheduled planning meeting for the end of the month, it was agreed to cancel the meeting as the retreat will be 4 days later. Jon passed appreciation for everyone's work tackling a full agenda.

11. ADJOURNMENT – The next meeting date is October 5th, 2023. The meeting was adjourned at 7:03 pm.

## Manager's Report October 2023

**Financial Analysis:** In the chart shown below are the actual expenditures and revenues as accrued year to date and also the comparison between the last five years. For our meetings going forward we will be continuing to modify our report so we are also looking at budget verses actuals going forward. As you can see our revenue is currently trending quite a bit ahead of the previous years. Facility Rental is the only revenue category that is not up over last year. We are seeing some increases in some of our Personnel costs due to some of the full time year around positions that we created last year such as the Mountain Safety Manager and the SSS Community Outreach Manager positions. Increases to insurance rates and bank card fees due to our sales volume have pushed up our Admin Other Expenses category. We have been spending more in Lift Operations Materials and Commodities checking off some larger service items.

Sales	FY 20 Actuals	FY 21 Actuals	FY 22 Actuals	FY 23 Actuals	FY24 Actuals	FY24 to FY23 \$Variance	FY24 to FY22 \$ Variance	FY24 to FY21 \$ Variance	FY24 to FY20 \$ Variance
Ski School Fees	\$ 9,731	\$ 19,615	\$ 64,470	\$ 74,769	\$ 79,742	\$ 4,973	\$ 15,272	\$ 60,127	\$ 70,011
Ski Lift Fees	\$ 58	\$ 116	\$ 7,870	\$ 136		\$ (136)	\$ (7,870)	\$ (116)	\$ (58)
Advance Ticket	\$ 1,980	\$ 3,003			\$ 22,260	\$ 22,260	\$ 22,260	\$ 19,257	\$ 20,280
Season Ticket	\$ 86,627	\$ 10,384	\$ 76,496	\$ 66,223	\$ 92,248	\$ 26,025	\$ 15,752	\$ 81,864	\$ 5,621
On Line Season Pass Sales	\$ 64,091	\$ 170,276	\$ 721,062	\$ 840,960	\$ 861,668	\$ 20,708	\$ 140,606	\$ 691,392	\$ 797,577
Bus Fees	\$ 79					\$ -	\$ -	\$ -	\$ (79)
USER FEES	\$ 162,566	\$ 203,394	\$ 869,898	\$ 982,088	\$ 1,055,918	\$ 73,830	\$ 186,020	\$ 852,524	\$ 893,352
Retail - Soft G	\$ 1,726	\$ 38	\$ 406	\$ 2,457	\$ 39	\$ (2,418)	\$ (367)	\$ 1	\$ (1,687)
Food Service	\$ 1,305			\$ 1,833		\$ (1,833)	\$ -	\$ -	\$ (1,305)
Ski Repair	\$ -			\$ 16	\$ 287	\$ 271	\$ 287	\$ 287	\$ 287
SALES	\$ 3,031	\$ 38	\$ 406	\$ 4,306	\$ 326	\$ (3,980)	\$ (80)	\$ 288	\$ (2,705)
Locker Rental F	\$ 25,577	\$ 19,596	\$ 46,373	\$ 47,676	\$ 59,037	\$ 11,361	\$ 12,664	\$ 39,441	\$ 33,460
Ski Rental	\$ 1,073	\$ 5,322	\$ 11,727	\$ 7,354	\$ 13,246	\$ 5,892	\$ 1,519	\$ 7,924	\$ 12,173
Cabin / Facility Rental		\$ 21,270	\$ 15,673	\$ 25,637	\$ 19,027	\$ (6,610)	\$ 3,354	\$ (2,243)	\$ 19,027
