



# EAGLECREST BOARD OF DIRECTORS AGENDA

February 06, 2025 at 5:30 PM

Mendenhall Library Large Meeting Room/Zoom Webinar

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<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1MOVnovZz09>

or dial 1-253-215-8782 and enter Meeting ID: 882 5948 4580 Passcode: 372236

Mendenhall Library Large Meeting Room, 3025 Dimond Loop

- A. ROLL CALL**
- B. APPROVAL OF AGENDA**
- C. APPROVAL OF MINUTES**
  - 1. January 2, 2025 Regular Eaglecrest Board Meeting Minutes
  - [2. January 9, 2025 Special Eaglecrest Board Meeting Minutes](#)
  - 3. January 16, 2025 Special Eaglecrest Board Meeting Minutes
- D. PUBLIC PARTICIPATION**
- E. MANAGERS REPORT**
  - [1. February Manager's Report](#)
  - [2. Eaglecrest Facility Condition Assessment](#)
  - [3. FY26 Eaglecrest CIP](#)
- F. UNFINISHED BUSINESS**
- G. NEW BUSINESS**
  - 1. Nordic Trail Improvements
  - 2. March 5 Assembly/Eaglecrest Board Joint Meeting
- H. COMMITTEE & LIAISON REPORTS**
  - [1. January 25, 2025 Planning Committee Meeting Minutes - Draft](#)
- I. PUBLIC PARTICIPATION**
- J. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS**
- K. NEXT MEETING DATE**

March 6, 2025 Eaglecrest Regular Board Meeting
- L. ADJOURNMENT**



## SPECIAL EAGLECREST BOARD OF DIRECTORS

### AGENDA

January 09, 2025 at 5:30 PM

Zoom Webinar

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Join Zoom Meeting:

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- A. **ROLL CALL:** In attendance via Zoom: Norton Gregory, Hannah Shively, Brandon Cullum, Mike Satre, Kevin Krine, TJ Mason, Meeting called to order by Mike Satre at 5:37 p.m. Jonathan Dale (Joined at 6:03 PM)
- B. **APPROVAL OF AGENDA** – Motion by TJ. M/C
- C. **PUBLIC PARTICIPATION** - None
- D. **UNFINISHED BUSINESS**
  - 1. Review of and response to Duncan Report. Eaglecrest Financial Analysis 12.30.24 – see summary of discussion created by OtterAI, below.
- E. **PUBLIC PARTICIPATION**
  - 1. Charlie Herrington – See OtterAI generated transcript, below.
  - 2. Rick Harris - See - OtterAI generated transcript, below.
- F. **BOARD OF DIRECTORS' COMMENTS AND QUESTIONS** See - OtterAI generated transcript, below.

**ADJOURNMENT** – Motion by Norton. M/C. Meeting adjourned at 7:34 p.m.

The meeting focused on the review and response to the Duncan report, which highlighted issues such as wages, personnel costs, deferred maintenance, and the gondola project. Key points included the need for a balanced approach to addressing these issues, recognizing Eaglecrest's efforts, and the importance of a diverse board. The board discussed the financial implications of the report, noting that the Duncan model validated previous projections. They agreed to draft a response letter, outlining their plans and concerns, and to present it at the January 27th assembly meeting. The board also emphasized the need for clear communication and collaboration with CBJ personnel. The meeting focused on communication and funding challenges at Eaglecrest. General Manager, Craig Simmons highlighted strong collaboration with CBJ staff but noted difficulties with board communication due to public meeting requirements. Kevin Krein questioned the \$1.5 million funding need, and Craig emphasized the critical need for additional

funding to avoid staff burnout and operational collapse. The board discussed the Duncan report's findings, including deferred maintenance and wage issues, and emphasized the importance of addressing these challenges. The next steps include finalizing a letter for the assembly and scheduling a planning committee meeting to address management structure and operational policies.

## Transcript

## Action Items

- [ ] Incorporate board member comments into a draft letter to the assembly.
- [ ] Send draft letter to board members by January 12th for review.
- [ ] Schedule a follow-up board meeting on January 16th to review and approve the final letter.
- [ ] Provide the documents discussed in the meeting to the public upon request.

## Outline

### Meeting Confusion and Technical Issues

- Kevin Krein checks if everyone can hear him, confirming the audio setup.
- Charlie Herrington mentions confusion about the meeting location, stating it was supposed to be at the Valley Library.
- Hannah Shively apologizes for the confusion, explaining she is out of town and won't attend in person.
- Norton Gregory clarifies that the meeting was originally planned to be in person with zoom as well, however, based on an email from Mike this meeting will be Zoom-only.
- Brandon Cullum and Norton Gregory discuss new wireless speakers and their setup for better video conferencing quality.

### Technical Setup and Note-Taking Preparations

- Norton Gregory offers to take notes and annotate remarks for the group.
- Mike Satre mentions preparing some materials and asks Norton if he is in charge of the Zoom setup.
- Norton Gregory confirms he can share documents and suggests using AI note-taking for better integration with the board staff meeting.
- Mike Satre attempts to share documents in the Zoom chat but faces technical difficulties.
- Kevin Krein suggests using Google Docs for easier access, and Mike Satre agrees to email the documents to Norton for sharing.

### Meeting Call to Order and Agenda Approval

- Mike Satre calls the meeting to order for the Eaglecrest board of directors meeting.
- The agenda is approved without objection, with a motion by TJ Mason.
- Mike Satre provides context for the meeting, focusing on reviewing the Duncan report and preparing for a presentation to the assembly.
- Norton Gregory struggles with sharing documents in the Zoom chat, and Mike Satre suggests using the screen share feature instead.

### **Public Participation and Initial Comments on the Duncan Report**

- Mike Satre opens public participation, but no one raises their hand to speak.
- The meeting transitions to the unfinished business portion, focusing on the review and response to the Duncan report.
- Mike Satre shares a PDF of the Duncan report and outlines the main concerns raised by board members.
- Kevin Krein emphasizes the need to recognize Eaglecrest's efforts to address issues like wages and maintenance, rather than implying mismanagement.

### **Detailed Discussion on Wages and Personnel Costs**

- Norton Gregory appreciates the report for highlighting Eaglecrest's needs but criticizes the tone and lack of collaboration.
- Mike Satre acknowledges the board's efforts and the challenges of increasing wages within the city pay scale.
- TJ Mason and other board members discuss the long-term goal of increasing wages and the need for a sustainable plan.
- Brandon Cullum raises concerns about the report's focus on a single path forward and the need for a balanced approach.

### **Deferred Maintenance and Infrastructure Concerns**

- Mike Satre and Norton Gregory discuss the challenges of deferred maintenance and the need for accurate cost estimates.
- Jonathan Dale emphasizes the importance of understanding the full extent of deferred maintenance issues.
- The board agrees on the need for a comprehensive plan to address deferred maintenance and infrastructure needs.
- Mike Satre highlights the importance of balancing maintenance costs with the need for safe and efficient operations.

### **Gondola Project and Summer Operations**

- Kevin Krein and Norton Gregory discuss the need for additional revenue sources and the importance of the gondola project.
- Mike Satre provides context on the gondola project, including previous studies and the potential for summer operations.



- The board agrees on the importance of accessibility and reducing costs for local residents through summer operations.
- Mike Satre presents a chart comparing financial projections with and without the Duncan report, showing a positive fund balance over time.

## **Board Governance and Final Comments**

- The board discusses the importance of an empowered and diverse board, representing the public and the non-skiing public.
- Mike Satre acknowledges the need for a balanced approach and the importance of the board's role in guiding the general manager.
- The board agrees on the need to focus on positive points and provide a clear plan for addressing the issues raised in the Duncan report.
- Mike Satre suggests drafting a letter to the assembly, outlining the board's concerns and plans for the future.

## **Next Steps and Action Items**

- The board agrees to review and provide feedback on the draft letter to the assembly.
- Mike Satre proposes a deadline for comments and a meeting on the 16th to finalize the letter.
- The board discusses the need for a detailed budget proposal and plans for addressing deferred maintenance and personnel costs.
- Craig Simmons offers to provide input and support for the upcoming assembly presentation.

## **Communication Challenges and CBJ Collaboration**

- TJ Mason raises concerns about communication between the board, staff, and CBJ staff.
- Craig Simmons highlights the strong communication with CBJ staff, mentioning weekly meetings with Angie and Carlin Allen, and frequent interactions with HR and other departments.
- Craig notes that communication with the board is more formal and less dynamic, leading to guarded discussions during public meetings.
- Mike Satre emphasizes the constraints of the Open Meetings Act and the need for public meetings, despite the challenges in private discussions.

## **Financial Strain and Operational Stress**

- Kevin Krein questions the need for \$1.5 million next year to continue operations and seeks Craig's opinion.
- Craig explains the financial strain on Eaglecrest, emphasizing the need for funding to support operations and staff.
- Craig describes the stress and overwork among managers and operators, highlighting the critical need for funding to avoid a collapse.

- Craig argues that without sufficient funding, the team will continue to struggle, leading to poor decision-making and eventual operational slowdown.

## **Management Structure and Organizational Challenges**

- Norton Gregory asks Craig about the management structure options in the report.
- Craig acknowledges the broken organizational chart and the need for a complete overhaul, especially with many vacancies and a lack of middle management.
- Craig suggests that the report's recommendations for management structure are a good starting point but need to be integrated into a well-structured organizational chart.
- Mike Satre outlines the next steps for finalizing the report and preparing for the upcoming meeting on January 16.

## **Public Participation and Additional Comments**

- Charlie Herrington Right. Hey guys, yeah, I also agree with the board's comments about the Duncan report, or a lot of the board's comments about the Duncan report and the strangely aggressive tone. And I also agree with a lot of what he's saying about the challenges facing the ski area and the economic opportunity of the gondola. I disagree, though, with many of his more specific assertions, many of which don't have citations, and like Brandon said, he seems to lay out a singular path while picking and choosing as evidence, wanted to mention cost of doing business, expense increases over the past seven years. Eaglecrest budget was hit by \$877,000 877k in uncontrollable expense increases that any GM would have faced, including Mr. Duncan, and would have even he would have even been compelled to raise wages to be competitive this 877k came from the 30% wage increases. I think his report talks about 6% but 30% is more accurate over this period, bank card fees, interdepartmental expenses, what the city charges us for their legal, financial and other services, especially in Prop insurance and workers comp. This information was presented the Assembly last April during the budget presentation, but if there's a financial analysis about Eagle Crest, I think it would be right at the beginning, and it should be that's it's a huge number, and Duncan spends a lot of time pointing out the rising costs. Speaking of that ski patrol, I know this anecdotally, but I remember when I worked up there, the ski patrol director had a lot of his hours billed to the CIP budget, which is different than the operating budget, and Duncan is obsessed with pointing out the ski patrol price personnel increases, and I think that that might be a big lump of that money is the new patrol director and trail workers, and maybe some workers, maybe they're maybe their hours are getting hit to the regular budget. Thus, the personnel is much higher. Not to mention, we've had a lot of snow and a lot of explosives and a lot of safety control work, but it seems like you guys are on there, but that might that's something he missed, and I think it's worth mentioning in your response. And then, yeah, you guys talked a lot about wages, and I want to thank the board and past management for bringing up the wages. When I left Eagle Crest, it was 32% lower. Maybe I would have stayed if I had a little bit more money. But it's even if you guys do bring up the wages even say another 32% the challenge is your employee pool is so limited by the fact that Juno doesn't have affordable housing, Eagle Crest doesn't have employee housing, and Eagle Crest doesn't have any ski privileges. So why work at a mountain that you can't

ski at on your days off, and so, so I bet all a lot of what Craig's talking about was burnout staff and that, you know, there's no outlet. You know, when I worked at Ski Eries and Alta and Juno, you get to ski, and that's part of the recipe that that makes it all work. And we don't have that for our employees here, and that's a huge problem. It needs, needs to be part of the plan. And then a quick comment too, about deferred maintenance. This is I heard Mr. Dale talk about. This has been a systemic issue since well before Kirk Duncan's time. It was an issue for Mr. Scanlon now it's an issue for Mr. Simmons. Mr. Dale's comments seem to imply that systemic maintenance issues existed in a vacuum, resulting from the previous GM my memory of the last seven years was a ski area management overcoming systemic deferred maintenance challenges and delivering record setting winter operations and revenue. A lot of these issues are the same. Some you know, compounded by things getting older. It's how the Board of Management reacts and adapts to operational challenges. That's what factors into whether Eagle Crest has successful operations or not. And I also want to clarify, Did I hear correctly that the director of mountain operations said that Eagle Crest needs eight full time lift mechanics, and that is, that is all. Thank you. Rick Harris appreciates the Duncan report for highlighting problems but emphasizes the need for a comprehensive policy for managing resources and operations.

- Rick Harris: Thank you. Yeah. I appreciate the discussion today. I read the Duncan report now, probably at least twice now, and generally I find that it's it's a very useful report. It basically highlights a lot of the problems that existed at Eagle Crest, everything from policy to political issues CB administration. Board of Directors, operations and operational leadership. He's pointing out those things and and, and what it's doing, it's it's saying these are weaknesses that somehow need to be addressed. And I tend to agree with some I, when I get down into the details of it, there's a lot of complexity that I just don't think that I can offer useful comments, but, but I think the report deserves credit, because we're highlighting the shortcomings and we're but in that same report, he assures all the reviewers that Eagle Crest is got a lot of opportunity, and in a relatively short period of time, it will be able to be a sustaining operation independent of depending on financing. So where we are is back into the old cash flow problem that I mentioned the other day is that we are struggling to get through this part of the process, and I think that we've seen the different approaches, and I think your report or your chart was good, Mike, different different analysis, but we keep ending up in the same place. You know, maybe we're off a year or two, but we're at the different place. I think when grading wrote a damn good my turn on it, or his column, because he really said, ultimately, this is a resource. It's an asset and and with the right kind of management and the right kind of support throughout the community, we'll have something everybody will be proud about and they'll be asking, Why didn't we do this earlier? There are some issues, though, that came up, and one that I'm struggling with is, first of all, I kind of see a train wreck coming, and I think you guys touched on it a little bit, but I think it has to be addressed. Is you're going to have a winter ski operation up there, and then you're going to have a summer tourism operation. I worked in organizations where all of a sudden you start sharing resources and equipment and maintenance facilities, and it turns into a damn pissing match and pardon language, because people are fighting for resources. They're pirating people from one side of the other, and, and, and, and, I think the Eagle Crest board, it doesn't say ski and Eagle Crest board, it just says Eagle Crest board. And it's, you know, it's what you know, it's like over

700 800 acres up there, and, and if we don't have a comprehensive policy about who's going to be managing what, I just see that trying to operate a skier in a tourism facility is not going to work, and that needs to be addressed now and not later. And I think that somebody touched on it just briefly. Maybe it was an Norton, but I think that that has to be dealt with. I'd offered a I re wrote your ordinance for you one time, and you know you said, Hell, take, take control of this thing. The The second thing is that you're the Eagle Crest board. You're an enterprise board. And I'm, I'm frustrated by seeing so much of stuff being taken off that board and and ending up in the control of the of the city and and I think Craig highlight, he says, I got a problem. I can't work with you, but I can certainly work with the city. So you have to decide, as an Eagle Crest board is, and Duncan proposed that. He said, you've got an enterprise board, and you've got a city department, and you need to decide, can this board function as an enterprise board? It can it lead, and hopefully it can, I believe, in the enterprise board, because I think you're able, ultimately to move quicker and have more power and influence, but and, and you also get the strategic vision. I think the enterprise board ultimately brought the idea of a gondola trying to get that through a city. Thing is like, we'd still be talking about it, and now at least there's parts to a gondola setting at Eagle Crest. So I but I do think that Craig raised the issue, but somewhere and is, you've got to decide if you're if an enterprise board or just simply Eagle Crest, functioning as a department within the city is the best option for Eagle Crest. You know, I'm going to offer my opinions, but I think you have to sit back and self reflect on what you're going to do. And, you know, and I, like I said, I think the board needs to be a board, and it needs to be influential, and it needs to be effective. So those are my comments.

### **Final Board Comments and Next Steps**

- Norton Gregory inquires about the planning committee meeting and the availability of Carl and Alan.
- Craig confirms he is working on scheduling Carl and Alan for the meeting and prefers an in-person meeting.
- Hannah Shively acknowledges Kirk Duncan's work and emphasizes the importance of his contributions to the report.
- Kevin Krein encourages the public to comment to the assembly and reiterates the board's appreciation for Craig's support and decision-making.

Mayor Weldon and Members of the Assembly,

The Eaglecrest Board is pleased to take this opportunity to provide comments on the report entitled “Eaglecrest Financial Analysis”, hereafter referred to as the Duncan Report, that was completed at the request and under the direction of the City Manager.

Before we weigh in on the report, the Eaglecrest Board would once again like to thank the CBJ Assembly for its support of Eaglecrest. Eaglecrest has been proud to average around 70% cost recovery on an annual basis, however, without annual general fund support from the Assembly, Eaglecrest would cease to exist. The Assembly has repeatedly signaled its support for Eaglecrest by providing the budget increments needed to increase our pay plan to attract and retain ski industry professionals and it has committed to our long term future by purchasing the gondola and signing a contract with Goldbelt to provide the necessary capital to install it.

Even with the financial support for the gondola, we realize that both the public and the Assembly have had concerns about the financial viability of summer operations, which is why the Duncan Report was commissioned. Unfortunately, the report went much further than providing an analysis of the summer business plan and spends a considerable amount of time analyzing current operating conditions and management which, as we understand it, were outside the scope of the study.

The conclusions of the Duncan Report in many ways align with the stance of the board over the past years, even if we disagree as to how those conclusions were reached.

We agree that our pay plan is deficient, even though we have worked hard to raise it, and it still remains below industry standard. This is why we commissioned and provided the wage study to you in 2024 so we would have a baseline to justify future pay scale increases, subject to the Assembly’s ability to fund them. This will continue to be a board priority.

We agree that we will face challenges in funding and completing deferred and expected maintenance of our lifts and infrastructure. This is a problem that has plagued Eaglecrest for decades and is finally coming home to roost in our 50<sup>th</sup> year of operation. We look forward to working with you through the CIP and operating budget process to address these issues.

We wholeheartedly agree that the gondola and summer operations provide the opportunity to re-invest in Eaglecrest over the next decade. While the assumptions of the Duncan Report differ significantly from the various pro-forma plans that have been presented to the Assembly in the past, the projected rate of growth of the Eaglecrest fund balance once summer operations commence is almost identical to what we presented to you in January of 2024. This is highly encouraging that an independent reviewer has reached the same conclusion that the board and staff have reached in the past and completely underscores the criticality of completing the project and commencing operations as soon as possible.

Finally, we would like to address the comments in the Duncan Report regarding the board itself. An independent and empowered citizen board is critical to the success of Eaglecrest. Operating a ski area and summer operations is not a natural responsibility of city government and, like the Airport and Docks and Harbors, benefits from not operating within the CBJ hierarchy. The current board has members who have worked in the ski industry and also has members with expertise in

accounting, project management, human resources, and more. While the members serve at the pleasure of the Assembly and may come and go over the years, an empowered board provides the expertise and management needed as we enter the next fifty years of Eaglecrest operations.

In addition to this letter, we have provided some of the verbatim comments from members to the report to help provide context to your review. We also would appreciate the opportunity to provide our comments on the report when it is delivered to you at the COW meeting on Jan. 27.

Sincerely,

The Eaglecrest Board

### Report Organization and Tone

"I think the document could be organized differently focusing on major issues or findings. For example; gondola projections, operation financial projections, maintenance consideration, EC BOD structure and role. Within each of those major sections address some of the associated topics. Organizing the document will ensure the intended message is received by the public, CBJ staff, and the assembly."

"As I mentioned previously a positive outcome from this report for Eaglecrest will stem from a constructive report we can collaboratively agree upon. Many of the major concerns are also concerns we have been discussing as a board."

"I think we should structure it as short term problem, long term problem, best possible solution. Short term: deferred maintenance. Long term: ongoing commitments to improve the pay scale."

"Our response needs to praise CBJ. Not just CBJ's and the assembly's longstanding historical support for EC, but the FY25 grant amount, the support for the gondola project, and then immense support from individual and departments for EC over the past year."

### Wages and Personnel Costs

"Eaglecrest has not kept up with paying competitive wages to its employees' this fails to acknowledge the nearly 30% increase in the past 4 or 5 years."

"In FY 2026, if the decision is made to increase Eaglecrest salaries/wages to a competitive level, as identified by the wage study, the increased costs will range between \$600,000 and \$800,000' – This is not on the table so why bring it up."

"The report shows an increase in personnel costs from 2012-2023 of 45.3% and suggests that Eaglecrest take a hard look at personnel costs. However, if we keep in mind that cumulative inflation over that same time period was over 35%, this increase is not as drastic as it might seem at first glance."

"Looking specifically at ski patrol, the report indicates that ski patrol wages have nearly doubled since 2012 and that the number of hours worked by ski patrollers increased by 63% during that time. The implication is that this has been the result of poor management. On the contrary, this is one of the departments that is high functioning."

"A rational analysis would not introduce this issue [the report's statement about the growth of ski patrol wages] without exploring factors that led to the increase. Instead, the report assumes that growth was unnecessary and indicative of bad management and poor governance."

### Deferred Maintenance and Infrastructure

"Would it be possible to have some current budget information to include a clearer picture to where we are at for this season and where we think we may be going as far as cost overruns? Anything else

we have on blackbear repair estimates and current snowmaking system repair estimates would be useful too."

"Some portions of this document are unclear to me after reading this version and the previous meeting notes."

"Deferred maintenance and aging infrastructure are longstanding issues well understood by the board. However, the board has also held to the idea that we need to work within the budget approved by the assembly."

"If the assembly agrees to increase support to Eaglecrest by this amount [\$1,675,000], that is great. It would take a lot of pressure off of the Eaglecrest board and general manager. If not, my suggestion is that we continue to move forward with the resources allocated and continue to focus attention on installation of the gondola."

"The report overlooks important options. In the author's analysis of the next several years' maintenance requirements, he seems to take the position that the only path forward is one where the Assembly funds every bit of deferred maintenance and play plan gaps immediately. He does not analyze the impact of deferring maintenance until cash flow from the Gondola is available to bridge historical gaps in maintenance funding, or discuss approaches that strike a balance between catching up on maintenance and wages and managing tight resources."

### Gondola Project

"While from what I can find, it's true a specific market study has not been performed on potential gondola ticket pricing, or how large of market it potential is. The statement is somewhat misleading from the research I was able to perform in a couple of hours on the internet."

"This draft report doesn't feel complete without including or referencing relevant information or studies that have already been performed."

"Operating the gondola in the winter is not likely to increase revenue by a significant amount as most people riding the gondola will be using a season pass, a pass they may have purchased with or without the gondola being in operation."

"The suggested labor budget for the gondola on page 14 is completely out of place and more data needs to be reviewed by the board."

"Operating the gondola in during the ski season has always been part of the plan. Doing so will help mitigate the effects of climate change, giving Eaglecrest a more reliable season and possibly extending the season."

"The main cost in operating the gondola in the winter is avalanche control work in the Heavenly area. While this remains part of the plan for winter gondola operations, opening this terrain is optional and the gondola could be used in the winter without expanding the current Eaglecrest terrain boundaries."



## Board Governance

"From my perspective this is already the process in place. While it is stated that the Eaglecrest board has folks that care about Eaglecrest it is also alluded that these members may be unqualified. What is left out is that the selection process by the assembly already focuses on specific knowledge."

"I would probably not have even applied [to the board] if that wasn't specially listed as I didn't have knowledge in the other areas requested."

"The Eaglecrest board has folks that care about Eaglecrest deeply. That being said they do not have an extensive knowledge of ski area operations – boards don't need extensive knowledge to succeed."

"Kirk does not understand that we have met with the Assembly and routinely engage with the assigned rep."

"Considering option 1, the board currently has a broad range of expertise with accounting, human resources, ski industry, project management, and general industry experience. The assembly has the authority to appoint board members with different types of experience."

"Finally, there is an overarching issue. Eaglecrest's purpose is to serve the Juneau community. An important role of the board is to be in touch with, and to represent that community."

"The board welcomes Kirk's perspective, given that he also worked with the past board as GM, and we would welcome changes to our structure in ways that would create better communication flow with the city, but the board structure exists to solve some inherent hurdles with municipal ownership and we need to be careful not to re-create the problems of the past."

"Another example of this is the report's criticism of the board. The author claims the board of directors is the source of many of Eaglecrest's challenges, but does not give specific and supported examples of how the current governance model contributes to Eaglecrest's challenges. Further, he makes claims about board members' skill sets that are inaccurate and unscrupulously convenient."



## SPECIAL EAGLECREST BOARD OF DIRECTORS AGENDA

January 09, 2025 at 5:30 PM

Zoom Webinar

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Join Zoom Meeting:

<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1M0VnovZz09> or dial 1-253-215-8782  
and enter Meeting ID: 882 5948 4580

Passcode: 372236

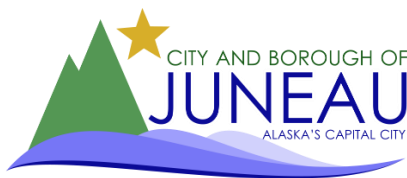
- A. ROLL CALL
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  - 1. Review of and response to Duncan Report. Eaglecrest Financial Analysis 12.30.24
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## Eaglecrest Financial Analysis



Photo courtesy of Eaglecrest website

Prepared for City and Borough of Juneau



Submitted by:

**Kirk Duncan**

Former Eaglecrest General Manager and  
CBJ Public Works and Parks & Recreation Director  
December 30, 2024

## Executive Summary

This report's purpose is to provide an objective view of the current state of Eaglecrest, what will be needed in the next several years, and expectations for gondola project financial performance.

The Eaglecrest Ski Area is at a pivotal time in its history. Three of the five senior management positions are held by newly hired individuals who are qualified to do the job but face steep learning curves. Eaglecrest is a complicated ski area compared to many areas of its size in that it has extensive avalanche mitigation which increases costs. In addition, its relatively low elevation and maritime climate make a consistent opening date and operations a challenge. Compounding this issue, Eaglecrest has not kept up with paying competitive wages to its employees as indicated by the "Comparative Wage and Salary Analysis compiled by Sierra Research Associates 2022-2023" and lacks a coherent long term pricing structure and has added year-round, full-time, benefitted positions.

This report endeavors to present the range of issues affecting Eaglecrest, projections for future revenue, and options for "bridging the gap" between today and such time as winter operations at Eaglecrest are subsidized by summer revenue. This information will be presented in the form of FY25 and 26 concerns, followed by projections for revenues for future gondola operations.

As made apparent by the loss of the Black Bear Chairlift for the 2024-2025 ski season, Eaglecrest has not maintained its lifts to an acceptable standard and at present does not have adequately trained lift mechanics. While the new management intends to develop necessary training programs, until such time that staff is fully trained, additional funds over current levels will likely be required for contracted services. Insufficient maintenance and lack of ongoing training over the past several years have resulted in the Black Bear chair not operating this winter and added to the cost of maintenance on the other chairlifts in the years to come.

There is much hope that gondola summer operations will "save" Eaglecrest, supporting additional investment in the ski area and ultimately replacing city support for winter operations and the financial projections shown later in this document support that. However, as in any business endeavor, future financial performance is uncertain, particularly in the absence of market demand research. How many people will use the service and how much are they willing to pay for the service? These questions are critical when planning a restaurant, a gas station or any other enterprise. This important due diligence has never been done for the gondola. The expense numbers are relatively easy to develop, however, the revenue numbers are very uncertain, leaving the gondola operation business plan with a wide range of possible financial outcomes – three different scenarios are presented herein.

