

EAGLECREST BOARD OF DIRECTORS
Meeting Agenda
Thursday April 25th 2024 5:30pm
Downtown Library Large Meeting Room & Zoom

Join Zoom Meeting

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Agenda:

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF MINUTES
 - a. Minutes from April 4th 2024
4. PUBLIC PARTICIPATION
5. COMMITTEE & LIAISON REPORTS
6. MANAGERS REPORT
 - a. Financial Report
 - b. Department Update
 - c. Budget Process Update
 - d. Gondola update
7. UNFINISHED BUISNESS
 - a. Ordinance 2024-04 An Ordinance Establishing Duties of the Tourism Office Update
 - b. Goldbelt Franchise Agreement
 - c. Memorial Bench follow up, Bev Ingram, In memory of Steve Wolf. Planning Committee original hearing on July 27th 2023
8. NEW BUSINESS
 - a. Director's end of the season bonus request.
 - b. Schedule Finance Committee Meeting for pricing. Tentative May 22nd
 - c. Schedule Human Resources Committee Meeting

9. PUBLIC PARTICIPATION

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

11. ADJOURNMENT – Next meeting date June 6th 2024 5:30pm zoom & room 224

EAGLECREST BOARD OF DIRECTIORS
March Meeting Minutes
Thursday April 4th, 2024, 5:30pm

Agenda:

1. ROLL CALL: Mike Satre, Jon Dale, Stephanie Warpinski, Hannah Shively, Norton Gregory, TJ Mason and Kevin Krein were present. The mountain was represented by GM Dave Scanlan, Erin Lupro and Kristen Strom.
2. APPROVAL OF AGENDA: Mike called the meeting to order at 5:30. Jon requested that under new business the board elect a new secretary, he also noted that in March the board only held a finance meeting and not planning. Norton made a motion to approve the agenda as amended.
3. APPROVAL OF MINUTES: Norton made a motion to approve the March regular meeting minutes, the motion was approved without any objection.
4. PUBLIC PARTICIPATION: None.
5. COMMITTEE & LIAISON REPORTS:
 - a. Ms. Woll shared that Assembly is working hard on the budget. On Saturday the Assembly will be reviewing budgets from different departments in the city. She also shared that the ordinance for the Tourism Office will be available for public comment on April 29th. She also commented on the 5 ship rule for the summer cruise ship season.
 - b. Finance Committee March 21st – see notes in packet.
6. MANAGERS REPORT:

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

 - Kevin inquired about ticket sales as a result on the Indi Pass Ski Show visit.
 - The board discussed the struggles with IT at the mountain and the amount of time staff is having to devote to IT.
 - A one-time/short term contact was issued to hire project manager to help draft an RFP for the gondola.
 - The board discussed the importance of housing for both winter and summer hires.
 - The board held a lengthy discussion to learn more about plans to support this summers cruise ship walking tours. There was a board concern about the impact this would have on a very short-staffed crew. The GM will handle

all staffing and scheduling but agreed to provide the board with more information for staffing and scheduling. Mike commented on how much the team had to do to get through the winter and hopes to explore ways to bring on staff to support summer cruise tours. Jon commented that existing senior staff, already short 2 senior staff positions, should not be forced into walking tour support.

7. UNFINISHED BUSINESS: Ordinance establishing a Tourism Office position, a solution for a problem that doesn't exist. The board discussed concerns about the language in the ordinance and reviewed a draft response written by Mike. Ms. Woll shared that this is not a power grab by the Assembly or the City Manager. Board members will send Mike their comments to consolidate into one response.

8. NEW BUSINESS:

- a. Goldbelt Franchise Agreement – The GM shared details about Goldbelt being the exclusive seller for the summer gondola. The board was in general agreement but wanted to make sure that this agreement would not impact walk up and local sales.
- b. Cycle Alaska Permit Renewal – Cycle Alaska has been a summer vendor since 2013 and pays \$250/month to allow for brief usage in the lodge. The board agreed to a 1-year extension.
- c. HR Committee Schedule for GM evaluation- Hannah will be working with City HR to have the evaluation sent out. The board discussed May 2nd as a date to discuss the evaluation.
- d. The board discussed the vacant secretary position. Norton volunteered to serve in the role, TJ made a motion for Norton to be the board secretary, the motion passed without objection.

9. PUBLIC PARTICIPATION – None

10. BOARD COMMENTS AND QUESTIONS:

Kevin passed appreciation to Erin and Dave and is looking forward to the final weekend. Norton passed thanks and appreciation to the Eaglecrest staff and noted his excitement for summer ops and using the gondola to increase revenue and offer more services to the community.

TJ passed excitement for summer operations but doesn't want to see staff over extended. He thanked all staff for a great season.