RENTALS	\$ 26,650	\$ 46,188	\$ 73,773	\$ 80,667	\$ 91,310	\$ 10,643	\$ 17,537	\$ 45,122	\$ 64,660
Total Sales	\$ 192,247	\$ 249,620	\$ 944,076	\$ 1,067,061	\$ 1,147,554	\$ 80,493	\$ 203,478	\$ 897,934	\$ 955,307
Difference from FY24			\$ 203,478	\$ 80,493					
Expenses									
Personnel Costs									
Ski Area Administration	\$ 82,065	\$ 79,893	\$ 78,161	\$ 104,079	\$ 128,055	\$ 23,976	\$ 49,894	\$ 48,162	\$ 45,990
Ski Rental Shop			\$ 703			\$ -	\$ (703)	\$ -	\$ -
Ski Patrol Program				\$ 98	\$ 467	\$ 369	\$ 467	\$ 467	\$ 467
Lift Operation Program						\$ -	\$ -	\$ -	\$ -
Maintenance Program	\$ 19,846	\$ 21,169	\$ 37,060	\$ 60,184	\$ 21,253	\$ (38,931)	\$ (15,807)	\$ 84	\$ 1,407
Lodge Operations Program	\$ 4,424		\$ 6,342	\$ 15,354	\$ 16,796	\$ 1,442	\$ 10,454	\$ 16,796	\$ 12,372
Food Service						\$ -	\$ -	\$ -	\$ -
Marketing/Special Events	\$ 15,536	\$ 14,731	\$ 15,841	\$ 15,302	\$ 16,351	\$ 1,049	\$ 510	\$ 1,620	\$ 815
Ski School Program	\$ 410	\$ 905	\$ 3,400	\$ 5,518	\$ 23,508	\$ 17,990	\$ 20,109	\$ 22,603	\$ 23,098
Total Personnel Costs	\$ 122,281	\$ 116,698	\$ 141,507	\$ 200,535	\$ 206,430	\$ 5,895	\$ 64,924	\$ 89,732	\$ 84,149
Other Expenses									
Ski Area Administration	\$ 63,360	\$ 88,220	\$ 116,207	\$ 97,193	\$ 110,097	\$ 12,904	\$ (6,110)	\$ 21,877	\$ 46,737
Ski Rental Shop	\$ 46,366	\$ 4,636	\$ 2,442	\$ 7,302	\$ 16,072	\$ 8,770	\$ 13,630	\$ 11,436	\$ (30,294)
Ski Patrol Program	\$ 60	\$ 277	\$ 2,353	\$ 92	\$ 11	\$ (81)	\$ (2,342)	\$ (266)	\$ (49)
Lift Operation Program	\$ 181			\$ 1,232	\$ 3,333	\$ 2,101	\$ 3,333	\$ 3,333	\$ 3,152
Maintenance Program	\$ 3,732	\$ 3,578	\$ 14,434	\$ 2,094	\$ 3,873	\$ 1,779	\$ (10,561)	\$ 295	\$ 141
Lodge Operations Program	\$ 5,422	\$ 6,532	\$ 11,363	\$ 6,007	\$ 6,264	\$ 257	\$ (5,099)	\$ (268)	\$ 842
Food Service	\$ (33)	\$ 901				\$ -	\$ -	\$ (901)	\$ 33
Marketing/Special Events	\$ 2,490	\$ 139	\$ 91	\$ 1,021		\$ (1,021)	\$ (91)	\$ (139)	\$ (2,490)
Building Maint/Utilities	\$ 148	\$ 1,412	\$ 4,027	\$ 2,734		\$ (2,734)	\$ (4,027)	\$ (1,412)	\$ (148)
Ski School Program	\$ 254		\$ 82	\$ 1,677	\$ 2,701	\$ 1,024	\$ 2,619	\$ 2,701	\$ 2,447
Equipment Replacement	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,664	\$ 19,230	\$ 2,566	\$ 2,563	\$ 2,563	\$ 2,563
Vehicle Maintenance	\$ 9,200	\$ 9,932	\$ 16,528	\$ 22,992	\$ 10,106	\$ (12,886)	\$ (6,422)	\$ 174	\$ 906
Total Other Expenses	\$ 147,847	\$ 132,294	\$ 184,194	\$ 159,008	\$ 171,688	\$ 12,680	\$ (12,506)	\$ 39,394	\$ 23,841
Total Costs	\$ 270,128	\$ 248,992	\$ 325,701	\$ 359,543	\$ 378,118	\$ 18,575	\$ 52,418	\$ 129,126	\$ 107,991
Total Net	\$ (77,881)	\$ 628	\$ 618,376	\$ 707,518	\$ 769,435				