Many of the issues facing the ski area can be traced back to the Eaglecrest Board of Directors. While board members are very dedicated to the ski area and its success, the governance structure of an empowered board directing a general manager with broad authority creates a sense of separation between Eaglecrest and the rest of CBJ. This system functions well with a board made up of committed individuals with broad experience and a general manager who is proficient in both navigating municipal government and operating complex ski area infrastructure. The inherent structural challenges associated with empowered board become apparent when any of these factors is out of balance. As

such, the Assembly should take a hard look at Eaglecrest's governance and consider where improvements in accountability and support can be made.

Due to factors including the need to purchase lift maintenance parts (i.e. gear box rebuilds) and contractual services to perform the work needed on all chairlifts in Fiscal Year 2025 to ensure those parts are in Juneau for the summer maintenance season of 2025 (Fiscal Year 2026) as well as an apparent budgeted increase in season pass and daily lift ticket revenue that did not occur during the management transition, Eaglecrest may have an increase in the budget by as much as \$750,000. . This amount could be offset by increasing the level of general fund support, increasing the negative fund balance, increase in fund raising, reducing costs, or some combination of these or other offsets.

In FY 2026, if the decision is made to increase Eaglecrest salaries/wages to a competitive level, as identified by the wage study, the increased costs will range between \$600,000 and \$800,000. This increase assumes that Eaglecrest maintains its current staffing level. There will be one more year of increased lift maintenance costs before Eaglecrest will be back on a more routine preventive maintenance program. Lift maintenance and personnel services could increase the budget by as much as \$1,500,000. There may be some limited opportunity to offset increased costs with increased user fees, though development of a rationalized pricing model and strategy would first be required.

In FY 2027, the ski area will be back to "normal" winter operations with no need to bring in outside lift maintenance contractors as the two lift mechanics will have been trained. This will be the year when some up front gondola expenses occur. These would include the need to hire two additional lift mechanics to maintain the gondola, some capital equipment costs related to the gondola operation such as an all-wheel drive 18 passenger van to get people off the top of the mountain if the gondola has a mechanical issue, additional evacuation equipment purchases, potential point of sale interface costs and other related items. These FY 27 gondola expense numbers have not been factored into the operating budget as these costs may come out of the construction budget, yet to be determined.

With regard to the financial projections for the gondola, three scenarios have been developed (more details on the following pages).

In FY 2028, if the gondola realizes it's projected ridership and revenue targets (40,000 riders with revenue of \$85 per rider as specified by the Eaglecrest Board) and expected expenses are correct, the summer operation would have net income of about \$1 million. With projected ridership increasing to 125,000 and revenue per rider increasing to \$125, the gondola would generate net income of \$10 million annually by 2043. Eaglecrest would over time be able to invest \$19 million back into the mountain, have a positive fund balance of \$42 million by 2043 and no longer need general fund support by 2031.

If revenue per rider is assumed at \$65 (rather than \$85) and ridership remains as projected, the mountain will have adequate revenue to reinvest \$19 million, have a \$31 million fund balance and not need general fund support after 2031.

In a third scenario, ridership again remains the same, revenue per rider drops to \$45. Eaglecrest has \$6 million to reinvest in the mountain, a positive fund balance of \$3.6 million and does not require general fund support after 2031.

This financial modeling should be updated as better ridership and revenue-per-rider estimates become available. Eaglecrest is relying on Goldbelt's expertise in estimating ridership expectations and revenue per ticket projections.

More details about the financial aspects of the gondola are provided later in this document.

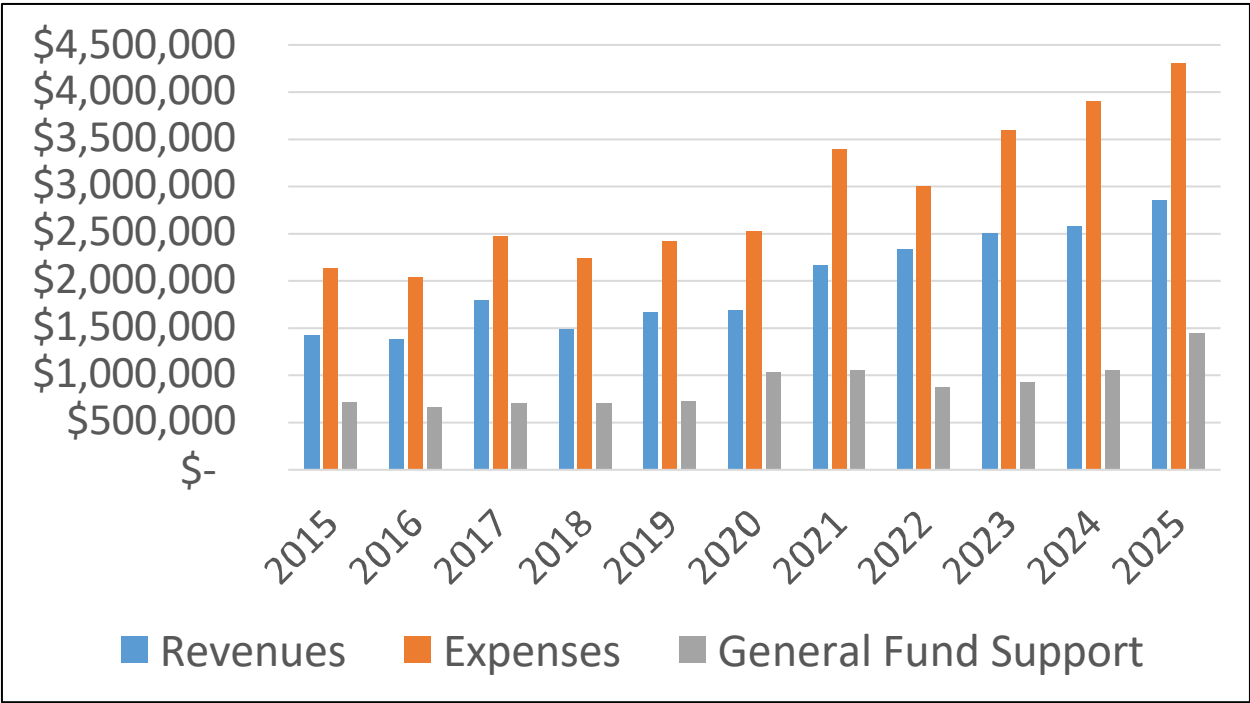
## Eaglecrest Financial Review

The CBJ Website under the Finance Department tab has Annual Financial Reports going back to 1997. During that time period, Eaglecrest averaged a 70% cost recovery (70% of expenses covered by user fees)

As demonstrated in the table below, during the years 2003 to 2012, Eaglecrest operated with a negative fund balance after a season (2003) where the Board decided to give refunds and season pass credits to make up for a low snow year. Eaglecrest paid off that negative fund balance by FY 2014 and maintained a positive fund balance until FY 2024 when an inventory write-off of obsolete parts caused Eaglecrest to create a negative fund balance of \$160,000.

| Eaglecrest Financial History |        |              |              |              |              |             |          |
|------------------------------|--------|--------------|--------------|--------------|--------------|-------------|----------|
| Winter Operations            |        |              |              |              |              |             |          |
|                              | Fiscal | Revenues     | Expenses     | General Fund | Operational  | Fund        | Cost     |
|                              | Year   |              |              | Support      | Result       | Balance     | Recovery |
| Actual                       | 1997   | \$ 826,972   | \$ 1,201,915 | \$ 363,100   | \$ (11,843)  | \$ 162,303  | 69%      |
| Actual                       | 1998   | \$ 661,252   | \$ 1,148,537 | \$ 363,100   | \$ (124,185) | \$ 38,118   | 58%      |
| Actual                       | 1999   | \$ 1,247,663 | \$ 1,400,375 | \$ 363,100   | \$ 210,388   | \$ 248,506  | 89%      |
| Actual                       | 2000   | \$ 1,174,330 | \$ 1,409,882 | \$ 358,100   | \$ 122,548   | \$ 422,207  | 83%      |
| Actual                       | 2001   | \$ 772,842   | \$ 1,344,989 | \$ 358,100   | \$ (214,047) | \$ 208,160  | 57%      |
| Actual                       | 2002   | \$ 1,061,114 | \$ 1,596,916 | \$ 358,100   | \$ (177,702) | \$ 30,458   | 66%      |
| Actual                       | 2003   | \$ 470,893   | \$ 1,399,255 | \$ 388,100   | \$ (540,262) | \$(509,804) | 34%      |
| Actual                       | 2004   | \$ 1,110,423 | \$ 1,641,870 | \$ 388,100   | \$ (143,347) | \$(653,151) | 68%      |
| Actual                       | 2005   | \$ 1,057,928 | \$ 1,610,295 | \$ 488,100   | \$ (64,267)  | \$(717,418) | 66%      |
| Actual                       | 2006   | \$ 1,089,369 | \$ 1,795,484 | \$ 594,302   | \$ (111,813) | \$(829,231) | 61%      |
| Actual                       | 2007   | \$ 1,460,172 | \$ 2,038,425 | \$ 600,000   | \$ 21,747    | \$(807,484) | 72%      |
| Actual                       | 2008   | \$ 1,496,611 | \$ 2,094,687 | \$ 650,000   | \$ 51,924    | \$(755,560) | 71%      |
| Actual                       | 2009   | \$ 1,680,879 | \$ 2,333,294 | \$ 700,000   | \$ 47,585    | \$(707,975) | 72%      |
| Actual                       | 2010   | \$ 1,661,436 | \$ 2,298,074 | \$ 750,000   | \$ 113,362   | \$(594,613) | 72%      |
| Actual                       | 2011   | \$ 1,761,638 | \$ 2,402,519 | \$ 750,000   | \$ 109,119   | \$(485,494) | 73%      |
| Actual                       | 2012   | \$ 1,958,429 | \$ 2,468,678 | \$ 750,000   | \$ 239,751   | \$(245,743) | 79%      |
| Actual                       | 2013   | \$ 1,976,769 | \$ 2,528,769 | \$ 750,000   | \$ 198,000   | \$ (47,743) | 78%      |
| Actual                       | 2014   | \$ 1,987,696 | \$ 2,597,762 | \$ 750,000   | \$ 139,934   | \$ 92,191   | 77%      |
| Actual                       | 2015   | \$ 1,426,177 | \$ 2,137,283 | \$ 712,500   | \$ 1,394     | \$ 93,585   | 67%      |
| Actual                       | 2016   | \$ 1,381,911 | \$ 2,037,598 | \$ 662,500   | \$ 6,813     | \$ 100,398  | 68%      |
| Actual                       | 2017   | \$ 1,791,461 | \$ 2,472,364 | \$ 700,000   | \$ 19,097    | \$ 119,495  | 72%      |
| Actual                       | 2018   | \$ 1,488,396 | \$ 2,242,360 | \$ 700,000   | \$ (53,964)  | \$ 65,531   | 66%      |
| Actual                       | 2019   | \$ 1,667,695 | \$ 2,419,250 | \$ 725,000   | \$ (26,555)  | \$ 38,976   | 69%      |
| Actual                       | 2020   | \$ 1,694,161 | \$ 2,527,544 | \$ 1,030,399 | \$ 197,016   | \$ 235,992  | 67%      |
| Actual                       | 2021   | \$ 2,166,455 | \$ 3,390,013 | \$ 1,053,252 | \$ (170,306) | \$ 65,686   | 64%      |
| Actual                       | 2022   | \$ 2,333,194 | \$ 3,005,968 | \$ 875,000   | \$ 202,226   | \$ 267,912  | 78%      |
| Actual                       | 2023   | \$ 2,510,653 | \$ 3,590,761 | \$ 930,000   | \$ (150,108) | \$ 117,804  | 70%      |
| Actual                       | 2024   | \$ 2,572,590 | \$ 3,906,047 | \$ 1,055,500 | \$ (277,957) | \$(160,153) | 66%      |
| Budget                       | 2025   | \$ 2,852,000 | \$ 4,310,100 | \$ 1,448,800 | \$ (9,300)   | \$(169,453) |          |
| Potential Additional         | 2025   |              | \$ 750,000   |              |              | \$(919,453) | 56%      |

This information is presented graphically below for years 2015-25:



## Fiscal Year 2025 Financial Concerns

The major issue for 2025 is the need to order lift maintenance parts and services in FY 2025 to ensure those parts are ready for the summer maintenance season. Major jobs this summer will be the rebuilding of the Hooter and Ptarmigan gear boxes and Black Bear lower terminal work. In addition, Eaglecrest will need to contract for lift maintenance assistance as the lift maintenance positions are staffed and trained. Cost estimates for all this work are being developed while at the same time the limited staff is working to get the mountain open.

From a budgeting perspective, allocating an estimated \$750,000 for summer maintenance work would be prudent.

## Fiscal Year 2026 Financial Concerns

### Pay Plan

When Eaglecrest was first conceived, the pay plan was to pay ski area employees similar wages to what they would receive working down south adjusted for cost of living in Juneau, so the concept was to have a separate pay plan from the CBJ. However, under this separate pay plan Eaglecrest has not kept up with paying its employees wages that, considering current economic conditions, enable successful recruitment and retention. In 2024, the Assembly approved a 6% wage increase across all Eaglecrest positions, which was a step in the right direction but still does not achieve parity with comparable ski areas or the CBJ wage grid. A new pay plan is suggested and attached to this document. The plan will



need to be reviewed by the CBJ Human Resources and the Eaglecrest Board. Evaluating how Eaglecrest positions would fit into the CBJ wage grid would be a significant project for CBJ staff. This project is further complicated by the prospect of summer operations and has not been directed by the Assembly.

However, the proposed pay plan comes fairly close and can certainly be modified. If the plan was to be implemented in 2026, costs would increase by \$778,000, including all funded and unfunded positions. CBJ may choose to do this incrementally while attempting to balance recruitment challenges and budget considerations.

As proposed in the attached spreadsheet, the positions on the lower end of the wage grid see bigger increases than those positions toward the top of the grid. Lift operators (range 104) go from \$13.66 per hour to \$20.17 (an increase of 47%), the lift supervisor (range 110) goes of \$22.28 to \$30.32 (an increase of 36%) while the director of mountain operations (a range 112) goes from \$37.37 to \$43.76 (an increase of 17%). This plan brings a more comparative pay scale to Eaglecrest and should fundamentality change the employee landscape at the mountain. Eaglecrest employees are excluded from PERS with the exception of year-round staff. Health and wellness would not be paid to employees until the 1560-hour threshold is met.

## Materials and Commodities

The summer of 2026 will be another year of intensive lift maintenance, though no cost numbers have yet been developed. It is envisioned that at the end of the summer maintenance season Eaglecrest should be back in a well-grounded lift maintenance program with a trained staff capable of handling the workload. This report includes a placeholder materials and commodities increase for 2026 is \$875,000. This is subject to approval by the EC board and would be part of the FY26 budget process.

## Equipment Replacement

The equipment replacement reserve was created to set aside funds each year and build up a reserve for major purchases. Eaglecrest currently has an equipment replacement schedule similar to the fleet schedules maintained by other CBJ departments, but it has been chronically underfunded for over a decade. The annual equipment replacement reserve contribution has been set at \$100,000 since 2004. This should be budgeted to increase to an amount adequate to fund snow cat purchases, replacement for snow removal equipment and utility pickup trucks. An estimate is \$200,000 per year. This is subject to approval by the EC board and would be part of the FY26 budget process. Related to this subject, Eaglecrest would likely benefit from a more robust asset management program.

## Guest Survey to Clarify Revenue Potential

In order to maintain a 70% cost recovery, Eaglecrest will need to increase prices to cover costs.

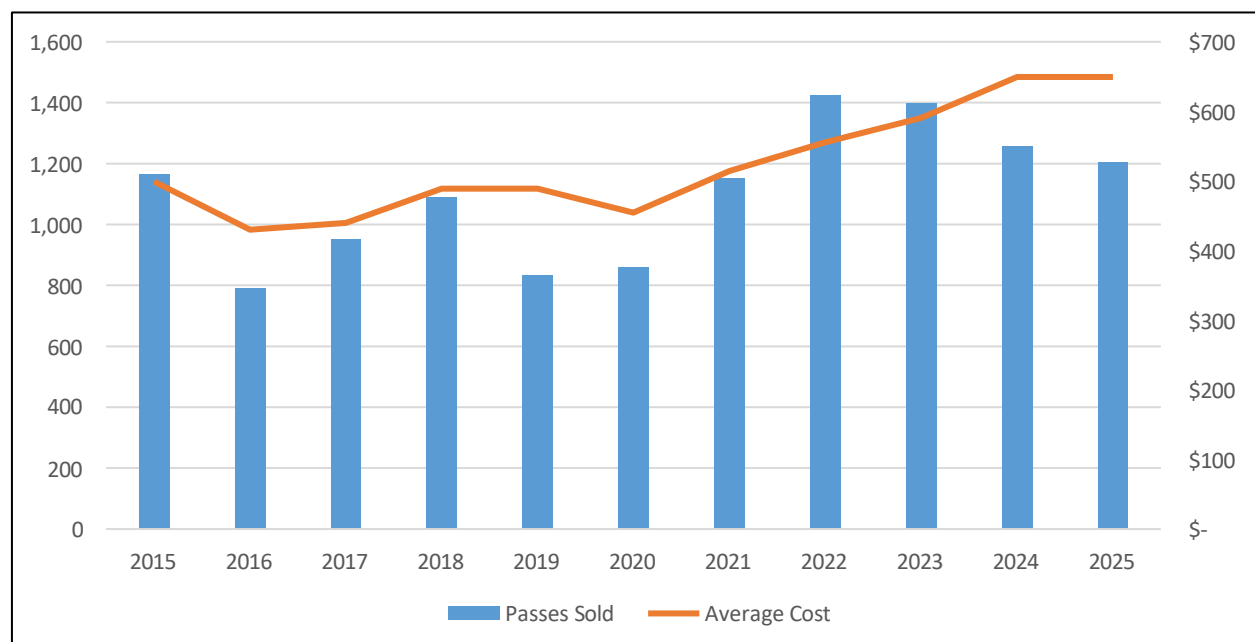
Sampling various ski areas that are located near Juneau or are similar sized operation, it will be noted that season pass and day ticket (the vast majority of total ski area revenue) pricing vary widely.

|                  | Adult       | Weekend Adult |
|------------------|-------------|---------------|
|                  | Season Pass | Day Ticket    |
| Eaglecrest       | \$ 630      | \$ 75         |
| Mt Baker         | \$ 1,047    | \$ 94         |
| Mt Sima          | \$ 579      | \$ 68         |
| Alyeska          | \$ 1,549    | \$ 159        |
| Skeetawk         | \$ 499      | \$ 44         |
| Mt Spokane       | \$ 849      | \$ 80         |
| 49 Degrees North | \$ 859      | \$ 79         |
| Red Mountain     | \$ 1,299    | \$ 174        |
| Ski Bluewood     | \$ 599      | \$ 66         |
| Sugar Bowl       | \$ 1,399    | \$ 162        |
| Schweitzer       | \$ 1,399    | \$ 130        |

It is recommended a guest survey be conducted to ask what Juneau residents would be willing to pay to keep a high level of service at Eaglecrest and conversely what they would be willing to give up maintaining pricing at current levels. Eaglecrest did not hit its budgeted revenue for FY24. The approved budget shows a \$130,000 revenue increase for FY25 over the FY24 budget. The below table shows a budget-to-budget comparison for FY24 and 25.

|                              | FY23<br>Actuals  | FY24<br>Amended<br>Budget | FY24<br>Projected<br>Actuals | FY25<br>Adopted<br>Budget | FY26<br>Approved<br>Budget |                                  |                                 |
|------------------------------|------------------|---------------------------|------------------------------|---------------------------|----------------------------|----------------------------------|---------------------------------|
| <b>EXPENDITURES</b>          |                  |                           |                              |                           |                            |                                  |                                 |
| Personnel Services           | \$ 1,993,700     | 2,111,500                 | 2,155,400                    | 2,382,900                 | 2,450,400                  |                                  |                                 |
| Commodities and Services     | 1,592,000        | 1,764,100                 | 1,684,600                    | 1,927,200                 | 1,980,800                  |                                  |                                 |
| Support to:                  |                  |                           |                              |                           |                            |                                  |                                 |
| Pandemic Response Fund       | -                | -                         | -                            | -                         | -                          |                                  |                                 |
| <b>Total Expenditures</b>    | <b>3,585,700</b> | <b>3,875,600</b>          | <b>3,840,000</b>             | <b>4,310,100</b>          | <b>4,431,200</b>           |                                  |                                 |
|                              |                  |                           |                              |                           |                            | FY 24/FY 24<br>Projected Actuals | FY 24/FY 25<br>Budget to Budget |
| <b>FUNDING SOURCES</b>       |                  |                           |                              |                           |                            |                                  |                                 |
| Charges for Services         | 1,759,000        | 1,895,000                 | 1,860,000                    | 1,957,000                 | 2,048,000                  | (35,000)                         | (62,000)                        |
| Licenses, Permits, and Fees  | 276,200          | 394,000                   | 329,000                      | 398,000                   | 448,000                    | (65,000)                         | (69,000)                        |
| Sales                        | 73,100           | 63,000                    | 76,400                       | 81,400                    | 81,400                     | (100,000)                        | (131,000)                       |
| Rentals and Leases           | 281,700          | 300,600                   | 310,600                      | 315,600                   | 325,600                    |                                  |                                 |
| Donations and Contributions  | 100,400          | 100,000                   | 100,000                      | 100,000                   | 100,000                    |                                  |                                 |
| Support from:                |                  |                           |                              |                           |                            |                                  |                                 |
| Roaded Service Area          | 50,000           | 50,000                    | 50,000                       | 50,000                    | 50,000                     |                                  |                                 |
| General Fund                 | 880,000          | 1,005,500                 | 1,005,500                    | 1,398,800                 | 880,000                    |                                  |                                 |
| <b>Total Funding Sources</b> | <b>3,420,400</b> | <b>3,808,100</b>          | <b>3,731,500</b>             | <b>4,300,800</b>          | <b>3,933,000</b>           |                                  |                                 |

The below graph shows the relationship between season pass prices and pass sales from 2015 to 2025.



## Biweekly Financial Reports

Eaglecrest is a highly weather dependent business operation with constantly changing financial landscape. As with any business, it is important to know where the business is financially every two weeks (which matches the payroll cycle). The critical components are sales and labor costs. While other operational expenses are important to manage, knowing where the sales and labor costs are will determine the success of the business.

The Eaglecrest finance committee should meet monthly to review the reports. Staff and management should agree to the format. The reports should be sent every two weeks to the board and discussed at the monthly meeting. This financial report cannot be time-consuming to put together. A suggested format is presented below.

|                      | FY 24      |            | FY 25      |            |
|----------------------|------------|------------|------------|------------|
|                      | 12/4/2023  | Year to    | 12/2/2024  | Year to    |
|                      | 12/17/2024 | Date Sales | 12/15/2024 | Date Sales |
| Revenue              |            |            |            |            |
| Season Pass Sales    |            |            |            |            |
| Lift Ticket Sales    |            |            |            |            |
| Advance Ticket Sales |            |            |            |            |
| Locker Rentals       |            |            |            |            |
| Rental               |            |            |            |            |
| Retail               |            |            |            |            |
| Repair               |            |            |            |            |
| Food and Beverage    |            |            |            |            |
| Snow Sports School   |            |            |            |            |
| Lodge Rentals        |            |            |            |            |
| Bus Fees             |            |            |            |            |
| Misc Revenue         |            |            |            |            |
| Payroll Expenses     |            |            |            |            |
| Administration       |            |            |            |            |
| Ski Patrol           |            |            |            |            |
| Lift Operations      |            |            |            |            |
| Mountain Maintenance |            |            |            |            |
| Base Operations      |            |            |            |            |
| Snow Sports School   |            |            |            |            |
| Food Service         |            |            |            |            |
| Ski Rental Shop      |            |            |            |            |
| Marketing            |            |            |            |            |
| Total Income         |            |            |            |            |

## Decreased costs – Hard Look at Staffing

Following on the conversation about looking at costs on a timely basis, it appears that personnel service has increased by 45% in 11 years. More research needs to be done to determine the actual FTEs and whether the year-round staffing increase also represents a net increase in FTEs. This is currently unclear because the Eaglecrest budget in recent years has contained budgeted positions that have been transferred to the Capital Improvement Program budget. This practice will not continue going forward.

|                          |              |       |
|--------------------------|--------------|-------|
| Total Personnel Services |              |       |
| FY 23                    | \$ 1,993,700 |       |
| FY 12                    | \$ 1,371,700 |       |
|                          | \$ 622,000   | 45.3% |

| FY 12 |                                | FY 25 |
|-------|--------------------------------|-------|
| FTE   |                                | FTE   |
| 1.00  | General Manager                | 1.00  |
| 1.00  | Director of Mt Operations      | 1.00  |
| 1.00  | Director of Base Operations    | 1.00  |
| 1.00  | Lift Supervisor/Mechanic       | 1.00  |
| 1.00  | Vehicle Mechanic               | 1.00  |
| 0.50  | Director Snow Safety           | 1.00  |
| 0.75  | Director of Snow Sports School | 1.00  |
| 6.25  |                                |       |
|       | Lift Mechanic                  | 1.00  |
|       | Custodian                      | 1.00  |
|       | Snow Sports Outreach Manager   | 1.00  |
|       | Ski Shop Supervisor            | 1.00  |
|       | Marketing and Events Manager   | 1.00  |
|       |                                | 12.00 |

Total budgeted full-time staff has increased from 6.25 positions to 12 positions.

In addition, ski patrol wages from 2012 to 2023 have nearly doubled and the number of hours worked has increased by 63%.

|                        |    |         |    |       |                     |
|------------------------|----|---------|----|-------|---------------------|
| Fiscal Year 2012       |    |         |    |       |                     |
| Total Ski Patrol Wages | \$ | 108,082 |    |       |                     |
| Total Ski Patrol Hours |    | 6500    | \$ | 16.63 | Average Hourly Wage |
| Fiscal Year 2023       |    |         |    |       |                     |
| Total Ski Patrol Wages | \$ | 206,523 |    |       |                     |
| Total Ski Patrol Hours |    | 10611   | \$ | 19.46 | Average Hourly Wage |

Given that payroll is Eaglecrest's biggest controllable expense, there needs to be a hard look at these positions and overall FTEs to answer the question; can the ski area afford all these services and at these levels, and are the right positions being funded?

## Donation Revenue

Each year, the Eaglecrest Foundation receives about \$100,000 from the Juneau Community Foundation's Eaglecrest Operating Endowment. Over the past several years this money has been used largely to supplant CBJ funds for Eaglecrest, instead of being used as originally intended. This money was originally intended to assist the Eaglecrest Foundation in creating a "rainy day" fund that could be used when needed to address short-term, unbudgeted needs (that might result from a low-snow year, for example). Eaglecrest has not accounted for which specific budget items are funded by this extra revenue, however, as mentioned above, Eaglecrest has increased year-round staffing over the past several years.