Jon thanked all staff for a great season and expressed optimism for the weather this weekend. He shared concern about not losing sight about everything else that need attention at the mountain such as night skiing, Packer Estate, haul rope splice and rope replacements.

Hannah commented that despite her December concerns, how great the season turned out all due to the effort of Eaglecrest staff.

Mike thanked all staff and noted how much work is ahead. He offered to use the board for support and thanked Stephanie for her service on the board.

11. ADJOURNMENT:

At 7:10 the meeting was adjourned. The next meeting is scheduled for April 25th at 5:30.

Managers Report for May Board Meeting

Financial Analysis: The chart below shows the actual revenue and expenses as accrued year to date for each year shown. We are in the process of closing out all of our revenue accounts, processing final refunds, collecting payments on outstanding invoices and cleaning up our accounts with our regular vendors. During the month of May we will be continuing with auditing our financial accounts. We still have some outstanding revenue yet to collect in Snowsports School for our multiweek Homeschool programs. We are currently slightly ahead on revenue over last year despite having a slow start and finish in the kitchen due to staffing and a couple snow less weeks of icy conditions to finish out the season in March. Our price increases helped to keep revenue strong while having a dip in overall guest volume.

On the expense side of the equation, we see total personnel costs being up less than the 3% increase that we raised wages last year. For the first year in a long time we were