**Mountain Operations:** The Mountain Operations team is busy gearing up for the coming winter season. Our seasonal lift mechanic is back to work this week and is jumping back in assisting with the final check list as we prepare for our annual safety inspection the second week of November. We have gotten all of the sheave wheels greased and derail circuits tested on Black Bear Chair. Sheave wheels are being rebuilt in the shop with new bearings and liners in preparation for installation on the Black Bear Chair. The gear box oil has been replaced on Ptarmigan lift. The brake system hydraulic oil has been flushed on Porcupine, Hooter and Ptarmigan. We are in the process of getting an outside contractor to assist with additional lift maintenance work and training at the end of the month to assist with a handful of projects to ensure we are ready for our annual inspection.

Servicing on our snowmaking equipment is currently underway in anticipation of the start of snowmaking season just one month from now. Our Electricians are finalizing connection of electric air compressor and log jam water pump. Servicing on our snowcats is also back underway. Interviews with our interested J1 visa workers and some new interested workers for other parts of Southeast Alaska are being scheduled.

The Director and our head mechanic joined in the PSIA round table discussion on Lift Operations Season preparation. Almost all of the 17 ski areas in attendance were already fully staffed up for the season.

**Base Operations:** Our Base Operations Manager is in the process of updating some of our training manuals and other processes prior to his departure on October 19<sup>th</sup>. He is also busy assisting with NeoGov recruitment, daily transmittal processing and putting the final touches on our new financial tracking sheets. We are scheduling interviews for potential replacements in the hopes of being able to fill the position prior to the start of the new season.

**Ski Patrol:** The Ski Patrol has been busy with preparing cleaning out their old locker room, storage room and preparing the new spaces for the Juneau Ski Club to transition into. The Powder Room and Freezer Rooms have new coats of paint on them. Plans are being crafted for the new Ski Patrol Locker Cubbies to be installed into the old race room. The medical first aid room is being reorganized in preparation for the transition of spaces. The new electrical wire for Powder Patch Weather Station has arrived and is being planned for transport via helicopter onto the mountain on Wednesday. Once hard grid power is reestablished to Powder Patch the radio link to the Gondola top station wind instruments will be able to be connected to the live feed and will be viewable through the meso-west web platform. We have interviewed three news candidates for the volunteer ski patrol and are in the process of making an offer to one new paid ski patroller.

**Marketing and Events:** The Marketing Manager is busy preparing for the Snowvana Ski Show in Portland that is sponsored by Indy Pass and Altera. The show will be a great opportunity to reach our target audience from the Pacific Northwest. They are also having a small film contest in which we will be submitting a video edit. Recruitment efforts continue with updating job

postings on SAM Magazine, keeping up dated postering for the local postering service. Kristen also attended a job fair on September 30<sup>th</sup> that was but on by the Alaska Job Bank.

Work is ongoing with Constant Contact to expand our subscription to include SMS messaging for avalanche morning closures, wind holds and other important announcements that effect operations. The Ski and Stay package has been finalized for \$829 package which included 3 nights at 4 points, Ramada or Baranof, 2 days lifts tickets, rentals, snow bus, breakfast voucher. This will be promoted with ads through Travel Juneau in several of their magazines partners and the New England Ski Journal. Promotional materials will be a big focus at the Snowvana Ski Expo as well.

The Halloween Haunted House dates are slated for October 20<sup>th</sup> & 21<sup>st</sup> and October 27<sup>th</sup> and 28<sup>th</sup>.

### **SSS**

Administrative tasks for all Multi week programs is being completed. Without a current SSS admin this has been difficult to fit in around all the other tasks for planning. We still do not have any other office staff so all products that are being sold are being managed by a couple of us. With the lack of staff for the office it has been difficult to staff any weekend hours, myself and the community outreach manager are going to take turns so that people are able to access lockers on the weekend before the ski sale.

Locker renewal period is coming to a close this week and calls and emails will go out to anyone that has not renewed. The waitlist is now 77 requested lockers, all lockers are currently owned until users tell us they are giving up their lockers.

Returning Instructors are trickling back in and still have little interest in recruitment. Homeschool enrollment opened and 2 of the 3 days are max capacity. We launched the Eaglecrest Foundation School Group Program, and we have 3 Full and 3 Partial donations. We have sent out many other letters for request for donation as we are looking for more.

Our staff have been working on Haunted house items for the Foundation fundraiser for B2B.

### **RRR**

The RRR Supervisor Mike Cole has started this week and we are excited for things to come. Once zipline moves out of the building we will be able to get things organized so we can open rental and repair spaces soon.

I just got the retail and repair position created with HR and am working on the final steps to open recruitment for this.

We were able to get the retail space updated with some more organized hanging space for this winter as we are trying to maximize the space we have. We have been unpacking boxes of retail

and getting them all into inventory for the season. We do not have all of our stock and we are full. We look forward to getting the shop open so we can start selling all the amazing new products.

Season Rental youth are sold out and have a waiting list. Until we can get the kids sized we cannot open anymore available spots.

**Recruitment / Wage Analysis:** We are schedule to meet with the CEO of Sierra Research to discuss a specific Eaglecrest Wage comparison with targeted ski areas that share similar cost of living as Juneau and ski area dynamics. We hope that having a third party analysis of Eaglecrest Wages and suggestions of changes need to make Eaglecrest Competitive would be helpful. As we go into preparing the FY25 budget employee recruitment will likely be an important part of our conversations with the Assembly.

**Gondola Project Update:** Refinement of the exact positioning of the tower locations and optimizing the tower heights that we have on hand is underway. Structural load analysis is being performed that will lead into foundation design. We will be having a site visit early next week with our civil engineers to start planning the water/wastewater system for the top station. During that site visit we will also be evaluating the strategy for looking at the electrical power needs for the mid and top station and whether or not the current 3 phase power at the mid station can be used.