## Potential Increased Funding Needs in FY 2026

The potential increase in funding in FY26 is detailed below:

|  |              |                |      |              |                |
|--|--------------|----------------|------|--------------|----------------|
| FY2025/2026 Adopted Budget                 |              |                |      |              |                |
| Department Budget Presentations            |              |                |      |              |                |
| Eaglecrest                                 |              |                |      |              |                |
|  | FY25         | FY 25          |      | FY26         | FY 26          |
|  | Adopted      | Potential      |      | Approved     | Potential      |
|  | Budget       | Change         |      | Budget       | Change         |
| <b>EXPENDITURES</b>                        |              |                |      |              |                |
| Personnel Services                         | \$ 2,382,900 | \$ 2,382,900   |      | \$ 2,450,400 | \$ 3,250,400   |
| Commodities and Services                   | \$ 1,927,200 | \$ 2,677,200   |      | \$ 1,980,800 | \$ 2,855,800   |
|  | \$ -         |                |      | \$ -         |                |
| <b>Total Expenditures</b>                  | \$ 4,310,100 | \$ 5,060,100   |      | \$ 4,431,200 | \$ 6,106,200   |
|  |              |                |      |              |                |
| <b>FUNDING SOURCES</b>                     |              |                |      |              |                |
| Charges for Services                       | \$ 1,957,000 | \$ 1,957,000   |      | \$ 2,048,000 | \$ 2,048,000   |
| Licenses, Permits, and Fees                | \$ 398,000   | \$ 398,000     |      | \$ 448,000   | \$ 448,000     |
| Sales                                      | \$ 81,400    | \$ 81,400      |      | \$ 81,400    | \$ 81,400      |
| Rentals and Leases                         | \$ 315,600   | \$ 315,600     |      | \$ 325,600   | \$ 325,600     |
| Donations and Contributions                | \$ 100,000   | \$ 100,000     |      | \$ 100,000   | \$ 100,000     |
| Support from:                              |              |                |      |              |                |
| Roaded Service Area                        | \$ 50,000    | \$ 50,000      |      | \$ 50,000    | \$ 50,000      |
| General Fund                               | \$ 1,398,800 | \$ 1,398,800   |      | \$ 880,000   | \$ 880,000     |
| <b>Total Funding Sources</b>               | \$ 4,300,800 | \$ 4,300,800   |      | \$ 3,933,000 | \$ 3,933,000   |
|  |              |                |      |              |                |
|  |              |                |      |              |                |
| <b>Inventory Reserve</b>                   |              |                |      |              |                |
| Beginning Reserve Balance                  | \$ 253,900   | \$ 253,900     |      | \$ 253,900   | \$ 253,900     |
| Increase (Decrease) in Reserve             |              |                |      |              |                |
| <b>End of Period Reserve</b>               | \$ 253,900   | \$ 253,900     |      | \$ 253,900   | \$ 253,900     |
|  |              |                |      |              |                |
| <b>Available Fund Balance</b>              |              |                |      |              |                |
| Beginning of Period                        | \$ (244,600) | \$ (244,600)   |      | \$ (253,900) | \$ (750,000)   |
| Increase (Decrease) in Fund Balance        | \$ (9,300)   | \$ (759,300)   |      | \$ (498,200) | \$ (2,173,200) |
| <b>End of Period Available</b>             | \$ (253,900) | \$ (1,003,900) |      | \$ (752,100) | \$ (2,923,200) |
|  |              |                |      |              |                |
| <b>Combined End of Period Fund Balance</b> | \$ -         | \$ (750,000)   | \$ - | \$ (498,200) | \$ (2,669,300) |
|  |              |                |      |              |                |
| <b>Staffing</b>                            | 33.99        |                |      | 33.99        |                |

In summary:

|                              |             |
|------------------------------|-------------|
| Personnel services           | \$ 800,000  |
| Materials and Commodities    | \$ 875,000  |
| Potential total FY 2026 need | \$1,675,000 |

## Fund Balance Projection

Assuming that the Assembly does not provide additional general fund support to Eaglecrest in FY26 (as presented in the current FY 2026 budget) and will increase 3% annually going forward from FY 2026, and assuming a 5% increase in both revenues and expenses annually, with general fund support ceasing in 2031, the financial situation would be as follows. This assumes that Eaglecrest runs a cumulative negative fund balance of approximately \$48 million for winter operations, this is offset by the revenue from the Gondola. How the gondola factors into this scenario is detailed in the next section.

|           | Winter Operations |              |               |              |               |                 |          |
|-----------|-------------------|--------------|---------------|--------------|---------------|-----------------|----------|
|           | Fiscal            | Revenues     | Expenses      | General Fund | Operational   | Fund            | Cost     |
|           | Year              |              |               | Support      | Result        | Balance         | Recovery |
| Projected | 2025              | \$ 3,003,000 | \$ 6,084,200  | \$ 930,000   | \$(2,151,200) | \$ (3,070,653)  | 49%      |
| Projected | 2026              | \$ 3,153,150 | \$ 5,084,200  | \$ 957,900   | \$ (973,150)  | \$ (4,043,803)  | 62%      |
| Projected | 2027              | \$ 3,310,808 | \$ 5,338,410  | \$ 986,637   | \$(1,040,966) | \$ (5,084,769)  | 62%      |
| Projected | 2028              | \$ 3,476,348 | \$ 5,605,331  | \$ 1,016,236 | \$(1,112,747) | \$ (6,197,515)  | 62%      |
| Projected | 2029              | \$ 3,650,165 | \$ 5,885,597  | \$ 1,046,723 | \$(1,188,709) | \$ (7,386,224)  | 62%      |
| Projected | 2030              | \$ 3,832,674 | \$ 6,179,877  | \$ 1,078,125 | \$(1,269,078) | \$ (8,655,302)  | 62%      |
| Projected | 2031              | \$ 4,024,307 | \$ 6,488,871  |              | \$(2,464,564) | \$ (11,119,866) | 62%      |
| Projected | 2032              | \$ 4,225,523 | \$ 6,813,314  |              | \$(2,587,792) | \$ (13,707,657) | 62%      |
| Projected | 2033              | \$ 4,436,799 | \$ 7,153,980  |              | \$(2,717,181) | \$ (16,424,839) | 62%      |
| Projected | 2034              | \$ 4,658,639 | \$ 7,511,679  |              | \$(2,853,040) | \$ (19,277,879) | 62%      |
| Projected | 2035              | \$ 4,891,571 | \$ 7,887,263  |              | \$(2,995,692) | \$ (22,273,571) | 62%      |
| Projected | 2036              | \$ 5,136,149 | \$ 8,281,626  |              | \$(3,145,477) | \$ (25,419,048) | 62%      |
| Projected | 2037              | \$ 5,392,957 | \$ 8,695,707  |              | \$(3,302,751) | \$ (28,721,799) | 62%      |
| Projected | 2038              | \$ 5,662,604 | \$ 9,130,493  |              | \$(3,467,888) | \$ (32,189,687) | 62%      |
| Projected | 2039              | \$ 5,945,735 | \$ 9,587,017  |              | \$(3,641,283) | \$ (35,830,970) | 62%      |
| Projected | 2040              | \$ 6,243,021 | \$ 10,066,368 |              | \$(3,823,347) | \$ (39,654,317) | 62%      |
| Projected | 2041              | \$ 6,555,172 | \$ 10,569,687 |              | \$(4,014,514) | \$ (43,668,831) | 62%      |
| Projected | 2042              | \$ 6,882,931 | \$ 11,098,171 |              | \$(4,215,240) | \$ (47,884,071) | 62%      |

In summary, potential solutions for the financial needs at Eaglecrest include:

- Increased general fund support (problematic given all the other CBJ needs)
- Increased negative fund balance, which amounts to an interest-free GF loan (to be paid down when the gondola comes online)
- Work with the Eaglecrest Foundation for fund raising
- Increased user fees
- Reducing some expenses

This report is intended to address the financial aspects of the gondola once it is up and operating. The construction budget and timeline are being developed outside of this report.

With expectations about the gondola very high, a few points should be considered before discussing its financial details.

Prior to considering summer operation of the gondola, it needs to be stated that operating the gondola in the winter is not likely to increase revenue by a significant amount as most people riding the gondola will be using a season pass, a pass they may have purchased with or without the gondola being in operation. A special gondola pass could be offered in addition to a season pass and if an adequate number of people purchase that pass, the gondola could operate on whatever schedule the board and staff determine is appropriate. By selling this gondola pass it would potentially limit the riders to those skilled enough to handle the increased and more challenging terrain (keeping inexperienced users from accessing this more difficult terrain).

Winter expenses will increase with the gondola due to increased avalanche control work, new gondola operator positions, and increased annual maintenance costs. Nordic considerations of the Cropley Flats area accessed by the gondola mid station will also need to be part of the discussion. No recommendation at this time, however consideration of this issue is suggested.

In terms of summer operations, the expenses are relatively fixed regardless of how many visitors ride the gondola on a daily basis. The suggested budget (presented below) calls for a full-time gondola manager who reports to the general manager. Too many ski operations struggle with year-round operations as they try to “fit” winter personnel into summer operating roles which often leads to neither winter nor summer operations being as successful as the operations could be due to lack of focus on both seasons. This full-time gondola manager will focus on all things gondola allowing the winter staff to focus on winter operations.

In addition, two gondola mechanics will be needed to service the lift during both winter and summer to provide necessary ongoing maintenance. Seasonally, there will be one lift operator with five lift attendants and four employees available for lift evacuation if needed (who could be used as summer guides near the top terminal). One ticket window person and one full time facility maintenance person would be needed. For context, Goldbelt has 14 full-time, year-round staff for the tram.

The proposed budget assumes that all of the summer employees will receive Health and Wellness benefits as they will probably work both summer and winter reaching the 1560-hour threshold. PERS payment is also factored in as it is more rational to plan on higher costs than assuming lower costs.

For this document’s purpose, it is assumed that the gondola will operate June 1<sup>st</sup> through September 15<sup>th</sup> with 5 days on either side of the operating season to train staff and close operations. More days can be added to the operating calendar, however, transitioning from winter to summer operations must be kept in mind. The suggestion of a winter gondola pass above is designed to facilitate revenue neutral winter operations. A list of summer gondola operating assumptions is attached to this document.

The suggested labor budget is presented below:

|                        | Hours     | Days                          | Hours    | Rate of  | Gross      |  | Health &   | Other      | Total        |
|------------------------|-----------|-------------------------------|----------|----------|------------|--|------------|------------|--------------|
|                        | per Day   | per Season                    | Per Year | Pay      | Wages      |  | Wellness   | Benefits   | Payroll      |
| Gondola Manager        |           |                               | 2080     | \$ 47.16 | \$ 98,100  |  | \$ 22,500  | \$ 29,430  | \$ 150,030   |
| Gondola Mechanic       |           |                               | 2080     | \$ 39.30 | \$ 81,750  |  | \$ 22,500  | \$ 24,525  | \$ 128,775   |
| 2nd Gondola Mechanic   |           |                               | 2080     | \$ 39.30 | \$ 81,750  |  | \$ 22,500  | \$ 24,525  | \$ 128,775   |
|                        |           |                               |          |          |            |  | \$ -       |            |              |
| Lift Operator          | 12        | 117                           | 1404     | \$ 32.70 | \$ 45,911  |  | \$ 15,188  | \$ 13,773  | \$ 74,872    |
| Lift Attendant #1      | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Attendant #2      | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Attendant #3      | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Attendant #4      | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Attendant #5      | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
|                        |           |                               |          |          |            |  |            |            |              |
| Lift Evac Personnel #1 | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Evac Personnel #2 | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Evac Personnel #3 | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
| Lift Evac Personnel #4 | 12        | 117                           | 1404     | \$ 27.25 | \$ 38,259  |  | \$ 15,188  | \$ 11,478  | \$ 64,924    |
|                        |           |                               |          |          | \$ -       |  |            |            |              |
| Ticket Window          | 11        | 117                           | 1287     | \$ 24.53 | \$ 31,564  |  | \$ 13,922  | \$ 9,469   | \$ 54,955    |
|                        |           |                               |          |          | \$ -       |  |            |            |              |
| Janitorial             | 12        | 117                           | 1404     | \$ 24.53 | \$ 34,433  |  | \$ 15,188  | \$ 10,330  | \$ 59,951    |
|                        |           |                               |          |          |            |  |            |            |              |
| Other Personal         |           |                               |          |          |            |  |            |            |              |
|                        |           | 117                           | 0        |          | \$ -       |  | \$ -       | \$ -       | \$ -         |
|                        |           | 117                           | 0        |          | \$ -       |  | \$ -       | \$ -       | \$ -         |
|                        |           | 117                           | 0        |          | \$ -       |  | \$ -       | \$ -       | \$ -         |
|                        |           | 117                           | 0        |          | \$ -       |  | \$ -       | \$ -       | \$ -         |
|                        |           | 117                           | 0        |          | \$ -       |  | \$ -       | \$ -       | \$ -         |
|                        |           |                               |          |          |            |  |            |            |              |
|                        |           | Total Payroll and Benefits    |          |          | \$ 717,839 |  | \$ 248,484 | \$ 215,352 | \$ 1,181,675 |
|                        | \$ 22,500 | Annual Cost Health & Wellness |          |          |            |  |            |            |              |
|                        | 2080      | Work Hours in a Year          |          |          |            |  |            |            |              |
|                        | \$ 10.82  | Cost of H&W per Hour          |          |          |            |  |            |            |              |
|                        |           |                               |          |          |            |  |            |            |              |
|                        | 10        | Startup & Close Down Days     |          |          |            |  |            |            |              |
|                        | 107       | Operating Days                |          |          |            |  |            |            |              |
|                        | 117       |                               |          |          |            |  |            |            |              |

The fixed operating costs (not including payroll) are listed below and have a large amount of potential variance. However, the philosophy is to estimate the expenses higher than lower.

|                                |                   |              |  |
|--------------------------------|-------------------|--------------|--|
| Fixed Costs                    |                   |              |  |
| Insurance                      | \$ 161,000        | 5.3%         | Check with risk - may be less  |
| Electricity                    | \$ 86,300         | 2.8%         | Winter expense - may be less   |
| Equipment Replacement          | \$ 100,000        | 3.3%         |  |
| Fleet Replacement Reserve      | \$ 100,000        | 3.3%         |  |
| Contractual Services           | \$ 100,000        | 3.3%         |  |
| Travel & Training              | \$ 15,000         | 0.5%         | Training expenses  |
| Bank Card Fees 2.5% of revenue | \$ 132,086        | 4.3%         | Reduce this figure as the cruise lines will be paying this fee except for walk up riders |
| Office Supplies                | \$ 5,000          | 0.2%         |  |
| Material & Commodities         | \$ 1,987          | 0.1%         | 5% of sales  |
| Fuel - Vehicle                 | \$ 30,000         | 1.0%         |  |
| Repairs & Maintenance          | \$ 45,000         | 1.5%         |  |
| Minor Equipment                | \$ 15,000         | 0.5%         |  |
| Water & Wastewater Systems     | \$ 37,500         | 1.2%         |  |
| Miscellaneous                  | \$ 50,000         | 1.6%         |  |
| <b>Total Operating Costs</b>   | <b>\$ 878,872</b> | <b>28.9%</b> |  |



Total annual estimated costs will be \$1,181,765 for payroll and \$878,872 in other expenses for a total of \$2,060,637. The budget assumes an annual 5% increase in both payroll and fixed costs again with the assumptions that it best to potentially overestimate expenses.

There are three revenue pricing models presented

|              | Net to Eaglecrest | Potential Sales Price on Board the Cruise Ships |
|--------------|-------------------|---|
| Aggressive   | \$85 per visit    | \$171.50  |
| Moderate     | \$65 per visit    | \$145.00  |
| Conservative | \$45 per visit    | \$118.00  |

Please keep in mind that the per visit rates are net amounts to Eaglecrest. In order to sell on the cruise ships, the cruise lines take an average of a 30% commission, Goldbelt has stated they will charge \$35 per person for bus transportation. Goldbelt estimates that when the gondola comes online, they will be able to sell the complete mountain gondola tour with bus ride with a potential stop at the North Douglas boat launch for \$171.50 on the ships. They also project that 55,000 (~3% of cruise visitors) in the second year of operation is reasonable with total ridership growing to 125,000 visits by 2043 (~7% of cruise visitors assuming no significant increase in visitation). This information is based on projections made by our partner, Goldbelt. CBJ has not seen any business case analyses conducted to support these projections.

These estimates can be validated through a cruise ship passenger demand studies to forecast how many passengers will ride the gondola and how much they would be willing to pay. A careful market demand and revenue forecast would include the following: a passenger survey to gauge interest in a gondola excursion and willingness-to-pay; an analysis of the tour product market under the current daily limits; and interviews with on-board tour sales managers to gain their opinions about demand and pricing for a gondola excursion. Market research encompassing some or all of these tasks would reduce the uncertainty about the gondola’s summertime revenue generating potential. This information would provide some surety to all parties and should be shared by Goldbelt or commissioned by either or both parties.

To illustrate the bottom-line results of the three revenue models, the following net income (sales minus all expenses) projection for FY 25 to FY 43 is based on the assumption that the gondola attracts the anticipated ridership.

|                    | Model                       |                           |                               |
|--------------------|-----------------------------|---------------------------|-------------------------------|
|                    | Aggressive: \$85 net/ticket | Moderate: \$65 net/ticket | Conservative: \$45 net/ticket |
| Net profit FY25-43 | \$109,233,436               | \$97,938,308              | \$58,081,919                  |

Year over year projections are detailed below:

| Aggressive Pricing - \$85 Revenue per Visit (R.P.V.)   |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               |                |
|--|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|  | FY 28        | FY 29        | FY 30        | FY 31        | FY 32        | FY 33         | FY 34         | FY 35         | FY 36         | FY 37         | FY 38         | FY 39         | FY 40         | FY 41         | FY 42         | FY 43          |
| Ridership  | 39732        | 55250        | 65000        | 85000        | 95000        | 115000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000         |
| R.P.V.   | \$ 85.00     | \$ 85.00     | \$ 85.00     | \$ 85.00     | \$ 95.00     | \$ 95.00      | \$ 95.00      | \$ 105.00     | \$ 105.00     | \$ 105.00     | \$ 115.00     | \$ 115.00     | \$ 115.00     | \$ 125.00     | \$ 125.00     | \$ 125.00      |
| Total Revenue  | \$ 3,377,220 | \$ 4,696,250 | \$ 5,525,000 | \$ 7,225,000 | \$ 9,025,000 | \$ 10,925,000 | \$ 11,875,000 | \$ 13,125,000 | \$ 13,125,000 | \$ 13,125,000 | \$ 14,375,000 | \$ 14,375,000 | \$ 14,375,000 | \$ 15,625,000 | \$ 15,625,000 | \$ 15,625,000  |
| Revenue Share  | \$ 337,722   | \$ 470,688   | \$ 595,000   | \$ 977,500   | \$ 1,330,000 | \$ 1,805,000  | \$ 2,042,500  | \$ 2,257,500  | \$ 1,786,173  | \$ 1,981,250  | \$ 2,068,750  | \$ 2,068,750  | \$ 2,068,750  | \$ 2,156,250  | \$ 2,156,250  | \$ 2,156,250   |
| Operating Costs  | \$ 2,061,323 | \$ 2,061,323 | \$ 2,164,389 | \$ 2,272,608 | \$ 2,386,238 | \$ 2,505,550  | \$ 2,630,828  | \$ 2,762,369  | \$ 2,900,488  | \$ 3,045,512  | \$ 3,197,788  | \$ 3,357,677  | \$ 3,525,561  | \$ 3,701,839  | \$ 3,886,931  | \$ 4,081,278   |
| Net income   | \$ 978,175   | \$ 2,164,240 | \$ 2,765,611 | \$ 3,974,892 | \$ 5,308,762 | \$ 6,614,450  | \$ 7,201,672  | \$ 8,105,131  | \$ 8,438,339  | \$ 8,098,238  | \$ 9,108,462  | \$ 8,948,573  | \$ 8,780,689  | \$ 9,766,911  | \$ 9,581,819  | \$ 9,387,472   |
|  |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               | \$ 109,223,436 |
| Moderate Pricing - \$65 Revenue per Visit (R.P.V.)     |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               |                |
|  | FY 28        | FY 29        | FY 30        | FY 31        | FY 32        | FY 33         | FY 34         | FY 35         | FY 36         | FY 37         | FY 38         | FY 39         | FY 40         | FY 41         | FY 42         | FY 43          |
| Ridership  | 39732        | 55250        | 65000        | 85000        | 95000        | 115000        | 115000        | 115000        | 121500        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000        | 125000         |
| R.P.V.   | \$ 65.00     | \$ 65.00     | \$ 65.00     | \$ 65.00     | \$ 85.00     | \$ 85.00      | \$ 85.00      | \$ 95.00      | \$ 95.00      | \$ 105.00     | \$ 115.00     | \$ 115.00     | \$ 115.00     | \$ 125.00     | \$ 125.00     | \$ 125.00      |
| Total Revenue  | \$ 2,582,580 | \$ 3,591,250 | \$ 4,225,000 | \$ 5,525,000 | \$ 8,075,000 | \$ 9,775,000  | \$ 9,775,000  | \$ 10,925,000 | \$ 11,542,500 | \$ 13,125,000 | \$ 14,375,000 | \$ 14,375,000 | \$ 14,375,000 | \$ 15,625,000 | \$ 15,625,000 | \$ 15,625,000  |
| Revenue Share  | \$ 258,258   | \$ 359,938   | \$ 455,000   | \$ 747,500   | \$ 1,190,000 | \$ 1,615,000  | \$ 1,615,000  | \$ 1,805,000  | \$ 1,959,375  | \$ 1,981,250  | \$ 2,068,750  | \$ 2,068,750  | \$ 2,068,750  | \$ 2,156,250  | \$ 2,156,250  | \$ 2,156,250   |
| Operating Costs  | \$ 2,061,323 | \$ 2,061,323 | \$ 2,164,389 | \$ 2,272,608 | \$ 2,386,238 | \$ 2,505,550  | \$ 2,630,828  | \$ 2,762,369  | \$ 2,900,488  | \$ 3,045,512  | \$ 3,197,788  | \$ 3,357,677  | \$ 3,525,561  | \$ 3,701,839  | \$ 3,886,931  | \$ 4,081,278   |
| Net income   | \$ 262,999   | \$ 1,169,990 | \$ 1,605,611 | \$ 2,504,892 | \$ 4,498,762 | \$ 5,654,450  | \$ 5,529,172  | \$ 6,357,631  | \$ 6,682,637  | \$ 8,098,238  | \$ 9,108,462  | \$ 8,948,573  | \$ 8,780,689  | \$ 9,766,911  | \$ 9,581,819  | \$ 9,387,472   |
|  |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               | \$ 97,938,308  |
| Conservative Pricing - \$45 Revenue per Visit (R.P.V.) |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               |                |
|  | FY 28        | FY 29        | FY 30        | FY 31        | FY 32        | FY 33         | FY 34         | FY 35         | FY 36         | FY 37         | FY 38         | FY 39         | FY 40         | FY 41         | FY 42         | FY 43          |
| Ridership  | 39732        | 55250        | 65000        | 85000        | 95000        | 115000        | 115000        | 115000        | 115000        | 115000        | 121650        | 125000        | 125000        | 125000        | 125000        | 125000         |
| R.P.V.   | \$ 45.00     | \$ 45.00     | \$ 45.00     | \$ 45.00     | \$ 45.00     | \$ 45.00      | \$ 45.00      | \$ 45.00      | \$ 65.00      | \$ 75.00      | \$ 85.00      | \$ 95.00      | \$ 115.00     | \$ 115.00     | \$ 125.00     | \$ 125.00      |
| Total Revenue  | \$ 1,787,940 | \$ 2,486,250 | \$ 2,925,000 | \$ 3,825,000 | \$ 4,275,000 | \$ 5,175,000  | \$ 5,175,000  | \$ 5,175,000  | \$ 7,475,000  | \$ 8,625,000  | \$ 10,340,250 | \$ 11,875,000 | \$ 14,375,000 | \$ 14,375,000 | \$ 15,625,000 | \$ 15,625,000  |
| Revenue Share  | \$ 178,794   | \$ 249,188   | \$ 315,000   | \$ 517,500   | \$ 630,000   | \$ 855,000    | \$ 855,000    | \$ 855,000    | \$ 1,235,000  | \$ 1,990,000  | \$ 2,322,838  | \$ 2,582,500  | \$ 2,902,500  | \$ 2,902,500  | \$ 3,062,500  | \$ 3,062,500   |
| Operating Costs  | \$ 2,061,323 | \$ 2,061,323 | \$ 2,164,389 | \$ 2,272,608 | \$ 2,386,238 | \$ 2,505,550  | \$ 2,630,828  | \$ 2,762,369  | \$ 2,900,488  | \$ 3,045,512  | \$ 3,197,788  | \$ 3,357,677  | \$ 3,525,561  | \$ 3,701,839  | \$ 3,886,931  | \$ 4,081,278   |
| Net income   | \$ (452,177) | \$ 175,740   | \$ 445,611   | \$ 1,034,892 | \$ 1,258,762 | \$ 1,814,450  | \$ 1,689,172  | \$ 1,557,631  | \$ 3,339,512  | \$ 3,589,488  | \$ 4,819,625  | \$ 5,934,823  | \$ 7,946,939  | \$ 7,770,661  | \$ 8,675,569  | \$ 8,481,222   |
|  |              |              |              |              |              |               |               |               |               |               |               |               |               |               |               | \$ 58,081,919  |

It is important to note that these values are cumulative totals, over a 15-year period from FY2028 through FY2043, that have not been adjusted for inflation or the uncertainty of future cashflows. Discounting future cashflows at a prescribed interest rate provides such an adjustment. For example, at a 7% discount rate, the net profit/income to Eaglecrest is \$56.6 million in the \$85 per rider scenario, \$48.7 million at \$65 per rider, and \$25.8 million at \$45 per rider

In the conclusion, the combined winter costs and summer income will be discussed.

## Conclusion

it is possible to see the summer operations supporting the winter operation if cruise ship visitation stays at or above current levels and if the Assembly and ultimately the community support substantial summer cruise ship passenger visitation to the ski area.

Given that general fund support could end in 2032, based on revenue and expense figures, Eaglecrest could have somewhere between \$10 and \$61 million to reinvest in the mountain between 2026 and 2043 while keeping the ski area financially viable. The wide range in potential funds for reinvestment is based on the range of projections from the conservative to aggressive pricing models. Some of that reinvestment may be required for mountain top gondola facilities. The table below shows the total funds available for Eaglecrest to invest in infrastructure under each of the three pricing models.

| Net Income Scenarios |                 |                |                |               |                |               |                 |  |                 |
|----------------------|-----------------|----------------|----------------|---------------|----------------|---------------|-----------------|--|-----------------|
|                      |                 |                |                |               |                |               |                 |  |                 |
|                      |                 | Aggressive     |                | Moderate      |                | Conservative  |                 |  |                 |
|                      |                 | Gondola        | Fund           | Gondola       | Fund           | Gondola       | Fund            |  |                 |
|                      | Winter          | Pricing        | Balance        | Pricing       | Balance        | Pricing       | Balance         |  |                 |
|                      | Operating       | Model          | No Capital     | Model         | No Capital     | Model         | No Capital      |  |                 |
|                      | Deficit         | Income         | Investment     | Income        | Investment     | Income        | Investment      |  |                 |
|                      | \$ (919,453)    |                | \$ (919,453)   |               | \$ (919,453)   |               | \$ (919,453)    |  | \$ (919,453)    |
| 2026                 | \$ (2,151,200)  |                | \$ (3,070,653) |               | \$ (3,070,653) |               | \$ (3,070,653)  |  | \$ (3,070,653)  |
| 2027                 | \$ (973,150)    |                | \$ (4,043,803) |               | \$ (4,043,803) |               | \$ (4,043,803)  |  | \$ (4,043,803)  |
| 2028                 | \$ (1,040,966)  | \$ 978,175     | \$ (4,106,593) | \$ 262,999    | \$ (4,821,769) | \$ (452,177)  | \$ (5,536,945)  |  | \$ (5,536,945)  |
| 2029                 | \$ (1,112,747)  | \$ 2,164,240   | \$ (3,055,100) | \$ 1,169,990  | \$ (4,764,526) | \$ 175,740    | \$ (6,473,952)  |  | \$ (6,473,952)  |
| 2030                 | \$ (1,188,709)  | \$ 2,765,611   | \$ (1,478,197) | \$ 1,605,611  | \$ (4,347,623) | \$ 445,611    | \$ (7,217,049)  |  | \$ (7,217,049)  |
| 2031                 | \$ (1,269,078)  | \$ 3,974,892   | \$ 1,227,617   | \$ 2,504,892  | \$ (3,111,809) | \$ 1,034,892  | \$ (7,451,235)  |  | \$ (7,451,235)  |
| 2032                 | \$ (2,464,564)  | \$ 5,308,762   | \$ 4,071,815   | \$ 4,498,762  | \$ (1,077,611) | \$ 1,258,762  | \$ (8,657,037)  |  | \$ (8,657,037)  |
| 2033                 | \$ (2,587,792)  | \$ 6,614,450   | \$ 8,098,473   | \$ 5,654,450  | \$ 1,989,047   | \$ 1,814,450  | \$ (9,430,379)  |  | \$ (9,430,379)  |
| 2034                 | \$ (2,717,181)  | \$ 7,201,672   | \$ 12,582,963  | \$ 5,529,172  | \$ 4,801,037   | \$ 1,689,172  | \$ (10,458,389) |  | \$ (10,458,389) |
| 2035                 | \$ (2,853,040)  | \$ 8,105,131   | \$ 17,835,054  | \$ 6,357,631  | \$ 8,305,628   | \$ 1,557,631  | \$ (11,753,798) |  | \$ (11,753,798) |
| 2036                 | \$ (2,995,692)  | \$ 8,438,339   | \$ 23,277,700  | \$ 6,682,637  | \$ 11,992,573  | \$ 3,339,512  | \$ (11,409,978) |  | \$ (11,409,978) |
| 2037                 | \$ (3,145,477)  | \$ 8,098,238   | \$ 28,230,461  | \$ 8,098,238  | \$ 16,945,333  | \$ 3,589,488  | \$ (10,965,968) |  | \$ (10,965,968) |
| 2038                 | \$ (3,302,751)  | \$ 9,108,462   | \$ 34,036,173  | \$ 9,108,462  | \$ 22,751,045  | \$ 4,819,625  | \$ (9,449,094)  |  | \$ (9,449,094)  |
| 2039                 | \$ (3,467,888)  | \$ 8,948,573   | \$ 39,516,857  | \$ 8,948,573  | \$ 28,231,729  | \$ 5,934,823  | \$ (6,982,159)  |  | \$ (6,982,159)  |
| 2040                 | \$ (3,641,283)  | \$ 8,780,689   | \$ 44,656,263  | \$ 8,780,689  | \$ 33,371,135  | \$ 7,946,939  | \$ (2,676,503)  |  | \$ (2,676,503)  |
| 2041                 | \$ (3,823,347)  | \$ 9,766,911   | \$ 50,599,827  | \$ 9,766,911  | \$ 39,314,699  | \$ 7,770,661  | \$ 1,270,811    |  | \$ 1,270,811    |
| 2042                 | \$ (4,014,514)  | \$ 9,581,819   | \$ 56,167,132  | \$ 9,581,819  | \$ 44,882,004  | \$ 8,675,569  | \$ 5,931,866    |  | \$ 5,931,866    |
| 2043                 | \$ (4,215,240)  | \$ 9,387,472   | \$ 61,339,364  | \$ 9,387,472  | \$ 50,054,237  | \$ 8,481,222  | \$ 10,197,848   |  | \$ 10,197,848   |
| Cumulative Total     | \$ (47,884,071) | \$ 109,223,436 |                | \$ 97,938,308 |                | \$ 58,081,919 |                 |  |                 |

The aggressive and moderate pricing models allow for major reinvestment in the mountain. A proposed schedule would have \$1M in 2032 for remodel of the Brown shop for gondola maintenance and equipment storage, \$4M in 2033 for the Ptarmigan chairlift replacement, \$5M in 2035 for lodge renovations, \$4 M in 2038 for the Hooter chairlift replacement, and \$4M in 2040 for Black Bear and Porcupine chairlift replacements. These are suggested placeholders that can be moved and adjusted as needed.

The conservative pricing model indicates \$10M available for mountain investment. A decision would need to be made on how best to spend those available funds. The table below shows how this could look under the aggressive pricing model.

| Gondola Spreadsheet - Aggressive Scenario |                 |                |                |               |                          |  |
|---|-----------------|----------------|----------------|---------------|--------------------------|--|
| Combined Operations                       | Net Income      | Net Income     |                |               |                          |  |
| Beginning                                 | Winter          | Summer         | Fund           | Capital       | Fund Balance             |  |
| Fund Balance                              | Total           | Total          | Balance        | Investment    | After Capital Investment |  |
| \$ (919,453)                              |                 |                |                |               |                          |  |
| 2026                                      | \$ (2,151,200)  |                | \$ (3,070,653) |               | \$ (3,070,653)           |  |
| 2027                                      | \$ (973,150)    |                | \$ (4,043,803) |               | \$ (4,043,803)           |  |
| 2028                                      | \$ (1,040,966)  | \$ 978,175     | \$ (4,106,593) |               | \$ (4,106,593)           |  |
| 2029                                      | \$ (1,112,747)  | \$ 2,164,240   | \$ (3,055,100) |               | \$ (3,055,100)           |  |
| 2030                                      | \$ (1,188,709)  | \$ 2,765,611   | \$ (1,478,197) |               | \$ (1,478,197)           | <b>Kirk:</b><br>Brown shop update                    |
| 2031                                      | \$ (1,269,078)  | \$ 3,974,892   | \$ 1,227,617   |               | \$ 1,227,617             |  |
| 2032                                      | \$ (2,464,564)  | \$ 5,308,762   | \$ 4,071,815   | \$ 1,000,000  | \$ 3,071,815             | <b>Kirk:</b><br>Ptarmigan replacement                |
| 2033                                      | \$ (2,587,792)  | \$ 6,614,450   | \$ 8,098,473   | \$ 4,000,000  | \$ 3,098,473             |  |
| 2034                                      | \$ (2,717,181)  | \$ 7,201,672   | \$ 12,582,963  |               | \$ 7,582,963             | <b>Kirk:</b><br>Lodge addition                       |
| 2035                                      | \$ (2,853,040)  | \$ 8,105,131   | \$ 17,835,054  | \$ 5,000,000  | \$ 7,835,054             |  |
| 2036                                      | \$ (2,995,692)  | \$ 8,438,339   | \$ 23,277,700  |               | \$ 13,277,700            |  |
| 2037                                      | \$ (3,145,477)  | \$ 8,098,238   | \$ 28,230,461  |               | \$ 18,230,461            | <b>Kirk:</b><br>Hooter replacement                   |
| 2038                                      | \$ (3,302,751)  | \$ 9,108,462   | \$ 34,036,173  | \$ 4,000,000  | \$ 20,036,173            |  |
| 2039                                      | \$ (3,467,888)  | \$ 8,948,573   | \$ 39,516,857  |               | \$ 25,516,857            | <b>Kirk:</b><br>Black Bear and Porcupine replacement |
| 2040                                      | \$ (3,641,283)  | \$ 8,780,689   | \$ 44,656,263  | \$ 5,000,000  | \$ 25,656,263            |  |
| 2041                                      | \$ (3,823,347)  | \$ 9,766,911   | \$ 50,599,827  |               | \$ 31,599,827            |  |
| 2042                                      | \$ (4,014,514)  | \$ 9,581,819   | \$ 56,167,132  | \$ -          | \$ 37,167,132            |  |
| 2043                                      | \$ (4,215,240)  | \$ 9,387,472   | \$ 61,339,364  | \$ -          | \$ 42,339,364            |  |
|   | \$ (46,964,618) | \$ 109,223,436 |                | \$ 19,000,000 |                          |  |

It is strongly suggested that a small group comprised of CBJ staff, Eaglecrest Board members and the general public review the assumptions attached to this document.

Eaglecrest will need to look to areas where costs may be reduced, revenues increased, fund rising possibilities undertaken. Operating a ski area is a capital-intensive business. In an isolated town of 32,000 people, the ski area can only survive with governmental support without taking advantage of the summer tourism operation. Year to date facility rentals went from \$69,213 in FY 2024 to \$159,848 in FY 2025 based on the business from hosting an Eaglecrest tour for Viking Cruise Lines. There are likely other incremental revenue opportunities associated with Eaglecrest's existing facilities.

Funding Eaglecrest for the next three to five years until the gondola operation becomes established will be a challenge for all involved.

#### Governance –

The Eaglecrest board has folks that care about Eaglecrest deeply. That being said they do not have an extensive knowledge of ski area operations. As an empowered board, the members of the board report to the Assembly and several city managers have stated that they feel reluctant to provide oversight to the board as so not to overstep the manager's authority in regard to the Board's authority

There are at least three options for providing effective oversight to Eaglecrest.

1. Keeping the current structure of the special revenue fund empowered board with more in-depth selection of individuals with specific knowledge to assist the board, a lawyer, an accountant, human resource expert, someone knowledgeable in food service or rental shop operations, etc. While not getting involved in day-to-day operations, these board members would understand the questions to ask the general manager to keep the mountain operating at a high level.
2. Exploring different governance structures, for example, an external party could Eaglecrest with oversight by an Assembly-appointed empowered board.
3. Restructure the board to serve in an advisory capacity and explore more Assembly oversight by shifting some power and authority from the board to the Assembly.

Each of these has advantages and disadvantages. A combination of options 1 and 2 would likely be best in the best interest of the ski area. Preserving an empowered board, with suitably qualified members (to the extent that such members can be recruited to serve on the board), coupled with improved oversight mechanisms and protocols for communications between the board and the ski area manager, and between the board and the city manager's office (and Assembly), will together mitigate challenges such as those that have troubled the ski area recently.

## Final Points

To summarize, this analysis indicates the following:

- Eaglecrest will need significant additional financial support over the next three to five years to catch up on lift maintenance and provide wages necessary to fill key positions and otherwise provide competitive rates of pay.
- Eaglecrest's funding needs, beyond what has already been budgeted for FY25 and FY26, are substantial but somewhat uncertain. Important next steps include 1) identifying options to reduce ski area operating costs and, 2) developing a detailed lift maintenance plan with budget, detailed timeline for procurement, and implementation schedule.
- Gondola operations, likely to commence no sooner than summer of 2027, have the potential to gradually (within a ten-year period) transition Eaglecrest to a self-supporting financial position and pay down whatever negative fund balance is accrued over the next few years.

Thank you for allowing these thoughts and please reach out if you have questions

## Attachment A:

### Gondola Assumptions

- The gondola is constructed and passes all operational/code requirements
- Expenses are overstated for budgeting purposes as it is believed to be better to overestimate expenses when developing a business plan to allow for unforeseen circumstances
- Revenues are based on Goldbelt's best estimate for ridership and revenue per rider
- Eaglecrest will receive a fixed amount per rider with the cruise lines taking an assumed 30% of the sales price for all on ship purchases, Goldbelt will receive \$35 per passenger for the bus ride to the mountain with Eaglecrest receiving the remainder.
- No revenue for retail or food and beverage sales have been included in the projections. It is assumed these services if implemented will break even or contribute to the bottom-line revenue.
- Initially, there will be no services at the top of the mountain. Portable toilets will be available serviced and paid for by Eaglecrest (contractual services budget). Seasonal signage will provide for a self-guided experience (paid out of the construction budget).
- Startup expenses such as lift mechanic training, brown shop updates for gondola serving and passenger van for access to the top of the mountain when needed as well as other related gondola costs would be paid for out of the construction budget of the gondola project
- The gondola will have a year-round manager reporting to the Eaglecrest general manager as well as two year-round mechanics. These three positions and supporting seasonal staff will be fully benefitted
- The gondola will operate July 1 to September 15 for the first season and June 1 to September 15 for normal operation after the initial season. This schedule can be expanded as desired/economically feasible. Operating hours per day are assumed to be 9 am to 7 pm. One lift operator with five lift attendants, with four employees available for lift evacuation if needed along with one ticket seller and one janitor will work a 12-hour day. Adequate staff will be hired to minimize or eliminate overtime being paid. Total payroll costs for the initial year are estimated to be \$1,181,675
- Fixed expenses are budgeted as outlined. These numbers are assumed to be high and will be refined as more information becomes known such as insurance for summer operations, electricity for the gondola, credit card fees paid by whom, etc. Total fixed costs for the initial year will be \$878,672.

- Payroll and fixed expenses are budgeted to increase at 5% per year while revenue increases are based on increased ridership and per rider ticket price increases
- Ridership will start at 40,000 riders in the initial season, growing to 55,000 in the first full year of operations. This represents 2.32% of 1.7 million cruise ships passenger in the initial season and 3.25% in the first full year of operation. Goldbelt has stated that they believe the total ridership will eventually grow to 150,000, for budgeting purposes, 125,000 annual ridership is assumed.

## Eaglecrest Mountain report

### General Manager Update

January was a pivotal month for Eaglecrest. Not only did we get Ptarmigan running for three fantastic powder days, we also made very good headway on starting to put numbers to the labor and expenses the operation needs to be successful.

First, I'd like to call out the hard work of the patrol and mountain ops teams. As the snow fell, they all snapped into action to try their hardest to open the upper mountain on Saturday January 25<sup>th</sup>. Unfortunately, those plans were changed as we got a full day of rain on the 24<sup>th</sup>. But they all stayed at it and worked hard to get Ptarmigan open by the following Wednesday and Hotter on Thursday.

And on top of that, the hard work continued in order to get more terrain open each day. Those days started early with avalanche control work, marking hazards, and deicing the lifts. The guests were greatly appreciative. And the skiing and riding was phenomenal. Hats off to the whole team.

### Financial update

See **CHART 1**. This chart has data from the start of the fiscal year through December 18<sup>th</sup>. I also emailed the full Excel Workbook to the board on 1/29.

1. YTD Revenue
  - a. With the tough start to the season, you can see we are down \$172,747 (7%) YOY for the same time period
  - b. However, after removing the General Fund support and the money we receive from the CBJ for plowing the road we are only down \$47,247 (3%) YTD
  - c. Additionally, we are also only \$60,938 (3%) behind of Budgeted YTD Revenue
    - i. Looking into each Revenue line item illustrates the importance having Porcupine open through December and January kept revenue coming in and kept these numbers from being much worse
    - ii. important to note: these numbers do not include the revenue made over the Holiday week
2. YTD Payroll
  - a. We are \$120,753 (14%) over last year's YTD labor
  - b. And we are \$57,196 (6%) over YTD labor budget
    - i. Three areas contributing to the increase in labor are:
      1. We have 5 more J1 employees this year vrs last year and they are all guaranteed 35 hours a week each week regardless of revenue
      2. We have filled many positions that were empty in FY24
      3. However, with so many positions still empty or unfunded many empty or unfunded our overtime hours are much higher than they would be if we were appropriately staffed.
3. YTD Expenses
  - a. We are showing a decrease in operating expenses of \$21,547 (%2) YTD YOY to Actuals and \$114,348 (9%) YTD Budget but many of our expenses have not been reconciled fully so this number is a bit misleading. As PO's and contracts get paid and reconciled these numbers will get more accurate.
4. Percentage of Adjusted Revenue (does not include GF and Road Support)
  - a. Labor as a % of Revenue
    - i. Up 1.2% YOY to Budget and 9.9% YOY to Actuals
  - b. Operating Expenses as a % of Revenue



- i. down 11.3% YOY to Budget and up 0.8% YOY to Actuals
    - 1. But again, much is not reconciled
- c. Total Labor and Expenses as a % of Revenue
  - i. down 10% YOY to Budget and up 10.8% YOY to Actuals

CHART 1

| Revenue  | Annual Budget | YTD Budget | YTD FY24    | YTD FY25  | Var        | %       | Nov 2023  | Nov 2024  | Var      | %     | Dec 2023  | Dec 2024  | Var      | %     |
|--|---------------|------------|-------------|-----------|------------|---------|-----------|-----------|----------|-------|-----------|-----------|----------|-------|
| Annual revenue   | 1,339,000     | 669,500    | 1,160,325   | 1,058,599 | (101,726)  | -9%     | 75,259    | 67,027    | (8,232)  | -11%  | 64,305    | 29,930    | (34,375) | -53%  |
| Ski Lift fees  | 330,000       | 165,000    | 42,844      | 16,829    | (26,015)   | -61%    | 5,280     | 2,671     | (2,609)  | -49%  | 35,854    | 11,306    | (24,547) | -68%  |
| Ski school sales   | 230,000       | 115,000    | 91,929      | 86,512    | (5,417)    | -6%     | 2,045     | 2,888     | 843      | 41%   | 8,106     | 8,670     | 564      | 7%    |
| Concession fees  | 210,000       | 105,000    | 18,529      | 11,978    | (6,551)    | -35%    | 329       | -         | (329)    | -100% | 18,200    | 11,936    | (6,264)  | -34%  |
| Permit revenues  | 150,000       | 75,000     | 49,609      | -         | (49,609)   | -100%   | 7         | -         | (7)      | -100% | 15,882    | -         | (15,882) | -100% |
| Ski rental   | 130,000       | 65,000     | 25,112      | 32,310    | 7,198      | 29%     | 3,158     | 5,172     | 2,014    | 64%   | 8,243     | 14,120    | 5,876    | 71%   |
| Donation revenues  | 100,000       | 50,000     | -           | -         | -          | NA      | -         | -         | -        | NA    | -         | -         | -        | NA    |
| Facility rental revenue  | 90,000        | 45,000     | 33,398      | 125,760   | 92,363     | 277%    | 3,035     | 4,545     | 1,510    | 50%   | 10,170    | 7,515     | (2,655)  | -26%  |
| Locker rental  | 85,000        | 42,500     | 80,052      | 79,654    | (398)      | 0%      | 2,798     | 2,117     | (681)    | -24%  | 1,260     | 21        | (1,239)  | -98%  |
| Merchandise sales  | 80,000        | 40,000     | 15,572      | 18,574    | 3,003      | 19%     | 2,213     | 764       | (1,449)  | -65%  | 13,152    | 15,173    | 2,021    | 15%   |
| Contracted revenue   | 52,000        | 26,000     | -           | 38,044    | 38,044     | NA      | -         | 32,278    | 32,278   | NA    | -         | 5,766     | 5,766    | NA    |
| Ski repair fee   | 35,000        | 17,500     | 10,098      | 14,015    | 3,917      | 39%     | 2,912     | 3,281     | 370      | 13%   | 6,751     | 10,361    | 3,609    | 53%   |
| Land Lease revenue   | 10,600        | 5,300      | 5,065       | -         | (5,065)    | -100%   | 844       | -         | (844)    | -100% | 844       | -         | (844)    | -100% |
| Bus pass Sales   | 6,000         | 3,000      | 10          | 929       | 919        | 9191%   | -         | 190       | 190      | NA    | 10        | 644       | 634      | 6341% |
| Vending revenue  | 3,000         | 1,500      | 1           | -         | (1)        | -100%   | 1         | -         | (1)      | -100% | -         | -         | -        | NA    |
| Gift certificate and promotion   | 1,400         | 700        | 1,404       | 3,525     | 2,121      | 151%    | 150       | 2,079     | 1,929    | 1286% | 2,081     | 870       | (1,210)  | -58%  |
| Cash over/short  | -             | -          | (20)        | (49)      | (29)       | 144%    | -         | (34)      | (34)     | NA    | (20)      | (49)      | (29)     | 144%  |
| Miscellaneous revenue  | -             | -          | 258         | 258       | -          | 0%      | -         | -         | -        | NA    | -         | -         | -        | NA    |
| General Fund   | 1,398,800     | 699,400    | 1,005,500   | 880,000   | (125,500)  | -12%    | -         | -         | -        | NA    | -         | -         | -        | NA    |
| Roaded service area  | 50,000        | 25,000     | 50,000      | 50,000    | -          | 0%      | -         | -         | -        | NA    | -         | -         | -        | NA    |
| Total Revenue  | 4,300,800     | 2,150,400  | 2,589,685   | 2,416,938 | (172,747)  | -7%     | 98,031    | 122,978   | 24,947   | 25%   | 184,838   | 116,262   | (68,575) | -37%  |
| Payroll Expenses   | Annual Budget | YTD Budget | YTD FY24    | YTD FY25  | Var        | %       | Nov 2023  | Nov 2024  | Var      | %     | Dec 2023  | Dec 2024  | Var      | %     |
| Total Payroll  | 1,825,500     | 912,750    | 849,193     | 969,946   | 120,753    | 14%     | 116,324   | 141,984   | 25,660   | 22%   | 302,349   | 326,352   | 24,003   | 8%    |
| Expenses   | Annual Budget | YTD Budget | YTD FY24    | YTD FY25  | Var        | %       | Nov 2023  | Nov 2024  | Var      | %     | Dec 2023  | Dec 2024  | Var      | %     |
| Other Expenses   | 2,484,600     | 1,242,300  | 1,149,499   | 1,127,952 | (21,547)   | -2%     | 159,814   | 106,693   | (53,121) | -33%  | 89,900    | 31,422    | (58,478) | -65%  |
| Summary  | Annual Budget | YTD Budget | YTD FY24    | YTD FY25  | Var        | %       | Nov 2023  | Nov 2024  | Var      | %     | Nov 2023  | Nov 2024  | Var      | %     |
| Income   | 4,300,800     | 2,150,400  | 2,589,685   | 2,416,938 | (172,747)  | -7%     | 98,031    | 122,978   | 24,947   | 25%   | 184,838   | 116,262   | (68,575) | -37%  |
| Less GF/Roaded Support   | (1,448,800)   | (724,400)  | (1,055,500) | (890,000) | 125,500    | -12%    | -         | -         | -        | NA    | -         | -         | -        | NA    |
| Adjusted Revenue   | 2,852,000     | 1,426,000  | 1,534,185   | 1,486,938 | (47,247)   | -3%     | 98,031    | 122,978   | 24,947   | 25%   | 184,838   | 116,262   | (68,575) | -37%  |
| Expenses   | 4,310,100     | 2,155,050  | 1,998,692   | 2,097,887 | 99,206     | 5%      | 276,138   | 248,677   | (27,461) | -10%  | 392,249   | 357,774   | (34,475) | -9%   |
| Difference   | 1,458,100     | 729,050    | 464,507     | 610,959   | 146,452    | 32%     | (178,108) | (125,699) | 52,408   | -29%  | (207,411) | (241,512) | (34,101) | 16%   |
| Metrics  | Annual Budget | YTD Budget | YTD FY24    | YTD FY25  | Budget Var | YOY Var | Nov 2023  | Nov 2024  |          |       | Nov 2023  | Nov 2024  |          |       |
| Labor as % of Adj Revenue  | 64%           | 64%        | 55%         | 65%       | 1.2%       | 9.9%    | 119%      | 115%      |          |       | 164%      | 281%      |          |       |
| Operating Expenses as % of Adj Revenue   | 87%           | 87%        | 75%         | 76%       | -11.3%     | 0.9%    | 163%      | 87%       |          |       | 49%       | 27%       |          |       |
| Total Expenses as % of Adj Revenue   | 151%          | 151%       | 130%        | 141%      | -10.0%     | 10.8%   | 282%      | 202%      |          |       | 212%      | 308%      |          |       |
| 1 Ski Lift fees down Y-o-Y as a result of Hooter, Parmigan, Blackbear                            |               |            |             |           |            |         |           |           |          |       |           |           |          |       |
| 2 Revenue is being re-classed from Facility Rental and Contracted to Permit Revenue              |               |            |             |           |            |         |           |           |          |       |           |           |          |       |
| Much of this revenue is related to Summer/Fall use (Alaska Coach Tours, AK Zipline, Cycle Alaska |               |            |             |           |            |         |           |           |          |       |           |           |          |       |
| 3 Bus was not operational in FY2024  |               |            |             |           |            |         |           |           |          |       |           |           |          |       |
| 4 Salaries & Wages and related expenses are up to due an increase in filled positions            |               |            |             |           |            |         |           |           |          |       |           |           |          |       |

5. Project List/Cost Estimates See **CHART 2** Below

- a. The leadership team at Eaglecrest started the project of getting every project or purchase we need to make in roughly the next 12 months and out through the Summer of 2028
  - i. This is not a complete list and is a living document that we will add and subtract items as time passes
  - ii. The total amount with all projects and purchases totals to \$1.4 million with around \$649,000 of that spending ideally happening in the remaining month of winter 24/25 and in the summer of 25.
  - iii. In no way is this what we will spend or is what we are asking for but it is a representation of what it would cost to complete these projects and purchases when we believe they are necessary
  - iv. Note: these numbers do not include the Black Bear repair or any work needed on buildings.
    1. Those are described separately further down

**CHART 2**

| Row Labels         | Sum of Cost Estimate |                     |                       |
|--------------------|----------------------|---------------------|-----------------------|
| <b>Summer 2025</b> | <b>\$631,600.00</b>  | <b>Summer 2028</b>  | <b>\$65,000.00</b>    |
| 1                  | \$569,000.00         | 5                   | \$65,000.00           |
| Base               | \$17,500.00          | Lifts               | \$30,000.00           |
| Grooming           | \$340,500.00         | Mtn Ops             | \$35,000.00           |
| Lifts              | \$151,600.00         | <b>Summer 2029</b>  | <b>\$65,000.00</b>    |
| Mtn Ops            | \$59,400.00          | 6                   | \$65,000.00           |
| 2                  | \$27,500.00          | Lifts               | \$30,000.00           |
| Lifts              | \$25,000.00          | Mtn Ops             | \$35,000.00           |
| Mtn Ops            | \$2,500.00           | <b>Winter 24/25</b> | <b>\$9,500.00</b>     |
| 3                  | \$34,600.00          | 1                   | \$2,500.00            |
| Mtn Ops            | \$34,600.00          | Base                | \$2,500.00            |
| 4                  | \$500.00             | 3                   | \$7,000.00            |
| Mtn Ops            | \$500.00             | F&B                 | \$7,000.00            |
| 6                  | \$0.00               | (blank)             | \$395,500.00          |
| Base               | \$0.00               | 2                   | \$25,000.00           |
| Mtn Ops            | \$0.00               | Mtn Ops             | \$10,000.00           |
| <b>Summer 2026</b> | <b>\$186,200.00</b>  | Patrol              | \$15,000.00           |
| 3                  | \$70,000.00          | 4                   | \$5,500.00            |
| Grooming           | \$5,000.00           | Lifts               | \$4,500.00            |
| Lifts              | \$30,000.00          | Mtn Ops             | \$1,000.00            |
| Mtn Ops            | \$35,000.00          | 5                   | \$85,000.00           |
| 4                  | \$116,200.00         | Admin               | \$35,000.00           |
| Base               | \$1,200.00           | Mtn Ops             | \$50,000.00           |
| Lifts              | \$115,000.00         | 6                   | \$280,000.00          |
| <b>Summer 2027</b> | <b>\$85,000.00</b>   | Lifts               | \$190,000.00          |
| 4                  | \$75,000.00          | Mtn Ops             | \$90,000.00           |
| Lifts              | \$30,000.00          | (blank)             |                       |
| Mtn Ops            | \$45,000.00          | (blank)             |                       |
| 6                  | \$10,000.00          | <b>Grand Total</b>  | <b>\$1,437,800.00</b> |
| Lifts              | \$10,000.00          |                     |                       |

6. Alpha Facilities Solutions Building Report
  - a. I have sent the full reports to the board separately
  - b. Synopsis by building
    - i. Brown Shop
      1. Total needs in 2025
        - a. \$43,504
      2. Total needs by 2030
        - a. \$165,470
      3. Replacement Cost
        - a. \$1,074,836
    - ii. Caretakers Cottage
      1. Total needs in 2025
        - a. \$39,033
      2. Total needs by 2030
        - a. \$39,033
      3. Replacement Cost
        - a. \$374,426
    - iii. Eagles Nest
      1. Total needs in 2025
        - a. \$401,043
      2. Total needs by 2030
        - a. \$451,065
      3. Replacement Cost
        - a. \$2,320,236
    - iv. Fish Creek Lodge
      1. Total needs in 2025
        - a. \$2,744,516
      2. Total needs by 2030
        - a. \$3,886,784
      3. Replacement Cost
        - a. \$13,537,476
    - v. Main Maintenance Shop
      1. Total needs in 2025
        - a. \$45,982
      2. Total needs by 2030
        - a. \$55,317
      3. Replacement Cost
        - a. \$1,934,703
    - vi. Porcupine Lodge
      1. Total needs in 2025
        - a. \$376,973
      2. Total needs by 2030
        - a. \$582,567
      3. Replacement Cost
        - a. \$12,377,120
    - vii. Totals
      1. Total needs in 2025
        - a. \$3,651,051
      2. Total needs by 2030
        - a. \$1,293,152

- i. I did not include the repair numbers for Fish Creek Lodge numbers
  - 3. Replacement Cost
    - a. \$5,704,201
      - i. I did not include replace costs for either Fish Creek or Porcupine lodge in this number
    - c. These projects and the numbers are subjective based on several variables which will make them higher or lower and the report assumes all the work is contracted out and none is done in house but it provides an overall picture of the state of the infrastructure at Eaglecrest
- 7. Black Bear Options
  - a. Repair Current Infrastructure
    - i. \$7500 Bearings
    - ii. \$83,000 Low Speed Coupling
    - iii. \$150 -\$200,000 New Shaft
    - iv. \$70,000 Shipping
    - v. \$100,000 New Haul Rope
    - vi. \$75,000 Labor/Equipment
    - vii. Rebuild current gear box at Cone Drive – Unknown Costs (The components will have to be custom made as the gear box is outdated and no longer supported)
      - 1. Estimate \$535,500
  - b. Used Bottom Terminal Upgrade
    - i. \$285,000 + Shipping (Est. \$75,000)
    - ii. \$300,000 Labor/Equipment/Materials (15-ton crane, concrete/dirt work, 3rd party engineering, rigging)
    - iii. \$300,000 Deconstruction/Removal of old terminal
    - iv. \$100,000 New Haul Rope
      - 1. Estimate \$1,060,000
  - c. New SkyTrac Lift
    - i. \$3,000,000-\$7,000,000
      - 1. Estimate \$7,000,000
  - d. No Repair
    - i. Remove Haul Rope
    - ii. \$10,000 - \$15,000 Rigging/Equipment
    - iii. \$5,000 5 Days Labor
      - 1. Estimate \$20,000
- 8. Ski Area Labor Needs
  - a. I've been working with the finance department to work out the shortages we see in our labor budget and therefore operations.
  - b. We have built a workbook to use to calculate the labor costs and I have started that process but will need more time to fine tune it.
    - i. But a very rough first pass shows about \$900,000 annually for needed new positions (similar to the \$800,000 in Kirk Duncan's report)
      - 1. This does not include changing existing positions to year round
    - ii. Again this are all very preliminary numbers and much more work needs to be done but I am making good progress to find the actual labor amount needed for a sustainable operation
- 9. Mountain Ops Update
  - a. This has been another busy and exciting month for Mountain Ops. We have been able to resurrect a crucial position for our lift department, the Lift Operations Supervisor position. This will help give staff more direct help when it's needed and ensure a safer and smoother daily

operation. Cooper is the current “acting” Lift Operations Supervisor. We have started increases for staff that have risen to the challenges and truly helped Eaglecrest succeed. Our team has also been able to make snow several days this month, helping us keep Porky open and get more of the upper mountain filled in to open. Big shout out to the entire lift team, Steve, Cooper and Tony who have been crushing it this month!

- b. New/Returning Staff
  - i. Big shout out to Quinn! He has joined us for another season! You will find him helping us in a few areas across the mountain. He is primarily helping keep the lots plowed and the terrain park safe for our Eaglecrest skiers and boarders.
  - ii. We just interviewed (1/29) a potential apprentice lift mechanic to join our lift department! We will keep you updated!
- c. Equipment
  - i. We have talked with Cole at Pisten Bully and are currently scheduling a trip back out to reassemble Tomahawk, and complete other needed maintenance on our other snow cats.
    - 1. All snowmobiles now have visible safety flags to help make them more visible to guests and staff.
  - ii. We are currently looking at software to track our equipment and future maintenance.
- d. Hydroelectric
  - i. We have discovered a bad bearing in our hydroelectric system. We just received a quote for the needed parts and will be ordering and installing them.
- e. Water Works
  - i. We are currently running new power down to the well pump. After discovering we had less than ideal 12-gauge wire running over 250ft and a transformer that is rated at 208v, it was time to rectify this problem and put the proper electrical in place, so we have the appropriate voltage at the pump and avoid burning up well pumps and control boxes. To complicate things, a tree fell across the power and water lines, cutting the power line, that ran down to the pump. This was an ideal time to repair and fix the electrical issue.
- f. Lifts
  - i. We have two new vendors set up to help us with lifts. Jac and Lance will be another resource to help us catch up on deferred maintenance. We are just wrapping up the process with the city and will look to schedule them as soon as we can.
  - ii. We have replaced the tower 12 sheave on Ptarmigan
  - iii. We discovered a bad PLC board and are replacing it on Hooter
  - iv. We have also started conversations with the needed vendors for scheduling purposes regarding repair/replacing Black Bear. They book up pretty far in advance, so we want to be sure we have vendors scheduled as soon as we can.
  - v. We are working on obtaining a load rating on the bridge behind the shop “Catwalk Bridge”. We will need this bridge later this summer to potentially be used as a crossing for summer tours and traffic. In addition, we have asked Alan to assist us with potential permits needed for some dirt work we would like to complete this summer.
- g. Snowmaking update
  - i. With three lifts spinning and down to one snowcat operator we don’t have the staff to make snow, groom, plow, shovel and run the lifts currently. Without a dedicated snowmaking team we pull from other departments to make snow, and now they are all working in their positions
  - ii. We were going to use the Sourdough pump station during the next round of cold temps but that coincided with the big snowfall so we were not able to make snow this round

- iii. We have not looked into fixing the Log Jam Pump Station yet because we need that station to build the gondola road. We will work with the gondola project to move and fix it in one project. And working out the plans for other projects takes precedence

#### 10. Patrol Update

- a. The Ski Patrol team has worked extremely hard to open the entire mountain over the last couple of weeks. In a “normal” season the snow comes gradually allowing for staged mountain setup. Patrol dealt with several compounding factors this year that added challenges to operations. Weather was the biggest factor, while receiving the much-needed snow, we had to deal with avalanche mitigation, hazard markings and the ski area in various phases of operations all at the same time due to receiving the bulk of snow in a short time frame. Our ability to open terrain was delayed due to 8 members of the public skiing in closed areas. By our estimates this delayed the opening of the west side of the mountain by a day. Patrol staff were pulled from mountain setup and avalanche mitigation to enforce, educate and increase markings of temporally closed areas. We think the increase in skiers in closed areas is primarily due to the sacristy of powder and pent up desire to ski, we will look to see if there is any efficiencies we can implement to communicate our closure information. The ski patrol team is excited to have more terrain to work with and increased skiing opportunities for the public.
- b. The Ski Patrol team has also assisted the Snowsports school with instructor support as well as Mountain Operations with various support in their mission.

#### 11. Marketing Update

- a. Radio recordings are still happening every Friday
- b. We made \$1,000 at The Outliers Movie premiere for terrain park updates. Hopefully we can get a new rail or two. All proceeds will go into a new Eaglecrest Foundation account created for donations. The foundation has also created an online option for additional donations so that we can grow the funds.
- c. Ptarmigan opening - sharing the news of East Side, East Bowl, West Side, West Bowl, Hooter, Steep Chutes on every platform.
- d. Sponsored school group visits started, and we have been working closely with snow sports school to capture content to share with the public about this program.
- e. James crushed it while Kristen was on vacation and managed to cover the whole department while she was away.
- f. Meta Ads have been performing very well, and we're gaining followers on social media quickly thanks to them.
- g. Been meeting folks from out of town on the chairlift, which is awesome!
- h. Considering/wondering about hosting the Friday Night Lights events in February and March

#### 12. Snow Sports School

- a. The Snowsports school Multi week programs are heading into week 5 of 6 for programs and we will begin session 2 Feb 15/16. We are working through wait lists for our programs but also trying to be realistic in our planning as in March we begin to lose staffing numbers.
- b. Homeschool programs are busy Wed-Friday and full also.
- c. School Groups have been up on the mountain with some big days of well over 100 students.

#### 13. Rental, Retail, Repair

- a. All of FY25 orders and resupply order have been delivered and we have everything in stock for the season.
- b. FY26 Seasonal orders are being built as our deadlines for each company have been coming in. When we order before our deadline our industry standard discounts apply, and we can acquire more goods for our customers, and early ship dates are available to us also.

#### 14. Base Operations Update

- a. The Gates at Ptarmigan and Hooter were not functioning correctly. They required a update as they were running on firmware that is 5 versions old. They are currently opening and closing when a pass is scanned but they are operating in “offline mode” I am working with Axess (the company that manufactured the gates) to finish the updating process to get them working correctly. This should be completed by the time of the Board Meeting.
- b. Axess also provides some other hardware that could streamline our ticking process. I am working with them to get price estimates for a pickup box or a self-serve ticket kiosk.
- c. Working with Intouch (our point-of-sale provider) to implement either tablets or a screen in the bottom shacks of the lifts that will show us pass data for each scan. Lift operators will see the picture, name, and age of the person associated with the pass. This will allow us to ensure that people are not sharing their season passes/flex passes.
- d. We are beginning to take a close look at our ticket/pass products. Will have pricing/product updates for 25/26 ready by end of season.
- e. Some summer facility rentals for this summer are beginning to come in.



# Eaglecrest Ski Area

## Facility Condition Assessment

Eaglecrest Ski Area

January 14th, 2025





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## EXECUTIVE SUMMARY

### Facility Condition Assessment Findings

At the time of the assessment there were six permanent buildings and zero relocatable structures located at Eaglecrest Ski Area. The team entered all accessible spaces in the permanent buildings to include classrooms, administrative, restrooms, mezzanines, and mechanical rooms. Please note the team did not enter any "permit - required confined spaces" as defined by the Occupational Safety & Health Administration.

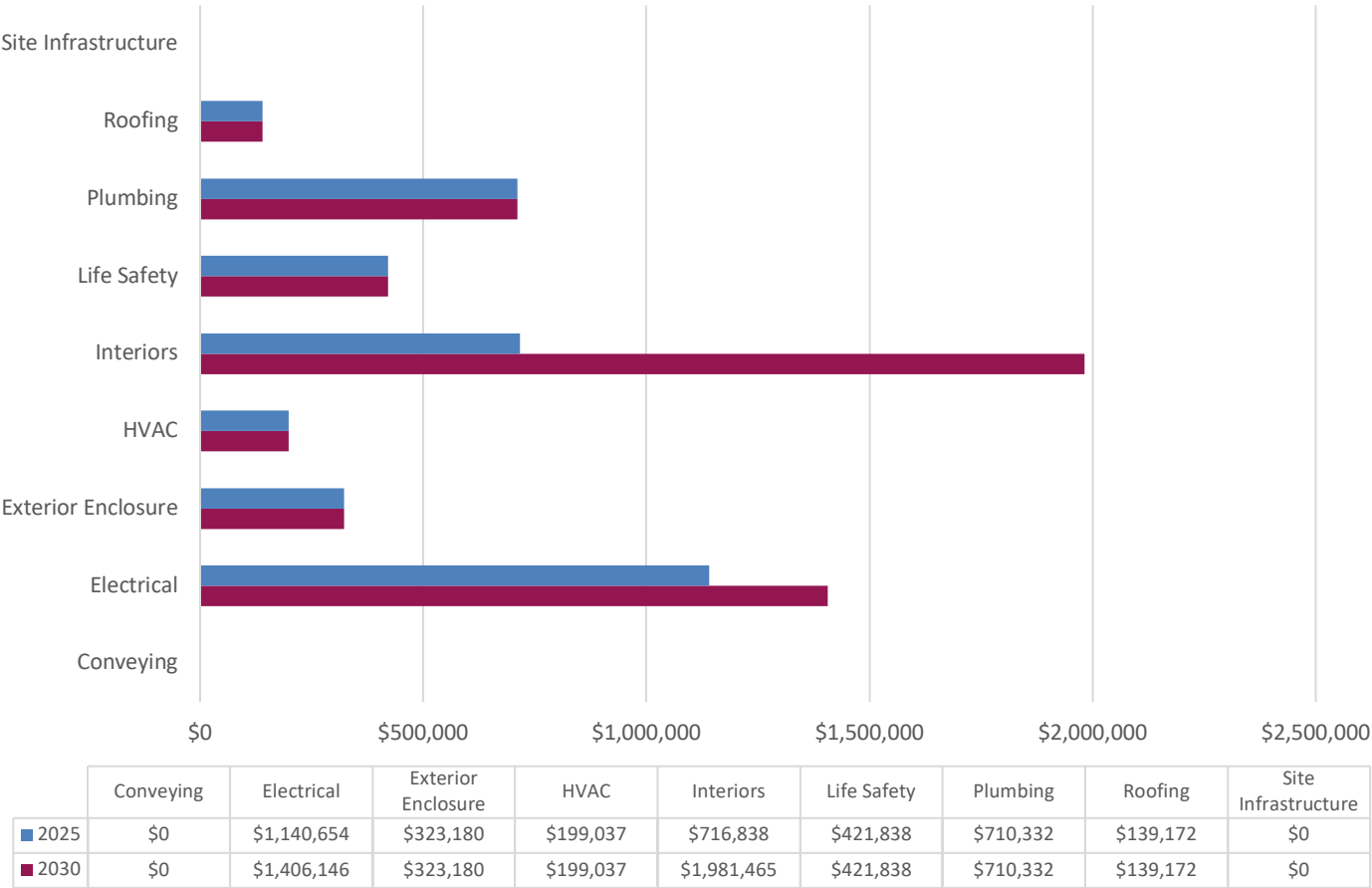
The table below contains building-specific information regarding current and forecast Facility Condition Indices. A comprehensive list of expired systems and those expected to expire between now and the Year 2045 is shown in the Current and Forecasted Needs Summarized by System table.

Table 1. Facility Description: Summary of Findings: Eaglecrest Ski Area

| Name   | Year Built | Area (SF)     | Total Needs 2025   | Current Replacement Value | 2025 FCI % | Total Needs 2030   | 2030 FCI % |
|--|------------|---------------|--------------------|---------------------------|------------|--------------------|------------|
| Brown Maintenance Shop                                   | 1977       | 3,000         | \$43,504           | \$1,074,836               | 4          | \$165,470          | 15         |
| Caretakers Cottage                                       | 1977       | 540           | \$39,033           | \$374,426                 | 10         | \$39,966           | 11         |
| Eagles Nest  | 1984       | 2,600         | \$401,043          | \$2,320,236               | 17         | \$451,065          | 19         |
| Fishcreek Lodge  | 1977       | 17,500        | \$2,744,516        | \$13,537,476              | 20         | \$3,886,784        | 29         |
| Main Maintenance Shop                                    | 2002       | 5,400         | \$45,982           | \$1,934,703               | 2          | \$55,317           | 3          |
| Porcupine Lodge  | 2014       | 16,000        | \$376,973          | \$12,377,120              | 3          | \$582,567          | 5          |
| <b>SUBTOTAL</b>  | <b>-</b>   | <b>45,040</b> | <b>\$3,651,052</b> | <b>\$31,618,796</b>       | <b>12</b>  | <b>\$5,181,170</b> | <b>16</b>  |
| Site and Infrastructure (excluded from FCI calculations) |            |               | \$0                |                           |            | \$0                |            |
| <b>TOTALS</b>  |            | <b>45,040</b> | <b>\$3,651,052</b> | <b>\$31,618,796</b>       |            | <b>\$5,181,170</b> |            |

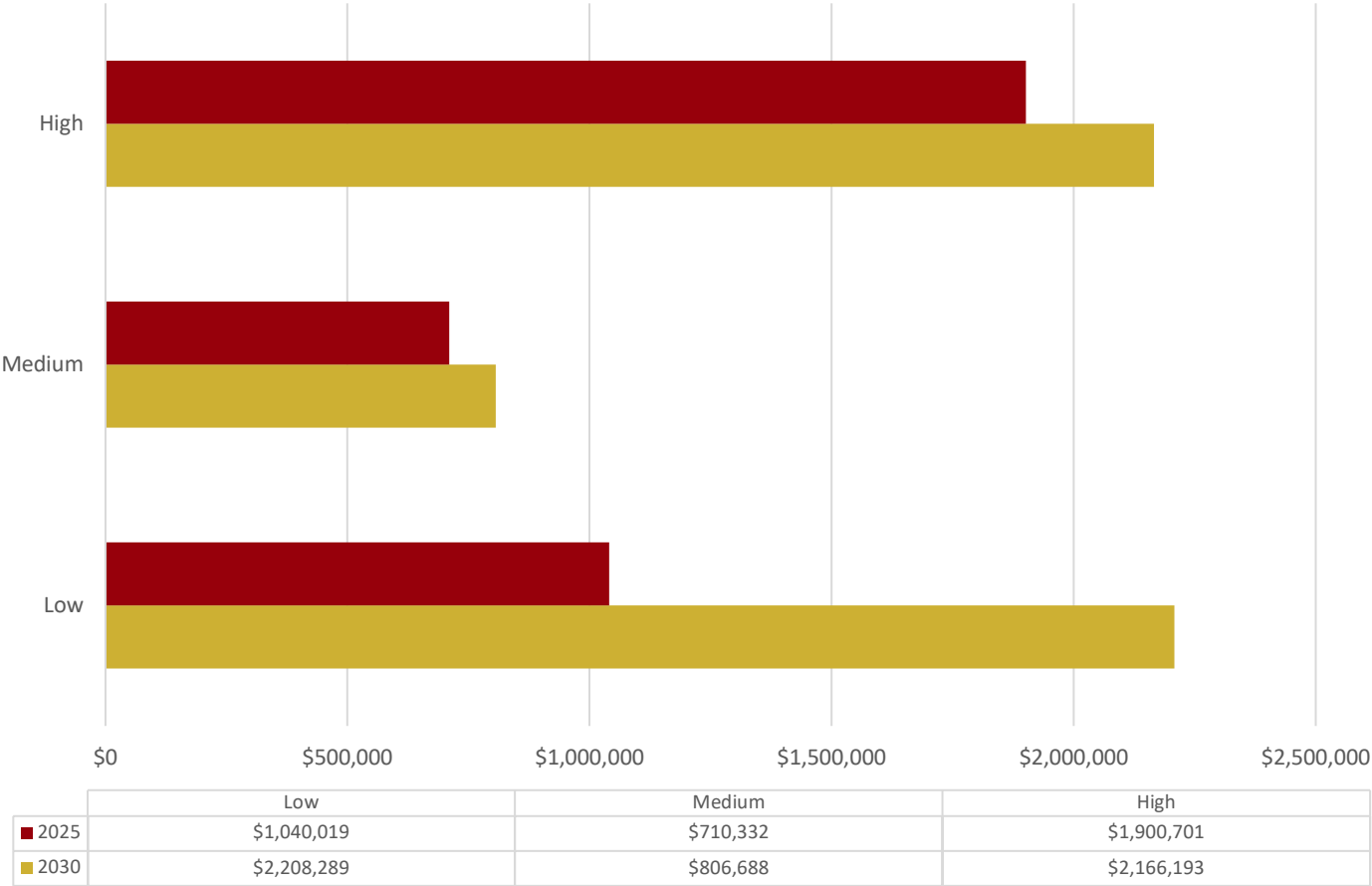
Note: The cumulative FCI for the Eaglecrest Ski Area facilities assessed is 12 while the cumulative FCI in 5 years is estimated to be 16 assuming current sustainment levels.

Figure 1. Comparison of 2025 Current Needs vs. 2030 Forecasted Needs by System Group: Eaglecrest Ski Area



Note: Forecasted Needs (2030) include Current Needs (2025)

Figure 2. Comparison of 2025 Current Needs vs. 2030 Forecasted Needs by Priority: Eaglecrest Ski Area



Renewal Forecast

The renewal forecast below shows the current maintenance and repair backlog and projected facility sustainment requirements over the next 20 years. Please note the renewal forecast does not include potential costs associated with seismic evaluation; seismic retrofitting; hazardous material inspection, evaluation, and mitigation, including asbestos abatement; and NFPA 101 and ADA upgrades. The renewal forecast is shown below:

Figure 3. Current and Forecasted Needs: Summarized by Reporting Period Current +10 Years: Eaglecrest Ski Area

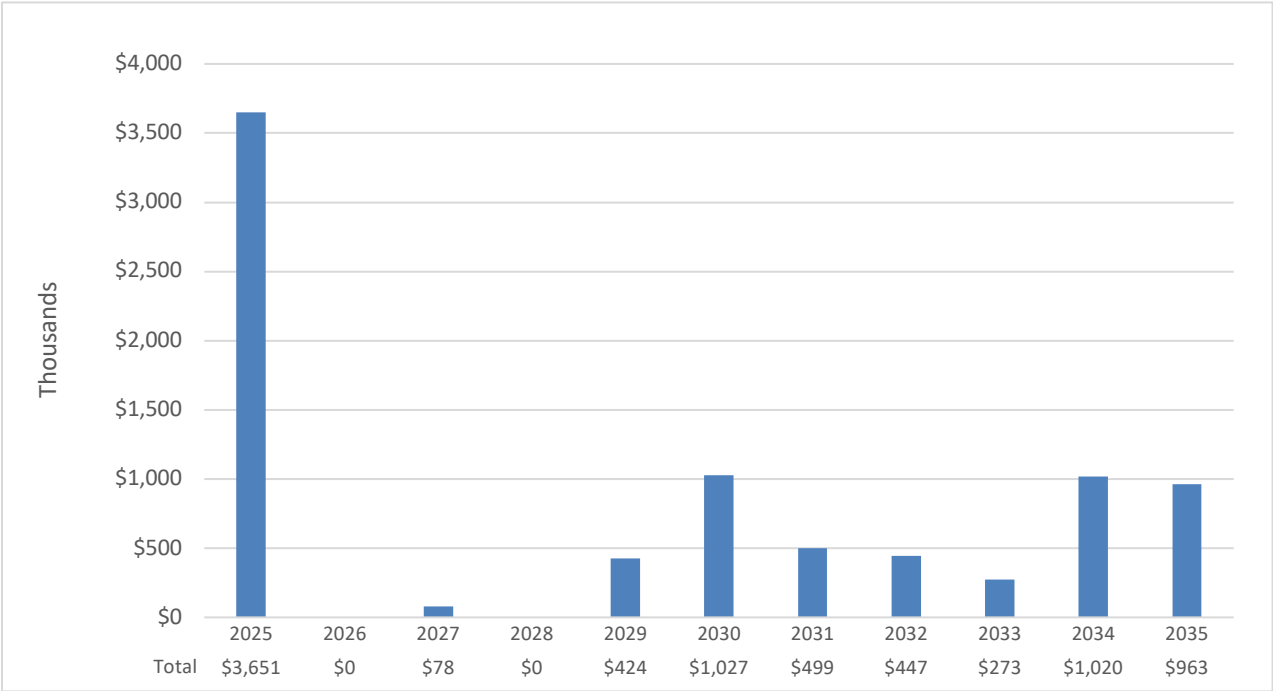


Figure 4. Current and Forecasted Needs: Summarized by Reporting Period Years 11-20: Eaglecrest Ski Area

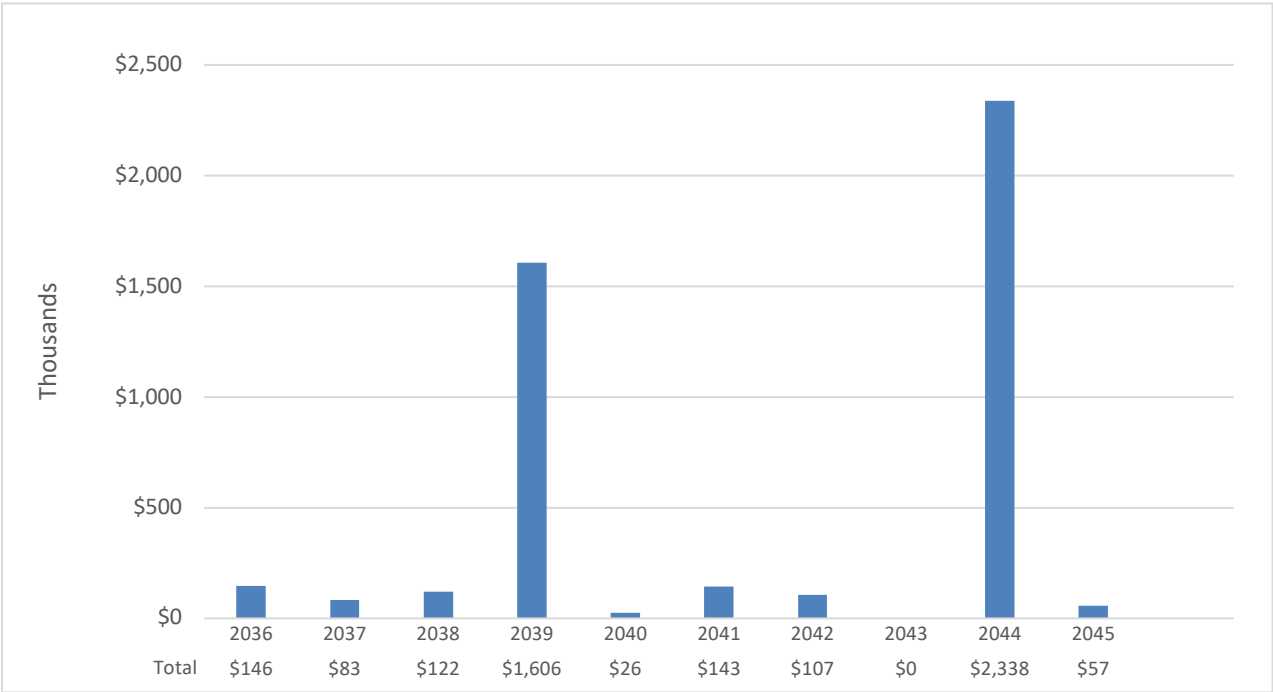




Table 2. Current and Forecasted Needs Summarized by System (Current + 5 years): Eaglecrest Ski Area

| System                            | 2025               | 2026               | 2027               | 2028               | 2029               | 2030               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$3,651,052</b> | <b>\$3,651,052</b> | <b>\$3,729,532</b> | <b>\$3,729,532</b> | <b>\$4,153,905</b> | <b>\$5,181,170</b> |
| <b>Needs by Year</b>              | <b>\$3,651,052</b> | <b>\$0</b>         | <b>\$78,481</b>    | <b>\$0</b>         | <b>\$424,372</b>   | <b>\$1,027,265</b> |
| <b>Exterior Enclosure</b>         | <b>\$323,180</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$323,180          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$139,172</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$139,172          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$905,299</b>   |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                | \$96,356           |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                | \$808,943          |
| <b>Interiors</b>                  | <b>\$716,838</b>   | <b>\$0</b>         | <b>\$78,481</b>    | <b>\$0</b>         | <b>\$202,385</b>   | <b>\$78,461</b>    |
| Ceiling Finishes                  | \$0                | \$0                | \$8,989            | \$0                | \$105,223          | \$78,461           |
| Floor Finishes                    | \$716,838          | \$0                | \$0                | \$0                | \$32,044           | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$69,492           | \$0                | \$65,118           | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$710,332</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Domestic Water Distribution       | \$358,998          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$351,334          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$199,037</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Controls and Instrumentation      | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Distribution System               | \$199,037          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$421,838</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$421,838          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$1,140,654</b> | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$221,987</b>   | <b>\$43,504</b>    |
| Branch Wiring                     | \$579,479          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$221,987          | \$0                |
| Lighting                          | \$462,061          | \$0                | \$0                | \$0                | \$0                | \$43,504           |
| Service Distribution              | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$99,114           | \$0                | \$0                | \$0                | \$0                | \$0                |

Table 3. Current and Forecasted Needs Summarized by System (Years 6 - 10): Eaglecrest Ski Area

| System                            | 2031               | 2032               | 2033               | 2034               | 2035               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$5,680,397</b> | <b>\$6,127,086</b> | <b>\$6,399,828</b> | <b>\$7,419,461</b> | <b>\$8,382,763</b> |
| <b>Needs by Year</b>              | <b>\$499,227</b>   | <b>\$446,689</b>   | <b>\$272,742</b>   | <b>\$1,019,633</b> | <b>\$963,302</b>   |
| <b>Exterior Enclosure</b>         | <b>\$0</b>         | <b>\$109,407</b>   | <b>\$0</b>         | <b>\$45,841</b>    | <b>\$264,928</b>   |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$45,841           | \$264,928          |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$109,407          | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$66,073</b>    | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$0                | \$66,073           | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$117,571</b>   | <b>\$0</b>         | <b>\$211,846</b>   | <b>\$59,209</b>    |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$141,231          | \$59,209           |
| Floor Finishes                    | \$0                | \$39,781           | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$77,789           | \$0                | \$70,615           | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$262,498</b>   | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$262,498          | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$62,750</b>    | <b>\$0</b>         | <b>\$160,920</b>   | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$26,275           | \$0                | \$90,894           | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$0                | \$36,474           | \$0                | \$70,026           | \$0                |
| <b>HVAC</b>                       | <b>\$120,525</b>   | <b>\$78,653</b>    | <b>\$10,244</b>    | <b>\$63,724</b>    | <b>\$163,901</b>   |
| Controls and Instrumentation      | \$0                | \$0                | \$0                | \$0                | \$163,901          |
| Distribution System               | \$120,525          | \$78,653           | \$0                | \$63,724           | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$10,244           | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$378,702</b>   | <b>\$78,308</b>    | <b>\$0</b>         | <b>\$471,229</b>   | <b>\$475,263</b>   |
| Branch Wiring                     | \$0                | \$78,308           | \$0                | \$144,394          | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$296,616          | \$475,263          |
| Service Distribution              | \$71,707           | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$306,995          | \$0                | \$0                | \$30,219           | \$0                |

Table 4. Current and Forecasted Needs Summarized by System (Years 11 - 15): Eaglecrest Ski Area


| System                            | 2036               | 2037               | 2038               | 2039                | 2040                |
|-----------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$8,528,341</b> | <b>\$8,611,048</b> | <b>\$8,733,045</b> | <b>\$10,338,876</b> | <b>\$10,365,151</b> |
| <b>Needs by Year</b>              | <b>\$145,578</b>   | <b>\$82,706</b>    | <b>\$121,998</b>   | <b>\$1,605,830</b>  | <b>\$26,275</b>     |
| <b>Exterior Enclosure</b>         | <b>\$44,817</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$115,649</b>    | <b>\$16,076</b>     |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$115,649           | \$16,076            |
| Exterior Doors                    | \$44,817           | \$0                | \$0                | \$0                 | \$0                 |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$68,186</b>    | <b>\$16,006</b>    | <b>\$0</b>          | <b>\$0</b>          |
| Roof Coverings                    | \$0                | \$68,186           | \$16,006           | \$0                 | \$0                 |
| <b>Interior Construction</b>      | <b>\$64,587</b>    | <b>\$14,521</b>    | <b>\$0</b>         | <b>\$439,973</b>    | <b>\$0</b>          |
| Interior Doors                    | \$28,891           | \$14,521           | \$0                | \$120,365           | \$0                 |
| Specialties                       | \$35,697           | \$0                | \$0                | \$319,608           | \$0                 |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$82,463</b>    | <b>\$0</b>          | <b>\$0</b>          |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Floor Finishes                    | \$0                | \$0                | \$82,463           | \$0                 | \$0                 |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$444,006</b>    | <b>\$0</b>          |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$444,006           | \$0                 |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$606,202</b>    | <b>\$10,199</b>     |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$606,202           | \$10,199            |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| <b>HVAC</b>                       | <b>\$36,174</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>          | <b>\$0</b>          |
| Controls and Instrumentation      | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Distribution System               | \$36,174           | \$0                | \$0                | \$0                 | \$0                 |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Terminal & Package Units          | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| <b>Fire Protection</b>            | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>          | <b>\$0</b>          |
| Sprinklers & Standpipe            | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| <b>Electrical</b>                 | <b>\$0</b>         | <b>\$0</b>         | <b>\$23,529</b>    | <b>\$0</b>          | <b>\$0</b>          |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Lighting                          | \$0                | \$0                | \$0                | \$0                 | \$0                 |
| Service Distribution              | \$0                | \$0                | \$23,529           | \$0                 | \$0                 |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                 | \$0                 |

Table 5. Current and Forecasted Needs Summarized by System (Years 16-20): Eaglecrest Ski Area

| System                            | 2041                | 2042                | 2043                | 2044                | 2045                |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$10,508,501</b> | <b>\$10,615,677</b> | <b>\$10,615,677</b> | <b>\$12,953,195</b> | <b>\$13,009,857</b> |
| <b>Needs by Year</b>              | <b>\$143,350</b>    | <b>\$107,176</b>    | <b>\$0</b>          | <b>\$2,337,518</b>  | <b>\$56,661</b>     |
| <b>Exterior Enclosure</b>         | <b>\$96,292</b>     | <b>\$0</b>          | <b>\$0</b>          | <b>\$112,170</b>    | <b>\$0</b>          |
| Exterior Walls (Finishes)         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Exterior Windows                  | \$0                 | \$0                 | \$0                 | \$112,170           | \$0                 |
| Exterior Doors                    | \$96,292            | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Roofing</b>                    | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          |
| Roof Coverings                    | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Interior Construction</b>      | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          |
| Interior Doors                    | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Specialties                       | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Interiors</b>                  | <b>\$0</b>          | <b>\$107,176</b>    | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          |
| Ceiling Finishes                  | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Floor Finishes                    | \$0                 | \$107,176           | \$0                 | \$0                 | \$0                 |
| Wall Finishes                     | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Conveying</b>                  | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          |
| Conveying Systems                 | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Plumbing</b>                   | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$1,102,237</b>  | <b>\$0</b>          |
| Domestic Water Distribution       | \$0                 | \$0                 | \$0                 | \$332,413           | \$0                 |
| Plumbing Fixtures                 | \$0                 | \$0                 | \$0                 | \$513,729           | \$0                 |
| Sanitary Waste                    | \$0                 | \$0                 | \$0                 | \$256,096           | \$0                 |
| <b>HVAC</b>                       | <b>\$47,058</b>     | <b>\$0</b>          | <b>\$0</b>          | <b>\$261,218</b>    | <b>\$0</b>          |
| Controls and Instrumentation      | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Distribution System               | \$0                 | \$0                 | \$0                 | \$233,047           | \$0                 |
| Heat Generation                   | \$47,058            | \$0                 | \$0                 | \$28,171            | \$0                 |
| Terminal & Package Units          | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Fire Protection</b>            | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$140,613</b>    | <b>\$0</b>          |
| Sprinklers & Standpipe            | \$0                 | \$0                 | \$0                 | \$140,613           | \$0                 |
| <b>Electrical</b>                 | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>\$721,280</b>    | <b>\$56,661</b>     |
| Branch Wiring                     | \$0                 | \$0                 | \$0                 | \$528,070           | \$0                 |
| Communications & Security         | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Lighting                          | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |
| Service Distribution              | \$0                 | \$0                 | \$0                 | \$193,210           | \$56,661            |
| Exit Signs and Emergency Lighting | \$0                 | \$0                 | \$0                 | \$0                 | \$0                 |

# BROWN MAINTENANCE SHOP

Table 6: Facility Description: Eaglecrest Ski Area - Brown Maintenance Shop

| Summary of Findings    |                                 |  |                  |                           |            |                  |            |
|------------------------|---------------------------------|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type      | Two-Story Structure             |  |                  |                           |            |                  |            |
| Roof Type              | Metal Panel                     |  |                  |                           |            |                  |            |
| Ceiling Type           | Plastic Covered Insulated Batts |  |                  |                           |            |                  |            |
| Lighting               | Fluorescent                     |  |                  |                           |            |                  |            |
| HVAC                   | Unit Heaters                    |  |                  |                           |            |                  |            |
| Elevator               | No                              |  |                  |                           |            |                  |            |
| Fire Sprinkler         | No                              |  |                  |                           |            |                  |            |
| Fire Alarm             | No                              |  |                  |                           |            |                  |            |
| Name                   | Year Built                      | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Brown Maintenance Shop | 1977                            | 3,000  | \$43,504         | \$1,074,836               | 4          | \$165,470        | 15         |
| Site Information       |                                 |  | \$0              |                           |            | \$0              |            |
| TOTAL                  |                                 |  | \$43,504         |                           |            | \$165,470        |            |



Electrical

The fluorescent lighting was in fair condition due to observed inadequate lighting. The electrical branch wiring is beyond its recommended useful life. The service and distribution system was in good condition.



Exterior Enclosure

The metal and wooden doors were in good condition. The single-pane windows were in good condition. The wood siding walls were in good condition. The metal panel roof covering was within its recommended useful life.



Interiors

The finished concrete floor finishes were in good condition; however, the hardwood floors were in fair condition due to observed deterioration. The plywood paneling and protective wall covering wall finishes were in good condition. The plastic covered insulated batts ceiling finishes were in fair condition due to observed damage.

Table 7. Current and Forecasted Needs Summarized by System (Current + 5 years): Brown Maintenance Shop

| System                            | 2025            | 2026            | 2027            | 2028            | 2029            | 2030             |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$43,504</b> | <b>\$43,504</b> | <b>\$43,504</b> | <b>\$43,504</b> | <b>\$43,504</b> | <b>\$165,470</b> |
| <b>Needs by Year</b>              | <b>\$43,504</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$121,966</b> |
| <b>Exterior Enclosure</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| Exterior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       |
| Interior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$78,461</b>  |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0             | \$0             | \$78,461         |
| Floor Finishes                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       |
| Terminal & Package Units          | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |
| <b>Electrical</b>                 | <b>\$43,504</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$43,504</b>  |
| Branch Wiring                     | \$43,504        | \$0             | \$0             | \$0             | \$0             | \$0              |
| Lighting                          | \$0             | \$0             | \$0             | \$0             | \$0             | \$43,504         |
| Exit Signs and Emergency Lighting | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              |

Table 8. Current and Forecasted Needs Summarized by System (Years 6 - 10): Brown Maintenance Shop

| System                            | 2031             | 2032             | 2033             | 2034             | 2035             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$472,465</b> | <b>\$582,676</b> | <b>\$587,798</b> | <b>\$615,303</b> | <b>\$615,303</b> |
| <b>Needs by Year</b>              | <b>\$306,995</b> | <b>\$110,211</b> | <b>\$5,122</b>   | <b>\$27,505</b>  | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$27,505</b>  | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$27,505         | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$110,211</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$32,422         | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$77,789         | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$5,122</b>   | <b>\$0</b>       | <b>\$0</b>       |
| Terminal & Package Units          | \$0              | \$0              | \$5,122          | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$306,995</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$306,995        | \$0              | \$0              | \$0              | \$0              |



Table 9. Current and Forecasted Needs Summarized by System (Years 11 - 15): Brown Maintenance Shop

| System                            | 2036             | 2037             | 2038             | 2039             | 2040             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$658,519</b> | <b>\$658,519</b> | <b>\$658,519</b> | <b>\$666,537</b> | <b>\$666,537</b> |
| <b>Needs by Year</b>              | <b>\$43,216</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$8,018</b>   | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$38,414</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$8,018</b>   | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$8,018          | \$0              |
| Exterior Doors                    | \$38,414         | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$4,802</b>   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$4,802          | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Terminal & Package Units          | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |

Table 10. Current and Forecasted Needs Summarized by System (Years 16-20): Brown Maintenance Shop

| System                            | 2041             | 2042             | 2043             | 2044             | 2045             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$666,537</b> | <b>\$666,537</b> | <b>\$666,537</b> | <b>\$666,537</b> | <b>\$666,537</b> |
| <b>Needs by Year</b>              | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Terminal & Package Units          | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |


Table 11. Expired Systems 2025: Eaglecrest Ski Area – Brown Maintenance Shop

| Building               | System Category | System        | Priority | 2025 Needs |
|------------------------|-----------------|---------------|----------|------------|
| Brown Maintenance Shop | Electrical      | Branch Wiring | High     | \$43,504   |
|                        |                 |               | TOTAL    | \$43,504   |

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CARETAKERS COTTAGE

Table 12: Facility Description: Eaglecrest Ski Area - Caretakers Cottage

| Summary of Findings |                     |  |                  |                           |            |                  |            |
|---------------------|---------------------|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type   | One-Story Structure |  |                  |                           |            |                  |            |
| Roof Type           | Metal Panel         |  |                  |                           |            |                  |            |
| Ceiling Type        | Painted             |  |                  |                           |            |                  |            |
| Lighting            | LED                 |  |                  |                           |            |                  |            |
| HVAC                | Furnaces            |  |                  |                           |            |                  |            |
| Elevator            | No                  |  |                  |                           |            |                  |            |
| Fire Sprinkler      | No                  |  |                  |                           |            |                  |            |
| Fire Alarm          | No                  |  |                  |                           |            |                  |            |
| Name                | Year Built          | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Caretakers Cottage  | 1977                | 540  | \$39,033         | \$374,426                 | 10         | \$39,966         | 11         |
| Site Information    |                     |  | \$0              |                           |            | \$0              |            |
| TOTAL               |                     |  | \$39,033         |                           |            | \$39,966         |            |



Electrical

The LED lighting was in good condition. The electrical branch wiring is within its recommended useful life. The service and distribution system was in good condition.



Exterior Enclosure

The metal door was in fair condition due to observed damage on the panel. The double-pane windows were in good condition. The wood siding walls were in good condition. The metal panel roof covering was within its recommended useful life.



Interiors

The carpet and vinyl tile floor finishes were in good condition. The painted wall finishes were in good condition. The painted ceiling finishes were in good condition.



Plumbing

The porcelain and stainless steel and manual plumbing fixtures were in good condition. The domestic water distribution system is within its recommended useful life. The sanitary waste system is within its recommended useful life.

Table 13. Current and Forecasted Needs Summarized by System (Current + 5 years): Caretakers Cottage

| System                            | 2025            | 2026            | 2027            | 2028            | 2029            | 2030            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Cumulative Needs by Year</b>   | <b>\$39,033</b> | <b>\$39,033</b> | <b>\$39,033</b> | <b>\$39,033</b> | <b>\$39,966</b> | <b>\$39,966</b> |
| <b>Needs by Year</b>              | <b>\$39,033</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$933</b>    | <b>\$0</b>      |
| <b>Exterior Enclosure</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$933</b>    | <b>\$0</b>      |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0             | \$467           | \$0             |
| Floor Finishes                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0             | \$467           | \$0             |
| <b>Plumbing</b>                   | <b>\$17,079</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Domestic Water Distribution       | \$5,082         | \$0             | \$0             | \$0             | \$0             | \$0             |
| Plumbing Fixtures                 | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Sanitary Waste                    | \$11,997        | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>HVAC</b>                       | <b>\$7,865</b>  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Distribution System               | \$7,865         | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Electrical</b>                 | <b>\$14,088</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Branch Wiring                     | \$9,490         | \$0             | \$0             | \$0             | \$0             | \$0             |
| Lighting                          | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Service Distribution              | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exit Signs and Emergency Lighting | \$4,598         | \$0             | \$0             | \$0             | \$0             | \$0             |

Table 14. Current and Forecasted Needs Summarized by System (Years 6 - 10): Caretakers Cottage

| System                            | 2031            | 2032            | 2033            | 2034            | 2035            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Cumulative Needs by Year</b>   | <b>\$39,966</b> | <b>\$47,326</b> | <b>\$47,326</b> | <b>\$75,153</b> | <b>\$75,153</b> |
| <b>Needs by Year</b>              | <b>\$0</b>      | <b>\$7,360</b>  | <b>\$0</b>      | <b>\$27,827</b> | <b>\$0</b>      |
| <b>Exterior Enclosure</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$18,336</b> | <b>\$0</b>      |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$18,336        | \$0             |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$7,360</b>  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0             | \$0             |
| Floor Finishes                    | \$0             | \$7,360         | \$0             | \$0             | \$0             |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Plumbing</b>                   | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Domestic Water Distribution       | \$0             | \$0             | \$0             | \$0             | \$0             |
| Plumbing Fixtures                 | \$0             | \$0             | \$0             | \$0             | \$0             |
| Sanitary Waste                    | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>HVAC</b>                       | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Distribution System               | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Electrical</b>                 | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$9,490</b>  | <b>\$0</b>      |
| Branch Wiring                     | \$0             | \$0             | \$0             | \$0             | \$0             |
| Lighting                          | \$0             | \$0             | \$0             | \$9,490         | \$0             |
| Service Distribution              | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exit Signs and Emergency Lighting | \$0             | \$0             | \$0             | \$0             | \$0             |



Table 15. Current and Forecasted Needs Summarized by System (Years 11 - 15): Caretakers Cottage

| System                            | 2036            | 2037            | 2038            | 2039            | 2040            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Cumulative Needs by Year</b>   | <b>\$81,556</b> | <b>\$81,556</b> | <b>\$81,556</b> | <b>\$96,754</b> | <b>\$96,754</b> |
| <b>Needs by Year</b>              | <b>\$6,403</b>  | <b>\$0</b>      | <b>\$0</b>      | <b>\$15,198</b> | <b>\$0</b>      |
| <b>Exterior Enclosure</b>         | <b>\$6,403</b>  | <b>\$0</b>      | <b>\$0</b>      | <b>\$3,201</b>  | <b>\$0</b>      |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$3,201         | \$0             |
| Exterior Doors                    | \$6,403         | \$0             | \$0             | \$0             | \$0             |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0             | \$0             |
| Floor Finishes                    | \$0             | \$0             | \$0             | \$0             | \$0             |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Plumbing</b>                   | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$11,997</b> | <b>\$0</b>      |
| Domestic Water Distribution       | \$0             | \$0             | \$0             | \$0             | \$0             |
| Plumbing Fixtures                 | \$0             | \$0             | \$0             | \$11,997        | \$0             |
| Sanitary Waste                    | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>HVAC</b>                       | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Distribution System               | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Electrical</b>                 | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Branch Wiring                     | \$0             | \$0             | \$0             | \$0             | \$0             |
| Lighting                          | \$0             | \$0             | \$0             | \$0             | \$0             |
| Service Distribution              | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exit Signs and Emergency Lighting | \$0             | \$0             | \$0             | \$0             | \$0             |

Table 16. Current and Forecasted Needs Summarized by System (Years 16-20): Caretakers Cottage

| System                            | 2041            | 2042            | 2043            | 2044             | 2045             |
|-----------------------------------|-----------------|-----------------|-----------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$96,754</b> | <b>\$96,754</b> | <b>\$96,754</b> | <b>\$104,775</b> | <b>\$104,775</b> |
| <b>Needs by Year</b>              | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$8,021</b>   | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$0              | \$0              |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$0              | \$0              |
| Exterior Doors                    | \$0             | \$0             | \$0             | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0              | \$0              |
| Floor Finishes                    | \$0             | \$0             | \$0             | \$0              | \$0              |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$0             | \$0             | \$0             | \$0              | \$0              |
| Plumbing Fixtures                 | \$0             | \$0             | \$0             | \$0              | \$0              |
| Sanitary Waste                    | \$0             | \$0             | \$0             | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>       |
| Distribution System               | \$0             | \$0             | \$0             | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$8,021</b>   | <b>\$0</b>       |
| Branch Wiring                     | \$0             | \$0             | \$0             | \$0              | \$0              |
| Lighting                          | \$0             | \$0             | \$0             | \$0              | \$0              |
| Service Distribution              | \$0             | \$0             | \$0             | \$8,021          | \$0              |
| Exit Signs and Emergency Lighting | \$0             | \$0             | \$0             | \$0              | \$0              |


Table 17. Expired Systems 2025: Eaglecrest Ski Area – Caretakers Cottage

| Building           | System Category | System                            | Priority     | 2025 Needs      |
|--------------------|-----------------|-----------------------------------|--------------|-----------------|
| Caretakers Cottage | Electrical      | Branch Wiring                     | High         | \$9,490         |
| Caretakers Cottage | Electrical      | Exit Signs and Emergency Lighting | High         | \$4,598         |
| Caretakers Cottage | HVAC            | Distribution System               | High         | \$7,865         |
| Caretakers Cottage | Plumbing        | Domestic Water Distribution       | Medium       | \$5,082         |
| Caretakers Cottage | Plumbing        | Sanitary Waste                    | Medium       | \$11,997        |
|                    |                 |                                   | <b>TOTAL</b> | <b>\$39,033</b> |

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# EAGLES NEST

Table 18: Facility Description: Eaglecrest Ski Area - Eagles Nest

| Summary of Findings |                     |  |                  |                           |            |                  |            |
|---------------------|---------------------|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type   | Two-Story Structure |  |                  |                           |            |                  |            |
| Roof Type           | Metal Panel         |  |                  |                           |            |                  |            |
| Ceiling Type        | Painted             |  |                  |                           |            |                  |            |
| Lighting            | Fluorescent         |  |                  |                           |            |                  |            |
| HVAC                | Unit Ventilators    |  |                  |                           |            |                  |            |
| Elevator            | No                  |  |                  |                           |            |                  |            |
| Fire Sprinkler      | No                  |  |                  |                           |            |                  |            |
| Fire Alarm          | No                  |  |                  |                           |            |                  |            |
| Name                | Year Built          | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Eagles Nest         | 1984                | 2,600  | \$401,043        | \$2,320,236               | 17         | \$451,065        | 19         |
| Site Information    |                     |  | \$0              |                           |            | \$0              |            |
| TOTAL               |                     |  | \$401,043        |                           |            | \$451,065        |            |

## General Observations:

- A support pillar is shifting under the north portion of the building.
- Water penetration is occurring due to sideways rain getting between roof decking and metal paneling for the roof.
- The southeast corner of the building has damaged metal siding due to a vehicle mishap.
- The building underwent renovations in 2012.



**Electrical**

The fluorescent lighting was in good condition. The electrical branch wiring is beyond its recommended useful life. The service and distribution system was in good condition. The emergency and exit lighting is beyond its recommended useful life.



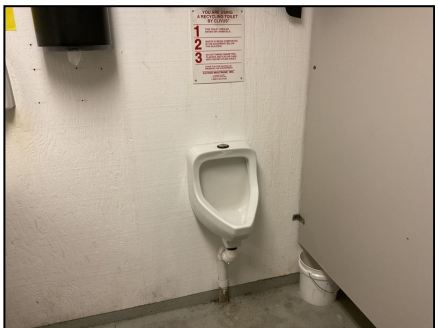
**Exterior Enclosure**

The metal doors were in fair condition due to observed damaged frames. The double-pane windows were in good condition. The metal paneling walls were in fair condition due to observed damaged finishes. The metal panel roof covering was within its recommended useful life.



**Interiors**

The laminate wood floor finishes were in fair condition due to observed damage, and the resilient floor finishes were in poor condition due to observed damage. The painted wall finishes were in fair condition due to observed stains. The painted ceiling finishes were in fair condition due to observed stains.



**Plumbing**

The porcelain and manual plumbing fixtures were in good condition. The domestic water distribution system is within its recommended useful life. The sanitary waste system is within its recommended useful life.

Table 19. Current and Forecasted Needs Summarized by System (Current + 5 years): Eagles Nest

| System                            | 2025             | 2026             | 2027             | 2028             | 2029             | 2030             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$401,043</b> | <b>\$401,043</b> | <b>\$419,021</b> | <b>\$419,021</b> | <b>\$451,065</b> | <b>\$451,065</b> |
| <b>Needs by Year</b>              | <b>\$401,043</b> | <b>\$0</b>       | <b>\$17,978</b>  | <b>\$0</b>       | <b>\$32,044</b>  | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$51,139</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$51,139         | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Specialties                       | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$30,629</b>  | <b>\$0</b>       | <b>\$17,978</b>  | <b>\$0</b>       | <b>\$32,044</b>  | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$8,989          | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$30,629         | \$0              | \$0              | \$0              | \$32,044         | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$8,989          | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$210,492</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$81,234         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Sanitary Waste                    | \$129,258        | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$108,783</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$93,302         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$15,481         | \$0              | \$0              | \$0              | \$0              | \$0              |

Table 20. Current and Forecasted Needs Summarized by System (Years 6 - 10): Eagles Nest

| System                            | 2031             | 2032             | 2033             | 2034             | 2035             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$451,065</b> | <b>\$470,291</b> | <b>\$470,291</b> | <b>\$563,594</b> | <b>\$662,559</b> |
| <b>Needs by Year</b>              | <b>\$0</b>       | <b>\$19,226</b>  | <b>\$0</b>       | <b>\$93,302</b>  | <b>\$98,965</b>  |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$19,226</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$98,965</b>  |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$98,965         |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$19,226         | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Specialties                       | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0              |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$93,302</b>  | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$93,302         | \$0              |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |



Table 21. Current and Forecasted Needs Summarized by System (Years 11 - 15): Eagles Nest

| System                            | 2036             | 2037             | 2038             | 2039             | 2040             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$665,763</b> | <b>\$665,763</b> | <b>\$665,763</b> | <b>\$706,151</b> | <b>\$706,151</b> |
| <b>Needs by Year</b>              | <b>\$3,204</b>   | <b>\$0</b>       | <b>\$0</b>       | <b>\$40,388</b>  | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$8,073</b>   | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$8,073          | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$3,204</b>   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Specialties                       | \$3,204          | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$32,315</b>  | <b>\$0</b>       |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$32,315         | \$0              |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |

Table 22. Current and Forecasted Needs Summarized by System (Years 16-20): Eagles Nest

| System                            | 2041             | 2042             | 2043             | 2044             | 2045             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$706,151</b> | <b>\$706,151</b> | <b>\$706,151</b> | <b>\$706,151</b> | <b>\$726,959</b> |
| <b>Needs by Year</b>              | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$20,808</b>  |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Specialties                       | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0              |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$20,808</b>  |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$20,808         |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |


Table 23. Expired Systems 2025: Eaglecrest Ski Area – Eagles Nest

| Building    | System Category | System                            | Priority     | 2025 Needs       |
|-------------|-----------------|-----------------------------------|--------------|------------------|
| Eagles Nest | Electrical      | Branch Wiring                     | High         | \$93,302         |
| Eagles Nest | Electrical      | Exit Signs and Emergency Lighting | High         | \$15,481         |
| Eagles Nest | Interiors       | Floor Finishes                    | Low          | \$30,629         |
| Eagles Nest | Plumbing        | Domestic Water Distribution       | Medium       | \$81,234         |
| Eagles Nest | Plumbing        | Sanitary Waste                    | Medium       | \$129,258        |
| Eagles Nest | Roofing         | Roof Coverings                    | High         | \$51,139         |
|             |                 |                                   | <b>TOTAL</b> | <b>\$401,043</b> |

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# FISHCREEK LODGE

Table 24: Facility Description: Eaglecrest Ski Area - Fishcreek Lodge

| Summary of Findings |   |  |                  |                           |            |                  |            |
|---------------------|---|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type   | Three-Story Structure                               |  |                  |                           |            |                  |            |
| Roof Type           | Asphalt Shingle                                     |  |                  |                           |            |                  |            |
| Ceiling Type        | Painted   |  |                  |                           |            |                  |            |
| Lighting            | LED and Fluorescent                                 |  |                  |                           |            |                  |            |
| HVAC                | Air Handling Units with Hot and Chilled Water Coils |  |                  |                           |            |                  |            |
| Elevator            | No  |  |                  |                           |            |                  |            |
| Fire Sprinkler      | Yes   |  |                  |                           |            |                  |            |
| Fire Alarm          | Yes   |  |                  |                           |            |                  |            |
| Name                | Year Built  | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Fishcreek Lodge     | 1977  | 17,500   | \$2,744,516      | \$13,537,476              | 20         | \$3,886,784      | 29         |
| Site Information    |   |  | \$0              |                           |            | \$0              |            |
| TOTAL               |   |  | \$2,744,516      |                           |            | \$3,886,784      |            |

## General Observations:

- The lodge was expanded in 1984.
- Water is draining from adjacent slope and settling under the building.
- The outer deck that doubles as a roof for the locker rooms is leaking.
- The fire alarm system is tied into the Porcupine Lodge next door.
- The windows on the southeast side of the building that face the upward slope have been boarded up due to snow drifts having previously damaged them.



Electrical

The LED lighting was in good condition; however, the fluorescent lighting was in poor condition due to observed inadequate lighting and non functioning fixtures. The electrical branch wiring is within its recommended useful life; however, a portion of the system is beyond its recommended useful life. The service and distribution system was in good condition; however, a portion of the system was in fair condition due to observed outdated panels. The emergency and exit lighting is within its recommended useful life.



Exterior Enclosure

The metal doors were in fair condition due to observed damaged panels. The single-pane windows were in poor condition due to damaged panes and boarded up windows. The wood siding walls were in poor condition due to observed damaged finishes. A portion of the asphalt shingle roof covering was within its recommended useful life; however, a portion of the asphalt shingle roof was beyond its recommended useful life, and another portion of the asphalt shingle roof was in poor condition due to observed evidence of leaks.



Interiors

The carpet floor finishes were in good condition; however, a portion of the carpet floors and resilient floors were in poor condition due to observed damage and stains. The painted wall finishes were in fair condition due to observed damage. The painted ceiling finishes were in good condition.



Plumbing

The porcelain and manual plumbing fixtures were in good condition. The domestic water distribution system is within its recommended useful life; however, a portion of the system is beyond its recommended useful life. The sanitary waste system is within its recommended useful life; however, a portion of the system is beyond its recommended useful life.

Table 25. Current and Forecasted Needs Summarized by System (Current + 5 years): Fishcreek Lodge

| System                            | 2025               | 2026               | 2027               | 2028               | 2029               | 2030               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$2,744,516</b> | <b>\$2,744,516</b> | <b>\$2,805,019</b> | <b>\$2,805,019</b> | <b>\$2,981,485</b> | <b>\$3,886,784</b> |
| <b>Needs by Year</b>              | <b>\$2,744,516</b> | <b>\$0</b>         | <b>\$60,503</b>    | <b>\$0</b>         | <b>\$176,466</b>   | <b>\$905,299</b>   |
| <b>Exterior Enclosure</b>         | <b>\$323,180</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$323,180          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$88,033</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$88,033           | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$905,299</b>   |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                | \$96,356           |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                | \$808,943          |
| <b>Interiors</b>                  | <b>\$309,236</b>   | <b>\$0</b>         | <b>\$60,503</b>    | <b>\$0</b>         | <b>\$60,503</b>    | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$60,503           | \$0                |
| Floor Finishes                    | \$309,236          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$60,503           | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$482,761</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Domestic Water Distribution       | \$272,682          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$210,079          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$191,172</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Distribution System               | \$191,172          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$421,838</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$421,838          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$928,296</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$115,963</b>   | <b>\$0</b>         |
| Branch Wiring                     | \$433,182          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$115,963          | \$0                |
| Lighting                          | \$462,061          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Service Distribution              | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$33,052           | \$0                | \$0                | \$0                | \$0                | \$0                |

Table 26. Current and Forecasted Needs Summarized by System (Years 6 - 10): Fishcreek Lodge

| System                            | 2031               | 2032               | 2033               | 2034               | 2035               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$4,015,953</b> | <b>\$4,080,377</b> | <b>\$4,347,997</b> | <b>\$4,832,551</b> | <b>\$4,832,551</b> |
| <b>Needs by Year</b>              | <b>\$129,168</b>   | <b>\$64,424</b>    | <b>\$267,620</b>   | <b>\$484,554</b>   | <b>\$0</b>         |
| <b>Exterior Enclosure</b>         | <b>\$0</b>         | <b>\$64,424</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$64,424           | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$262,498</b>   | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$262,498          | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$160,920</b>   | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$90,894           | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$70,026           | \$0                |
| <b>HVAC</b>                       | <b>\$57,462</b>    | <b>\$0</b>         | <b>\$5,122</b>     | <b>\$63,724</b>    | <b>\$0</b>         |
| Distribution System               | \$57,462           | \$0                | \$0                | \$63,724           | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$5,122            | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$71,707</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$259,909</b>   | <b>\$0</b>         |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$144,394          | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$115,515          | \$0                |
| Service Distribution              | \$71,707           | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                | \$0                |



Table 27. Current and Forecasted Needs Summarized by System (Years 11 - 15): Fishcreek Lodge

| System                            | 2036               | 2037               | 2038               | 2039               | 2040               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$4,889,132</b> | <b>\$4,889,132</b> | <b>\$5,011,130</b> | <b>\$5,669,377</b> | <b>\$5,669,377</b> |
| <b>Needs by Year</b>              | <b>\$56,581</b>    | <b>\$0</b>         | <b>\$121,998</b>   | <b>\$658,247</b>   | <b>\$0</b>         |
| <b>Exterior Enclosure</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$96,356</b>    | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$96,356           | \$0                |
| Exterior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$16,006</b>    | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$16,006           | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$56,581</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$24,089           | \$0                | \$0                | \$0                | \$0                |
| Specialties                       | \$32,492           | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$82,463</b>    | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0                | \$0                | \$82,463           | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$561,891</b>   | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$561,891          | \$0                |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Distribution System               | \$0                | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>         | <b>\$0</b>         | <b>\$23,529</b>    | <b>\$0</b>         | <b>\$0</b>         |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Service Distribution              | \$0                | \$0                | \$23,529           | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                | \$0                |

Table 28. Current and Forecasted Needs Summarized by System (Years 16-20): Fishcreek Lodge

| System                            | 2041               | 2042               | 2043               | 2044               | 2045               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$5,697,227</b> | <b>\$5,697,227</b> | <b>\$5,697,227</b> | <b>\$5,837,840</b> | <b>\$5,873,693</b> |
| <b>Needs by Year</b>              | <b>\$27,850</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$140,613</b>   | <b>\$35,853</b>    |
| <b>Exterior Enclosure</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$27,850</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Distribution System               | \$0                | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$27,850           | \$0                | \$0                | \$0                | \$0                |
| Terminal & Package Units          | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Fire Protection</b>            | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$140,613</b>   | <b>\$0</b>         |
| Sprinklers & Standpipe            | \$0                | \$0                | \$0                | \$140,613          | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$35,853</b>    |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Service Distribution              | \$0                | \$0                | \$0                | \$0                | \$35,853           |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                | \$0                |


Table 29. Expired Systems 2025: Eaglecrest Ski Area – Fishcreek Lodge

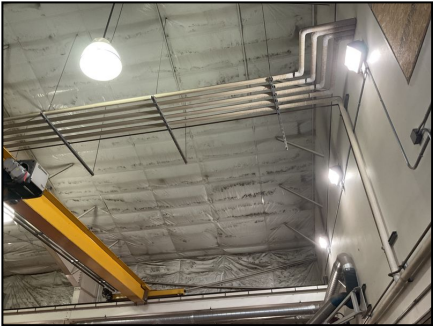
| Building        | System Category    | System                            | Priority     | 2025 Needs         |
|-----------------|--------------------|-----------------------------------|--------------|--------------------|
| Fishcreek Lodge | Electrical         | Branch Wiring                     | High         | \$144,394          |
| Fishcreek Lodge | Electrical         | Branch Wiring                     | High         | \$288,788          |
| Fishcreek Lodge | Electrical         | Exit Signs and Emergency Lighting | High         | \$33,052           |
| Fishcreek Lodge | Electrical         | Lighting                          | High         | \$462,061          |
| Fishcreek Lodge | Exterior Enclosure | Exterior Walls (Finishes)         | Low          | \$323,180          |
| Fishcreek Lodge | Fire Protection    | Sprinklers & Standpipe            | High         | \$140,613          |
| Fishcreek Lodge | Fire Protection    | Sprinklers & Standpipe            | High         | \$281,225          |
| Fishcreek Lodge | HVAC               | Distribution System               | High         | \$191,172          |
| Fishcreek Lodge | Interiors          | Floor Finishes                    | Low          | \$309,236          |
| Fishcreek Lodge | Plumbing           | Domestic Water Distribution       | Medium       | \$272,682          |
| Fishcreek Lodge | Plumbing           | Sanitary Waste                    | Medium       | \$210,079          |
| Fishcreek Lodge | Roofing            | Roof Coverings                    | High         | \$40,015           |
| Fishcreek Lodge | Roofing            | Roof Coverings                    | High         | \$48,018           |
|                 |                    |                                   | <b>TOTAL</b> | <b>\$2,744,516</b> |

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# MAIN MAINTENANCE SHOP

Table 30: Facility Description: Eaglecrest Ski Area - Main Maintenance Shop

| Summary of Findings   |                                 |  |                  |                           |            |                  |            |
|-----------------------|---------------------------------|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type     | Two-Story Structure             |  |                  |                           |            |                  |            |
| Roof Type             | Metal Panel                     |  |                  |                           |            |                  |            |
| Ceiling Type          | Plastic Covered Insulated Batts |  |                  |                           |            |                  |            |
| Lighting              | LED                             |  |                  |                           |            |                  |            |
| HVAC                  | Unit Heaters                    |  |                  |                           |            |                  |            |
| Elevator              | No                              |  |                  |                           |            |                  |            |
| Fire Sprinkler        | No                              |  |                  |                           |            |                  |            |
| Fire Alarm            | No                              |  |                  |                           |            |                  |            |
| Name                  | Year Built                      | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Main Maintenance Shop | 2002                            | 5,400  | \$45,982         | \$1,934,703               | 2          | \$55,317         | 3          |
| Site Information      |                                 |  | \$0              |                           |            | \$0              |            |
| TOTAL                 |                                 |  | \$45,982         |                           |            | \$55,317         |            |



Electrical

The LED lighting was in good condition. The electrical branch wiring is within its recommended useful life. The service and distribution system was in good condition. The emergency and exit lighting is beyond its recommended useful life.



Exterior Enclosure

The metal doors were in fair condition due to observed . The double-pane windows were in good condition. The metal paneling walls were in fair condition due to observed damaged finishes. The metal panel roof covering was within its recommended useful life.



Interiors

The finished concrete floor finishes were in fair condition due to observed damage. The painted and plastic covered insulated batts wall finishes were in good condition. The plastic covered insulated batts ceiling finishes were in good condition.



Plumbing

The porcelain and manual plumbing fixtures were in good condition. The domestic water distribution system is within its recommended useful life. The sanitary waste system is within its recommended useful life.

Table 31. Current and Forecasted Needs Summarized by System (Current + 5 years): Main Maintenance Shop

| System                            | 2025            | 2026            | 2027            | 2028            | 2029            | 2030            |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Cumulative Needs by Year</b>   | <b>\$45,982</b> | <b>\$45,982</b> | <b>\$45,982</b> | <b>\$45,982</b> | <b>\$55,317</b> | <b>\$55,317</b> |
| <b>Needs by Year</b>              | <b>\$45,982</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$9,335</b>  | <b>\$0</b>      |
| <b>Exterior Enclosure</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Exterior Walls (Finishes)         | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Windows                  | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exterior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Roofing</b>                    | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Roof Coverings                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Interior Construction</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Interior Doors                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Interiors</b>                  | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$9,335</b>  | <b>\$0</b>      |
| Ceiling Finishes                  | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Floor Finishes                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Wall Finishes                     | \$0             | \$0             | \$0             | \$0             | \$9,335         | \$0             |
| <b>Plumbing</b>                   | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Domestic Water Distribution       | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Plumbing Fixtures                 | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Sanitary Waste                    | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>HVAC</b>                       | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Distribution System               | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Heat Generation                   | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| <b>Electrical</b>                 | <b>\$45,982</b> | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      |
| Branch Wiring                     | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Lighting                          | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Exit Signs and Emergency Lighting | \$45,982        | \$0             | \$0             | \$0             | \$0             | \$0             |

Table 32. Current and Forecasted Needs Summarized by System (Years 6 - 10): Main Maintenance Shop

| System                            | 2031             | 2032             | 2033             | 2034             | 2035             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$118,380</b> | <b>\$363,848</b> | <b>\$363,848</b> | <b>\$654,002</b> | <b>\$794,752</b> |
| <b>Needs by Year</b>              | <b>\$63,064</b>  | <b>\$245,468</b> | <b>\$0</b>       | <b>\$290,154</b> | <b>\$140,750</b> |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$25,757</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$140,750</b> |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$140,750        |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$25,757         | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$211,846</b> | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$141,231        | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$70,615         | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$62,750</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$0              | \$26,275         | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0              |
| Sanitary Waste                    | \$0              | \$36,474         | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$63,064</b>  | <b>\$78,653</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Distribution System               | \$63,064         | \$78,653         | \$0              | \$0              | \$0              |
| Heat Generation                   | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$78,308</b>  | <b>\$0</b>       | <b>\$78,308</b>  | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$78,308         | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$78,308         | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |



Table 33. Current and Forecasted Needs Summarized by System (Years 11 - 15): Main Maintenance Shop

| System                            | 2036             | 2037             | 2038             | 2039             | 2040             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$794,752</b> | <b>\$877,459</b> | <b>\$877,459</b> | <b>\$877,459</b> | <b>\$903,734</b> |
| <b>Needs by Year</b>              | <b>\$0</b>       | <b>\$82,706</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$26,275</b>  |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$16,076</b>  |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$16,076         |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$68,186</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$68,186         | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$14,521</b>  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$0              | \$14,521         | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$0              |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$10,199</b>  |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$10,199         |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Distribution System               | \$0              | \$0              | \$0              | \$0              | \$0              |
| Heat Generation                   | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              |

Table 34. Current and Forecasted Needs Summarized by System (Years 16-20): Main Maintenance Shop

| System                            | 2041             | 2042               | 2043               | 2044               | 2045               |
|-----------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$922,941</b> | <b>\$1,030,117</b> | <b>\$1,030,117</b> | <b>\$1,030,117</b> | <b>\$1,030,117</b> |
| <b>Needs by Year</b>              | <b>\$19,207</b>  | <b>\$107,176</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0              | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0              | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0              | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0              | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$0              | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$107,176</b>   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0              | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0              | \$107,176          | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0              | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Domestic Water Distribution       | \$0              | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0              | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$0              | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$19,207</b>  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Distribution System               | \$0              | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$19,207         | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Branch Wiring                     | \$0              | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0              | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$0              | \$0                | \$0                | \$0                | \$0                |


Table 35. Expired Systems 2025: Eaglecrest Ski Area – Main Maintenance Shop

| Building              | System Category | System                            | Priority | 2025 Needs |
|-----------------------|-----------------|-----------------------------------|----------|------------|
| Main Maintenance Shop | Electrical      | Exit Signs and Emergency Lighting | High     | \$45,982   |
|                       |                 |                                   | TOTAL    | \$45,982   |

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# PORCUPINE LODGE

Table 36: Facility Description: Eaglecrest Ski Area - Porcupine Lodge

| Summary of Findings |   |  |                  |                           |            |                  |            |
|---------------------|---|--|------------------|---------------------------|------------|------------------|------------|
| Construction Type   | Two-Story Structure                                 |  |                  |                           |            |                  |            |
| Roof Type           | Single-ply Membrane                                 |  |                  |                           |            |                  |            |
| Ceiling Type        | Painted and Suspended Acoustical Tile               |  |                  |                           |            |                  |            |
| Lighting            | Fluorescent   |  |                  |                           |            |                  |            |
| HVAC                | Air Handling Units with Hot and Chilled Water Coils |  |                  |                           |            |                  |            |
| Elevator            | Yes   |  |                  |                           |            |                  |            |
| Fire Sprinkler      | Yes   |  |                  |                           |            |                  |            |
| Fire Alarm          | Yes   |  |                  |                           |            |                  |            |
| Name                | Year Built  | Area (SF)  | Total Needs 2025 | Current Replacement Value | 2025 FCI % | Total Needs 2030 | 2030 FCI % |
| Porcupine Lodge     | 2014  | 16,000   | \$376,973        | \$12,377,120              | 3          | \$582,567        | 5          |
| Site Information    |   |  | \$0              |                           |            | \$0              |            |
| TOTAL               |   |  | \$376,973        |                           |            | \$582,567        |            |

## General Observations:

- The server room overheats due to inadequate cooling.



## Electrical

The fluorescent lighting was in good condition. The electrical branch wiring is within its recommended useful life. The service and distribution system was in good condition. The emergency and exit lighting is within its recommended useful life.



## Exterior Enclosure

The metal doors were in good condition. The double-pane windows were in good condition. The metal paneling and wood siding walls were in good condition. The single-ply membrane roof covering was within its recommended useful life.



## Interiors

The carpet floor finishes were in poor condition due to observed damage. The painted wall finishes were in good condition. The painted and suspended acoustical tile ceiling finishes were in good condition.



## Plumbing

The porcelain and manual plumbing fixtures were in good condition. The domestic water distribution system is within its recommended useful life. The sanitary waste system is within its recommended useful life.

Table 37. Current and Forecasted Needs Summarized by System (Current + 5 years): Porcupine Lodge

| System                            | 2025             | 2026             | 2027             | 2028             | 2029             | 2030             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$376,973</b> | <b>\$376,973</b> | <b>\$376,973</b> | <b>\$376,973</b> | <b>\$582,567</b> | <b>\$582,567</b> |
| <b>Needs by Year</b>              | <b>\$376,973</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$205,594</b> | <b>\$0</b>       |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Interior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Specialties                       | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Interiors</b>                  | <b>\$376,973</b> | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$99,570</b>  | <b>\$0</b>       |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$44,253         | \$0              |
| Floor Finishes                    | \$376,973        | \$0              | \$0              | \$0              | \$0              | \$0              |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$55,317         | \$0              |
| <b>Conveying</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Conveying Systems                 | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| Controls and Instrumentation      | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Distribution System               | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Heat Generation                   | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$106,024</b> | <b>\$0</b>       |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Communications & Security         | \$0              | \$0              | \$0              | \$0              | \$106,024        | \$0              |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |

Table 38. Current and Forecasted Needs Summarized by System (Years 6 - 10): Porcupine Lodge

| System                            | 2031             | 2032             | 2033             | 2034             | 2035               |
|-----------------------------------|------------------|------------------|------------------|------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$582,567</b> | <b>\$582,567</b> | <b>\$582,567</b> | <b>\$678,859</b> | <b>\$1,402,446</b> |
| <b>Needs by Year</b>              | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$96,292</b>  | <b>\$723,586</b>   |
| <b>Exterior Enclosure</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$25,213</b>    |
| Exterior Walls (Finishes)         | \$0              | \$0              | \$0              | \$0              | \$25,213           |
| Exterior Windows                  | \$0              | \$0              | \$0              | \$0              | \$0                |
| Exterior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$66,073</b>  | <b>\$0</b>         |
| Roof Coverings                    | \$0              | \$0              | \$0              | \$66,073         | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>         |
| Interior Doors                    | \$0              | \$0              | \$0              | \$0              | \$0                |
| Specialties                       | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$59,209</b>    |
| Ceiling Finishes                  | \$0              | \$0              | \$0              | \$0              | \$59,209           |
| Floor Finishes                    | \$0              | \$0              | \$0              | \$0              | \$0                |
| Wall Finishes                     | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>         |
| Conveying Systems                 | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>         |
| Domestic Water Distribution       | \$0              | \$0              | \$0              | \$0              | \$0                |
| Plumbing Fixtures                 | \$0              | \$0              | \$0              | \$0              | \$0                |
| Sanitary Waste                    | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>HVAC</b>                       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$163,901</b>   |
| Controls and Instrumentation      | \$0              | \$0              | \$0              | \$0              | \$163,901          |
| Distribution System               | \$0              | \$0              | \$0              | \$0              | \$0                |
| Heat Generation                   | \$0              | \$0              | \$0              | \$0              | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       | <b>\$30,219</b>  | <b>\$475,263</b>   |
| Branch Wiring                     | \$0              | \$0              | \$0              | \$0              | \$0                |
| Communications & Security         | \$0              | \$0              | \$0              | \$0              | \$0                |
| Lighting                          | \$0              | \$0              | \$0              | \$0              | \$475,263          |
| Service Distribution              | \$0              | \$0              | \$0              | \$0              | \$0                |
| Exit Signs and Emergency Lighting | \$0              | \$0              | \$0              | \$30,219         | \$0                |



Table 39. Current and Forecasted Needs Summarized by System (Years 11 - 15): Porcupine Lodge

| System                            | 2036               | 2037               | 2038               | 2039               | 2040               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$1,438,619</b> | <b>\$1,438,619</b> | <b>\$1,438,619</b> | <b>\$2,322,599</b> | <b>\$2,322,599</b> |
| <b>Needs by Year</b>              | <b>\$36,174</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$883,979</b>   | <b>\$0</b>         |
| <b>Exterior Enclosure</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$439,973</b>   | <b>\$0</b>         |
| Interior Doors                    | \$0                | \$0                | \$0                | \$120,365          | \$0                |
| Specialties                       | \$0                | \$0                | \$0                | \$319,608          | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$444,006</b>   | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$444,006          | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$0                | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>HVAC</b>                       | <b>\$36,174</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Controls and Instrumentation      | \$0                | \$0                | \$0                | \$0                | \$0                |
| Distribution System               | \$36,174           | \$0                | \$0                | \$0                | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Service Distribution              | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                | \$0                |

Table 40. Current and Forecasted Needs Summarized by System (Years 16-20): Porcupine Lodge

| System                            | 2041               | 2042               | 2043               | 2044               | 2045               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Cumulative Needs by Year</b>   | <b>\$2,418,891</b> | <b>\$2,418,891</b> | <b>\$2,418,891</b> | <b>\$4,607,775</b> | <b>\$4,607,775</b> |
| <b>Needs by Year</b>              | <b>\$96,292</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$2,188,885</b> | <b>\$0</b>         |
| <b>Exterior Enclosure</b>         | <b>\$96,292</b>    | <b>\$0</b>         | <b>\$0</b>         | <b>\$112,170</b>   | <b>\$0</b>         |
| Exterior Walls (Finishes)         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Exterior Windows                  | \$0                | \$0                | \$0                | \$112,170          | \$0                |
| Exterior Doors                    | \$96,292           | \$0                | \$0                | \$0                | \$0                |
| <b>Roofing</b>                    | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Roof Coverings                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interior Construction</b>      | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Interior Doors                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Specialties                       | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Interiors</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Ceiling Finishes                  | \$0                | \$0                | \$0                | \$0                | \$0                |
| Floor Finishes                    | \$0                | \$0                | \$0                | \$0                | \$0                |
| Wall Finishes                     | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Conveying</b>                  | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         |
| Conveying Systems                 | \$0                | \$0                | \$0                | \$0                | \$0                |
| <b>Plumbing</b>                   | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$1,102,237</b> | <b>\$0</b>         |
| Domestic Water Distribution       | \$0                | \$0                | \$0                | \$332,413          | \$0                |
| Plumbing Fixtures                 | \$0                | \$0                | \$0                | \$513,729          | \$0                |
| Sanitary Waste                    | \$0                | \$0                | \$0                | \$256,096          | \$0                |
| <b>HVAC</b>                       | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$261,218</b>   | <b>\$0</b>         |
| Controls and Instrumentation      | \$0                | \$0                | \$0                | \$0                | \$0                |
| Distribution System               | \$0                | \$0                | \$0                | \$233,047          | \$0                |
| Heat Generation                   | \$0                | \$0                | \$0                | \$28,171           | \$0                |
| <b>Electrical</b>                 | <b>\$0</b>         | <b>\$0</b>         | <b>\$0</b>         | <b>\$713,259</b>   | <b>\$0</b>         |
| Branch Wiring                     | \$0                | \$0                | \$0                | \$528,070          | \$0                |
| Communications & Security         | \$0                | \$0                | \$0                | \$0                | \$0                |
| Lighting                          | \$0                | \$0                | \$0                | \$0                | \$0                |
| Service Distribution              | \$0                | \$0                | \$0                | \$185,189          | \$0                |
| Exit Signs and Emergency Lighting | \$0                | \$0                | \$0                | \$0                | \$0                |

Table 41. Expired Systems 2025: Eaglecrest Ski Area – Porcupine Lodge

| Building        | System Category | System         | Priority | 2025 Needs |
|-----------------|-----------------|----------------|----------|------------|
| Porcupine Lodge | Interiors       | Floor Finishes | Low      | \$376,973  |
|                 |                 |                | TOTAL    | \$376,973  |

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## APPENDICES

## Appendix A -Typical System Lifecycles

System and component life cycles used in the cost models for this project were based on average service life as shown in the *Preventive Maintenance Guidebook: Best Practices to Maintain Efficient and Sustainable Buildings* published by Building Owners and Managers Association (BOMA) International. When life cycle information is not provided by BOMA, life cycles have been assigned using ALPHA's professional judgment.

Table 42. Typical Life Cycles

| System                              | Lifecycle (Years) | System  | Lifecycle (Years) |
|-------------------------------------|-------------------|---|-------------------|
| <b>Roofing</b>                      |                   | Plumbing Fixtures                                 | 30                |
| Built-up                            | 25                | Domestic Water Distribution                       | 30                |
| Composition Shingle                 | 20                | Sanitary Waste                                    | 30                |
| Metal Panels                        | 25                | <b>Fire Protection</b>                            |                   |
| Modified Bitumen                    | 20                | Fire Sprinklers and Standpipe (Piping and Risers) | 40                |
| Standing Seam Metal                 | 35                | Fire Detection (Activation Devices)               | 10                |
| <b>Building Exterior</b>            |                   | Fire Detection (Notification Devices and          | 15                |
| Exterior Doors                      | 25                | Fire Detection (Wiring)                           | 30                |
| Exterior Walls (Finishes)           | 10-30             | <b>HVAC</b>                                       |                   |
| Exterior Windows                    | 30                | Cooling Generating                                | 25                |
| <b>Interior Finishes</b>            |                   | Controls  | 20                |
| Interior Doors                      | 25                | Distribution                                      | 30                |
| Ceiling (Acoustical Tile and Grids) | 20                | Heat Generating                                   | 30                |
| Ceiling (Painted)                   | 10                | Terminal and Package Units                        | 15                |
| Walls                               | 10                | <b>Electrical</b>                                 |                   |
| Floors                              | 15                | Branch Wiring                                     | 30                |
| <b>Built-in Equip/Specialties</b>   |                   | Lighting  | 20                |
| Built-in Equip/Specialties          | 20                | Service and Distribution                          | 40                |
| <b>Conveying Systems</b>            |                   | Generators  | 20                |
| Elevators                           | 35                | <b>Equipment</b>                                  |                   |
| Chair Lifts                         | 15                | Institutional Equipment                           | 25                |
| <b>Plumbing</b>                     |                   | Other Equipment                                   | 15-25             |

## Appendix B - Supplemental Information

### Capital Planning v. Budgeting

While traditional budgets may be perceived as reacting to short-term needs based on the historical performance of facilities and systems, a capital plan anticipates both short- and long-term degradation by employing a facility condition assessment and predictive cost modeling.

- **Budgeting:** Traditional, cost-based, budgeting practices describe a system by which a prior period's budget is adjusted to provide for the fluctuating cost of maintaining facilities. Traditional budgeting issues may include: 1) anticipated needs; 2) organizational growth; 3) the acquisition of new assets; 4) operations and maintenance; 5) deferred maintenance; and, 6) insurance.
- **Capital Planning:** Capital planning differs from budgeting in that it considers a broader range of financial considerations over an extended timeline so as to more effectively predict and manage the fiscal needs of a real estate portfolio. Financial considerations may include the cost of capital, depreciation, organizational risk and return on investment (ROI). Similar in concept to the accounting principle of anticipating the capital depreciation of plant value, a capital renewal plan anticipates and attempts to counteract the ongoing deterioration of facility systems and components in order to extend a facility's life and value.

### Facility Condition Index

A Facility Condition Index is considered to be a key building performance metric. As part of the FCA process, a facility condition index (FCI) is calculated for each facility. The FCI is used to quantify a facility's physical condition at a specific point in time and is calculated using the expired system replacement costs (costs associated with systems that are beyond average service life) and the current replacement value (CRV) of the building. Expired system replacement costs consist of work that is necessary to restore the facility to a condition equivalent to its original (like new) state.

**Example:** Total expired system replacement costs (Requirements) = \$3,000,000

Current Replacement Value (CRV) = \$10,000,000

$$FCI = \frac{\$3,000,000}{\$10,000,000} = .30$$



## Present Value and Nominal Value

In the calculation of FCI sums, monetary values can be discounted to incorporate the time value of money, or be expressed in constant terms, ignoring the effects of inflation and interest. Because the cost of capital can vary significantly according to time, portfolio types, and project programs, all monetary terms in this report are expressed as nominal values.

- **Nominal Value:** Expresses monetary values, without adjusting for inflation or interest (also known as face value or par value).
- **Present Value:** The current worth of a future sum of money or stream of cash flows given a specified rate of return. Future cash flows can be discounted at a client specified discount rate to reflect the owner's internal cost of capital.

## Hard and Soft Costs

Unless otherwise stated, the costs indicated in this report represent hard costs only. Because soft costs vary regionally and periodically, provisions for soft cost expenses should be considered in addition to the hard costs indicated. For the purpose of this report, Hard and Soft costs are defined as follows:

- **Hard costs:** Direct costs incurred in relation to a specific construction project. Hard cost may include labor, materials, equipment, etc.
- **Soft cost:** Indirect costs incurred in addition to the direct construction cost. Soft costs may include professional services, financing, taxes, etc.

## Building Systems

A building system describes a mechanism, or group of mechanisms that perform a given role to maintain the functionality of a facility. Examples of building systems may include roofing, plumbing or heating, ventilation and air conditioning (HVAC) systems.

Per the Unifomat classification standard, building systems have been grouped as follows:

- Foundations
- Superstructure
- Exterior Enclosure
- Roofing
- Interior Construction
- Interior Finishes
- Conveying Systems
- Plumbing
- HVAC
- Fire Protection
- Electrical



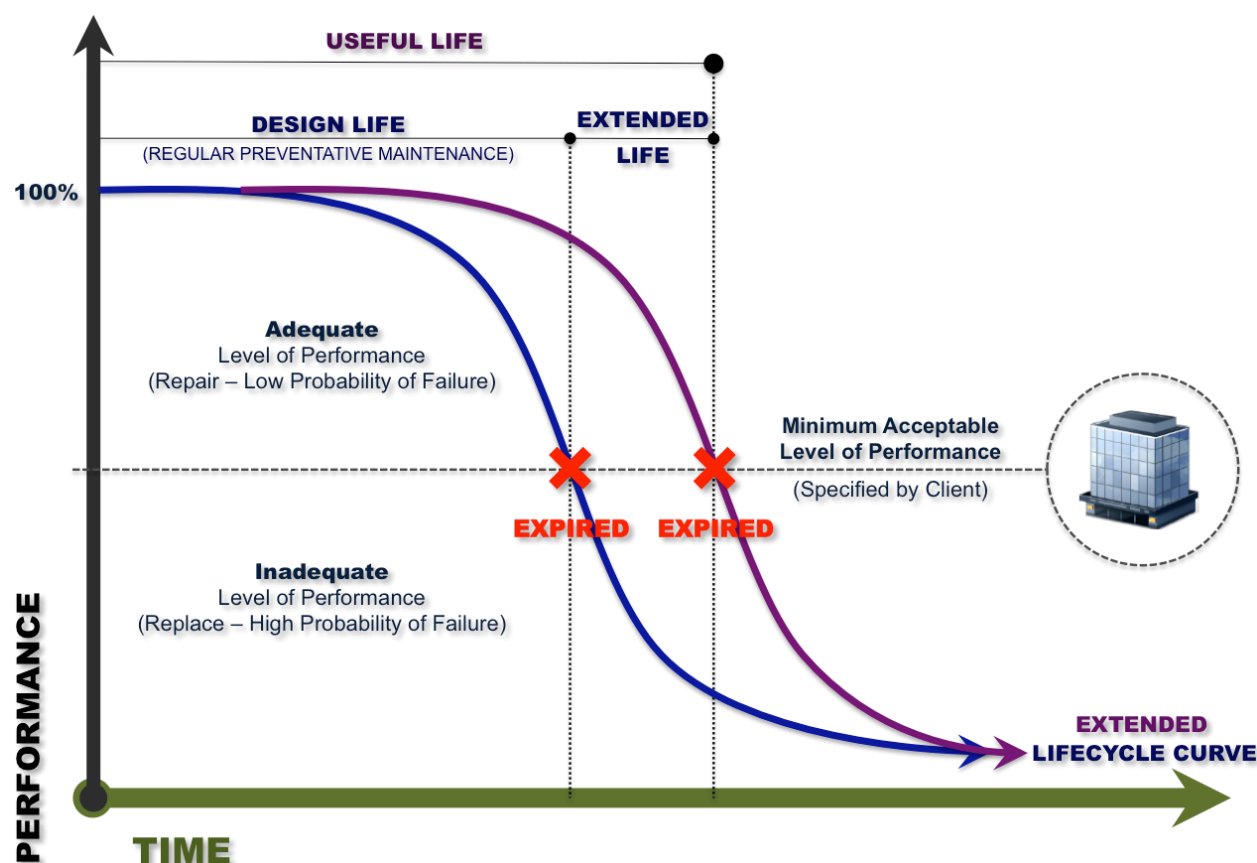
## System States

The design life of a building system or component describes the duration for which a system is expected to perform within normal operational parameters. The design life may be shortened for a variety of reasons including, neglect or inadequate maintenance or extended as a result of robust preventative / predictive maintenance. This extended or shortened design life is defined as a system's useful life, and quantifies the duration for which a system, or component, operates within a minimally accepted level of performance.

As illustrated in the figure below, a facility condition analysis will make an appraisal of systems and components and recommend one of a series of actions necessary to ensure the continued functionality of a facility:

- **Missing:** A system or component may be deemed missing if the element absent, but is required for the operation of a facility (Example: ADA requirements for accessible ramps).
- **Extended:** The life cycle of a system or component may be extended beyond its anticipated design life, if the element is deemed to be performing adequately.
- **Expired:** A system or component may be recommended for replacement (at any time) if the element is deemed to be performing inadequately.

Figure 5. System or Component Life Cycle Curve



### System Actions

A deficiency describes a condition in which there exists the need to repair an item that is damaged, missing, inadequate or insufficient for an intended purpose. Deficiencies are typically associated with underperforming systems or components, and describe activities that are required to extend their useful life.

- **Repair:** Describes a condition in which it is recommended that the building system or component be serviced to provide additional useful life. Repairs are curative in nature, while maintenance by contrast is preventative.
- **Replace:** Describes a condition in which it is recommended that the building system or component be removed and replaced with a new system or component. Replacement needs may vary according to building type, region, use, and maintenance management.

Multiple building systems are considered “non-renewable” because the replacement of those systems would typically be so costly as to require the replacement of the entire facility (Example: Foundations). Accordingly, there are no deficiencies or costs associated to non-renewable system.

Additionally, per client preferences, many aspects of the built environment may not be part of the scope of a facility condition analysis.

**Cost Models**

Cost estimation models are parametric equations used to predict the costs or the life cycle of a building system or component. The projections of the cost models are factored into capital plans, budgeting tools and other financial planning mechanisms. The rough order of magnitude cost estimates contained in this report are based on the cost models available within the client's database platform.

It is important to note that there are a variety of cost model equations employed in the building industry and it is not uncommon for prices derived from the client's database platform to vary from external references. If required, adjustments can typically be made to the facility condition data in order to facilitate comparison with external cost models, better reflect local conditions or perform sensitivity analyses.

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## Appendix C - Glossary

**ACBM:** Asbestos-containing Building Material

**ADA:** Americans with Disabilities Act

**AHERA:** Asbestos Hazard Emergency Response Act

**ALPHA:** ALPHA Facilities Solutions, LLC

**Alterations:** Work performed to change the interior arrangements or other physical characteristics of an existing facility or fixed equipment so that it can be used more effectively for its current designated purpose or adapted to a new use.

**ASHRAE:** American Society of Heating, Refrigerating and Air Conditioning Engineers

**ASTM:** American Society for Testing and Materials

**BOMA:** Building Owners and Managers Association

**Budgeting:** A system by which a prior period's estimate of income and expenditure is adjusted to account for operational realities in order to provide for the cost of maintaining facilities. Traditional budgeting issues may include anticipated needs, organizational growth, the acquisition of new assets, operations and maintenance, deferred maintenance and insurance.

**Building:** An enclosed and roofed structure that can be traversed without exiting to the exterior.

**Building Addition:** An area, space or component of a building added to the existing structure, after the original building's year built date.

**Capital Renewal:** The planned replacement of building subsystems such as roofs, electrical systems, HVAC systems, and plumbing systems that have reached the end of their useful lives. Without significant reinvestment in building subsystems, older facilities will fall into a state of deteriorating condition and functionality, and the repair and maintenance costs will increase (International Facilities Management Association).

**Calculated Next Renewal:** The year a system or element would be expected to expire, based solely on the date it was installed and the expected service life of the system.

**Condition:** Condition refers to the state of physical fitness or readiness of a facility, system or systemic element for its intended use.

**Cost Model:** Parametric equations used to quantify the condition of building systems and estimate the cost necessary to sustain a facility over a given set of reporting periods. These estimated costs can be presented over a timeline to represent a capital renewal schedule.

**Current Replacement Value (CRV):** CRV is a standard industry cost estimate of materials, supplies and labor required to replace facility at existing size and functional capability. Please note that the terms Plant Replacement Value and Current Replacement Value have the same meaning in the context of determining Facility Condition Index.

**Deficiency:** A deficiency describes a condition in which there exists the need to repair a building system or component that is damaged, missing, inadequate or insufficient for an intended purpose.

**Element:** Elements are the major components that comprise building systems.

**Facility:** A facility refers to site(s), building(s), or building addition(s) or combinations thereof that provide a particular service or support of an educational purpose.

**Facility Condition Assessment (FCA):** The process of performing a physical evaluation of the condition of a facility and its systems. The findings of this analysis may be used in conjunction with cost models to estimate the current and future funding streams necessary to maintain a real estate portfolio.

**Facility Condition Index (FCI):** FCI is an industry-standard measurement of a facility's condition that is the ratio of the cost to correct a facility's deficiencies to the Current Replacement Value of the facilities – the higher the FCI, the poorer the condition of the facility. After an FCI is established for all buildings within a portfolio, a building's condition can be ranked relative to other buildings. The FCI may also represent the condition of a portfolio based on the cumulative FCIs of the portfolio's facilities.

**Gross Square Feet (GSF):** The size of the enclosed floor space of a building in square feet, measured to the outside face of the enclosing walls.

**Hard Costs:** Direct costs incurred in relation to a specific construction project. Hard costs may include labor, materials, equipment, etc.

**Heating, Ventilation and Air Conditioning (HVAC):** A term used to describe building systems responsible for maintaining the temperature, humidity and air quality control.

**IFMA:** International Facilities Management Association.

**Indoor Air Quality (IAQ):** A metric used to quantify the air quality within and around buildings and structures, especially as it relates to the health and comfort of building occupants.

**Install Year:** The year a building or system was built or the most recent major renovation date (where a minimum of 70% of the system's Current Replacement Value (CRV) was replaced).

**Inflation:** The trend of increasing prices from one year to the next, representing the rate at which the real value of an investment is eroded and the loss in spending power over time.

**Interest:** The charge for the privilege of borrowing money, typically expressed as an annual percentage rate and commonly calculated using simple or compound interest calculation.

**Life Cycle:** The period of time that a building, system or element can be expected to adequately serve its intended function.

**Maintenance:** Work necessary to realize the originally anticipated life of a fixed asset, including buildings, fixed equipment and infrastructure. Maintenance is preventative, whereas repairs are curative.

**Mechanical, Electrical and Plumbing (MEP):** A term used to describe building systems related to the provision of HVAC, electric and plumbing services to a facility.

**Needs:** In the context of this report, needs are the backlog of capital renewal requirements.

**Next Renewal:** The assessor adjusted expected useful life of a system or element as a result of on-site inspection.

**Nominal Value:** A value expressed in monetary terms for a specific year or years, without adjusting for inflation – also known as face value or par value.

**Operations:** Activities related to normal performance of the functions for which a building is used (e.g., utilities, janitorial services, waste treatment).

**O&M:** Operations and Maintenance

**Parametric Cost Modeling:** Parametric statistics is a branch of statistics that assumes that the data has come from a type of probability distribution and makes inferences about the parameters of the distribution.

**Plant Replacement Value (PRV):** PRV represents the cost to design and construct a notional facility to current standards to replace an existing facility at the same location. Please note that the terms Plant Replacement Value (PRV) and Current Replacement Value (CRV) have the same meaning in the context of determining Facility Condition Index (FCI).

**Present Value (PV):** The current worth of a future sum of money or stream of cash flows given a specified rate of return. Future cash flows are discounted at a client specified discount rate.

**Real Interest Rate:** A net interest rate adjusted to remove the effects of inflation. It is the amount by which the nominal interest rate is higher than the inflation rate.

**Repairs:** Work to restore damaged or worn-out facilities to normal operating condition. Repairs are curative, whereas maintenance is preventative.

**Replacements:** An exchange of one fixed asset for another that has the same capacity to perform the same function. In contrast to repair, replacement generally involves a complete identifiable item of reinvestment (e.g., a major building component or subsystem).

**Return on Investment (ROI):** ROI is a financial indicator used to evaluate the performance of an investment and as a means to compare benefit.

**Rough Order of Magnitude (ROM):** ROM cost estimates are the most basic of cost estimate classifications.

**RSMeans:** An independent third-party provider of building industry construction cost data.

**Site:** A facility's grounds and its utilities, roadways, landscaping, fencing and other typical land improvements needed to support the facility.

**Soft Costs:** Indirect costs incurred in addition to the direct construction cost. Soft costs may include professional services, financing, taxes, etc.

**System:** System refers to building and related site work elements as described by ASTM Uniformat II, Classification for Building Elements (E1557-97), a format for classifying major facility elements common to most buildings. Elements usually perform a given function, regardless of the design specification, construction method or materials used. See also, "Uniformat II".

**Uniformat II:** Uniformat II (commonly referred to simply as Uniformat), is ASTM Uniformat II, Classification for Building Elements (E1557-97) – A methodology for classifying major facility components common to most buildings.

**Year Built:** The year that a building or addition was originally built, based on substantial completion or occupancy.



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| PRIORITY   | PROJECT NAME<br>(this should match your project name on Tab #1) | PROJECT COST<br>(Round to nearest thousand) | PROJECT DESCRIPTION  |
|------------|---|---|--|
| EXAMPLE #1 | Aurora Harbor Rebuild Phase III                                 | \$1,500,000                                 | Funding to continue rehabilitation of the Aurora Harbor - these funds will be used to match ADOT harbor funds to replace the floats at the west end of Aurora Harbor.  |
| 1          | Carls Bridge- repairs   | \$40,000                                    | Currently we have a hole in our Road/culvert, it is our main road crossing Fish Creek. It is critical for operations, for FAA access to the top of the mountain, and Vendors agreement, Construction of Gondola to move products up the mtn. |
| 2          | Black Bear Chair Drive Terminal Project                         | \$285,000                                   | Major overhaul of critical infrastructure to fix major health and safety   |
| 3          | Weather Station Automation                                      | \$10,000                                    |  |
| 4          | Snowmaking airline Repairs & improvements                       | \$30,000                                    |  |
| 5          | Porcupine Chair Weather Cover                                   | \$10,000                                    | Constructing a cover will prevent damage to the Gear box   |
| 6          | Trail maintenance Labor   | \$35,000                                    |  |
| 7          | Fish Creek Lodge Kitchen Miscellaneous Improvements             | \$15,000                                    | A Work platform is required on the roof of the kitchen to keep in complinace with health and safety  |
| 8          | Porcupine Lodge- Exterior Stair rebuild                         | \$16,000                                    | the stairs are not to code and must be replaced, Arciterture plans for this exisit and are with CBJ Eng.   |
| 9          | Porcupine Lodge Retail Shop Expansion Engineered Design         | \$30,000                                    | Design plan to extend thefront retail/repair shop  |
| 10         | Catwalk Bridge Behind shop                                      | \$10,000                                    | Alternative access route to cross Fish Creek, when Carls bridge is being repaired, and construction of Gondola is happening to divert traffic for safety   |
| 11         | Fish Creek Lodge Deck Repairs Engineered Design                 | \$20,000                                    | Deck is rotten, leaks into the building and is causing major issues and damage.  |
| 12         | Water Works repairs- Critical infrastruture                     | \$10,000                                    | The floors need replaced as they are rotten  |



# Eaglecrest Board of Directors Planning Committee Agenda

January 30, 2025, at 5:30 PM

Valley Library large meeting room/Zoom Webinar

Valley Library

3025 Valley Diamond Park and via Zoom

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

Meeting ID: 882 5948 4580

Passcode: 372236

- A. ROLL CALL – Meeting called to order at 5:34 p.m. In attendance: Norton Gregory, Brandon Cullum, Kevin Krine, Thomas Mason, Hannah Shively, Kevin Krine. Representing the mountain: Craig Simmons, Erin Lupro.
- B. APPROVAL OF AGENDA: Motion by Brandon to approve the agenda. M/C
- C. PUBLIC COMMENT - None
- D. GONDOLA PROJECT UPDATE
- E. NOIRDIC TRAIL DISCUSSION – Motion by Thomas Mason to send the Nordic Trail improvement budget proposal to the Finance Committee, and move the review of the project to the full board for consideration. M/C.
- F. PUBLIC COMMENT
  - 1. Rick Harris: these, I just wanted to check one time we had charter amendments for the board, and I've lost. I don't know if that is assembly or anybody acted on that, so thought I would ask on that. My other observation is major projects, a lot of times, will benefit Gantt chart, G, A, N, T, T and, and I would be hoping that the the gondola project in particular, would have a Gantt chart, because you look at so it's immediately visible. It's immediately scheduled. And very easily. You start to start to fill in numbers. And I think that everybody would benefit by by seeing a Gantt chart. So I Alan may have one, and Carl may already have one. We're just, you know, they know if you don't ask for it, you're not going to see it. Even your little project, little Gantt chart, they're pretty amazing how effective they are providing just very visible the information of what your schedule is like trying to so that's all my comments.
  - 2. Gary Mendivil: just a couple of hoops that you'll need to jump through on the core permit. If they decide that there's some uh problems in renewing it, they may require you to public notice it, which takes 30 days, you have to get into their permit queue. And the same thing exists with the 401 certification by the Department of Environmental Conservation. You just have to get into their queue, because the 404 permit is not valid until it's certified by Dec the other piece is that if there's any CIP funds that are part of this project, which especially, I would think if, if the city purchasing gets involved in the gravel purchase, you don't really have access to those funds until July one the. The CIP budget as part of the fiscal year 26 budget process, and so you wouldn't have access to that till July one, but otherwise, sounds like a great idea.
- G. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS
- H. NEXT PLANNING COMMITTEE MEETING DATE
 

February 27, 2025
- I. ADJOURNMENT – 6:41 p.m. Motion by Brandon to adjourn the meeting. M/C

## January 30 planning committee meeting

### Otter AI generated transcript

The January 30 planning committee meeting covered the gondola project update, Nordic trail discussion, and public participation. Alan Steffart reported that the Army Corps permit was approved, enabling construction to start mid-summer. The gondola project faces delays due to the lack of a contractor and the absence of Carl Ferlato. The Nordic ski club proposed hardening a section of the lower loop trail for \$33,000, including gravel equipment rental and volunteer labor. The Planning Committee agreed to move the project forward for financial review and prioritization. Public comments emphasized the need for a Gantt chart and the importance of keeping major projects visible and moving forward.

### Action Items

- [ ] Follow up with Carl Ferlato on the status of soliciting the CMGC (contract manager at risk) contractor for the gondola project.
- [ ] Reach out to Carl Ferlato to check on his status and availability.
- [ ] Provide an update on the gondola project timeline and budget at the next planning committee meeting on February 27.
- [ ] Explore the possibility of extending the existing permit for the Nordic trail project.
- [ ] Bring the Nordic trail project proposal to the full board for further review and consideration.

### Outline

#### Approval of Agenda and Public Participation

- Norton Gregory welcomes attendees and shares the agenda, noting the absence of minutes to approve.
- Brandon Cullum moves to approve the agenda.
- Kevin Krein experiences audio issues, but the agenda approval process is completed.
- Public participation is opened, but no members of the public or online participants wish to speak.

#### Gondola Project Update

- Alan Steffart provides an update on the gondola project, highlighting the recent approval of the Army Corps permit.
- The permit includes construction details for roads, trails, and site development work.
- Alan mentions the ongoing design work, including a concept for the hydraulic tensioning system.
- Kevin Krein inquires about the timeline for construction, with Alan estimating mid-summer as a likely start.

#### Contractor and Design Considerations

- Alan discusses the need for a contractor and the importance of pre-construction services.
- The committee discusses the structural design and the need for input from the contractor.
- TJ Mason asks about the electrical design, with Alan confirming it is still in progress.
- Kevin Krein inquires about local contractors, with Alan and Craig Cimmmons explaining the feasibility of using local subcontractors.

### **Solicitation of Contractors and Budgetary Concerns**

- Brandon Cullum asks about the status of soliciting contractors, with Alan expressing concern over the delay.
- Alan mentions the lack of communication from Carl Ferlato, the representative from Eaglecrest.
- The committee discusses the importance of getting a contractor on board to move the project forward.
- Alan provides an overview of the budgetary process and the need for a comprehensive financial picture once a contractor is engaged.

### **Nordic Trail Discussion**

- Hannah Shively introduces the Nordic trail discussion, highlighting the benefits of hardening the trails.
- Fred Hiltner provides details on the project, including the cost estimate and the need for gravel equipment rental.
- The committee discusses the importance of completing the trail to improve safety and user experience.
- Fred mentions the potential for fundraising and the involvement of summer vendors to support the project.

### **Fundraising and Permit Extension**

- The committee discusses the possibility of fundraising and the need for a reasonable assumption that the project will proceed.
- Hannah Shively suggests approaching summer vendors for fundraising, but only if the project is likely to happen.
- Kevin Krein inquires about extending the permit, with Alan and Fred explaining the process and potential challenges.
- The committee agrees to move the project forward for further financial review and prioritization.

### **Public Comments and Board Member Questions**

- Rick Harris suggests creating a Gantt chart to provide a visible timeline for the gondola project.
- Gary Mendivil provides additional insights on the permit extension process and the availability of CIP funds.
- The committee discusses the importance of keeping the project moving forward to address public concerns.
- Craig Cimmons and TJ Mason emphasize the need for a systematic way to evaluate future projects and prioritize capital improvements.

### **Final Remarks and Adjournment**

- Norton Gregory thanks Alan for the update and expresses concern for Carl Fauci's well-being.
- The committee agrees to provide updates on the gondola project and the Nordic trail project at the next board meeting.
- Brandon Cullum moves to adjourn the meeting.
- The meeting concludes with thanks to all participants and a reminder of the next planning committee meeting on February 27.

## Eaglecrest Nordic Lower Loop ski trail hardening proposal



Juneau Nordic Ski Club, 01292025

## Completion of Eaglecrest Lower Loop Hardening

### Budget

#### Material:

|   | Unit |               | Price / unit | Total Cost |
|---|------|---------------|--------------|------------|
| D1& 2" rock - 350 CYs - 524 tons @1.5 tons/CY<br>For: 2,357 linear', 12' wide, 4" depth | 35   | 10 yard loads | 550          | 19,250.00  |

#### Equipment Rental:

|                                    |     |         |      |          |
|------------------------------------|-----|---------|------|----------|
| 2 to 2.5 yd - DL220 wheeled loader |     | week    | 2500 |          |
|                                    | 1   | month   | 7000 | 7,000.00 |
| Drum Roller compactor              | 3   | day     | 600  | 1,800.00 |
| Fuel                               | 100 | gallons | 3.5  | 350.00   |

#### Labor:

Eaglecrest employees:

|                            |    |                        |    |          |
|----------------------------|----|------------------------|----|----------|
| Loader operater            | 30 | hourly (with benefits) | 50 | 1,500.00 |
| Gravel spreader laborer #1 | 18 | hourly (with benefits) | 50 | 900.00   |
| Gravel spreader laborer #2 | 18 | hourly (with benefits) | 50 | 900.00   |
| Gravel spreader laborer #3 | 18 | hourly (with benefits) | 50 | 900.00   |

\$32,600.