	FY20	FY 21	FY22	FY23	FY24	FY24 to FY23	FY24 to FY22	FY24 to FY21	FY24 to FY20
	Actuals	Actuals	Actuals	Actuals	Actuals	Comparison	Comparison	Comparison	Comparison
Sales									
Ski School Fees	\$ 131,525	\$ 232,000	\$ 181,611	\$ 200,048	\$ 179,302	\$ (20,746)	\$ (2,309)	\$ (52,698)	\$ 47,777
Ski Lift Fees	\$ 205,006	\$ 315,000	\$ 255,790	\$ 316,943	\$ 350,938	\$ 33,995	\$ 95,148	\$ 35,938	\$ 145,932
Advance Ticket	\$ 76,689	\$ 82,151	\$ 123,421	\$ 103,739	\$ 106,485	\$ 2,746	\$ (16,936)	\$ 24,334	\$ 29,796
Season Ticket	\$ 235,581	\$ 164,925	\$ 226,568	\$ 170,691	\$ 148,486	\$ (22,205)	\$ (78,082)	\$ (16,439)	\$ (87,095)
On Line Season Pass Sales	\$ 362,258	\$ 747,924	\$ 812,847	\$ 940,064	\$ 970,670	\$ 30,606	\$ 157,823	\$ 222,746	\$ 608,412
Bus Fees	\$ 4,923	\$ 530	\$ 4,114	\$ 4,431	\$ 6,285	\$ 1,854	\$ 2,171	\$ 5,755	\$ 1,362
USER FEES	\$ 1,015,982	\$ 1,542,530	\$ 1,604,351	\$ 1,735,916	\$ 1,762,166	\$ 26,250	\$ 157,815	\$ 219,636	\$ 746,184
Retail - Soft G	\$ 50,646	\$ 57,100	\$ 56,966	\$ 73,578	\$ 76,546	\$ 2,968	\$ 19,580	\$ 19,446	\$ 25,900
Food Service	\$ 123,945	\$ 123,300	\$ 130,440	\$ 209,939	\$ 175,437	\$ (34,502)	\$ 44,997	\$ 52,137	\$ 51,492
Ski Repair	\$ 20,968	\$ 30,200	\$ 29,568	\$ 14,497	\$ 31,930	\$ 17,433	\$ 2,362	\$ 1,730	\$ 10,962
SALES	\$ 195,559	\$ 210,600	\$ 216,974	\$ 298,014	\$ 283,913	\$ (14,101)	\$ 66,939	\$ 73,313	\$ 88,354
Locker Rental F	\$ 61,686	\$ 63,800	\$ 68,758	\$ 78,575	\$ 79,973	\$ 1,398	\$ 11,215	\$ 16,173	\$ 18,287
Ski Rental	\$ 75,665	\$ 114,800	\$ 102,844	\$ 105,782	\$ 114,575	\$ 8,793	\$ 11,731	\$ (225)	\$ 38,910
Lodge Rentals	\$ 30,642	\$ 36,186	\$ 49,443	\$ 64,949	\$ 52,878	\$ (12,071)	\$ 3,435	\$ 16,692	\$ 22,236
RENTALS	\$ 167,993	\$ 214,786	\$ 221,045	\$ 249,306	\$ 247,426	\$ (1,880)	\$ 26,381	\$ 32,640	\$ 79,433
Total Sales	\$ 1,379,534	\$ 1,967,916	\$ 2,042,370	\$ 2,283,236	\$ 2,293,505	\$ 10,269	\$ 251,135	\$ 325,589	\$ 913,971
Total different over FY23	\$ 913,971	\$ 325,589	\$ 251,135	\$ 10,269					
Expenses									
Personnel Costs									
Ski Area Administration	\$ 446,199	\$ 418,143	\$ 357,464	\$ 464,430	\$ 513,665	\$ 49,235	\$ 156,201	\$ 95,522	\$ 67,466
Ski Rental Shop	\$ 36,642	\$ 59,639	\$ 44,953	\$ 27,679	\$ 134,595	\$ 106,916	\$ 89,642	\$ 74,956	\$ 97,953
Ski Patrol Program	\$ 107,909	\$ 204,819	\$ 195,161	\$ 246,301	\$ 251,518	\$ 5,217	\$ 56,357	\$ 46,699	\$ 143,609
Lift Operation Program	\$ 50,393	\$ 99,475	\$ 36,094	\$ 60,081	\$ 109,166	\$ 49,085	\$ 73,072	\$ 9,691	\$ 58,773
Maintenance Program	\$ 181,104	\$ 226,624	\$ 259,762	\$ 408,717	\$ 227,850	\$ (180,867)	\$ (31,912)	\$ 1,226	\$ 46,746
Lodge Operations Program	\$ 80,618	\$ 91,137	\$ 81,931	\$ 89,991	\$ 102,921	\$ 12,930	\$ 20,990	\$ 11,784	\$ 22,303
Food Service	\$ 27,590	\$ 47,811	\$ 52,568	\$ 57,150	\$ 44,619	\$ (12,531)	\$ (7,949)	\$ (3,192)	\$ 17,029
Marketing/Special Events	\$ 84,035	\$ 78,417	\$ 52,602	\$ 84,779	\$ 80,735	\$ (4,044)	\$ 28,133	\$ 2,318	\$ (3,300)
Ski School Program	\$ 113,867	\$ 172,848	\$ 182,611	\$ 247,597	\$ 243,274	\$ (4,323)	\$ 60,663	\$ 70,426	\$ 129,407
Total Personnel Costs	\$ 1,128,357	\$ 1,398,913	\$ 1,263,146	\$ 1,686,725	\$ 1,708,343	\$ 21,617	\$ 445,197	\$ 309,430	\$ 579,986
Other Expenses									
Ski Area Administration	\$ 313,633	\$ 391,919	\$ 438,498	\$ 470,391	\$ 578,359	\$ 107,968	\$ 139,861	\$ 186,440	\$ 264,726
Ski Rental Shop	\$ 41,803	\$ 43,804	\$ 64,862	\$ 67,091	\$ 108,596	\$ 41,505	\$ 43,734	\$ 64,792	\$ 66,793
Ski Patrol Program	\$ 7,463	\$ 13,659	\$ 18,345	\$ 22,687	\$ 33,185	\$ 10,498	\$ 14,840	\$ 19,526	\$ 25,722
Lift Operation Program	\$ 24,702	\$ 11,719	\$ 16,157	\$ 7,018	\$ 21,704	\$ 14,686	\$ 5,547	\$ 9,985	\$ (2,998)
Maintenance Program	\$ 88,280	\$ 87,369	\$ 130,298	\$ 125,262	\$ 64,865	\$ (60,397)	\$ (65,433)	\$ (22,504)	\$ (23,415)
Lodge Operations Program	\$ 95,874	\$ 120,221	\$ 104,569	\$ 110,902	\$ 102,420	\$ (8,482)	\$ (2,149)	\$ (17,801)	\$ 6,546
Food Service	\$ 71,459	\$ 53,453	\$ 86,731	\$ 111,281	\$ 104,901	\$ (6,380)	\$ 18,170	\$ 51,448	\$ 33,442
Marketing/Special Events	\$ 34,558	\$ 13,288	\$ 28,349	\$ 26,362	\$ 25,239	\$ (1,123)	\$ (3,110)	\$ 11,951	\$ (9,319)
Building Maint/Utilities	\$ 55,582	\$ 80,353	\$ 89,307	\$ 78,023	\$ 77,379	\$ (644)	\$ (11,928)	\$ (2,974)	\$ 21,797
Ski School Program	\$ 5,462	\$ 2,561	\$ 4,297	\$ 5,751	\$ 13,725	\$ 7,974	\$ 9,428	\$ 11,164	\$ 8,263
Equipment Replacement	\$ 79,173	\$ 79,173	\$ 79,173	\$ 79,173	\$ 79,173	\$ -	\$ -	\$ -	\$ -
Vehicle Maintenance	\$ 52,533	\$ 101,182	\$ 116,099	\$ 95,853	\$ 77,939	\$ (17,914)	\$ (38,160)	\$ (23,243)	\$ 25,406
Total Other Expenses	\$ 870,522	\$ 998,701	\$ 1,176,685	\$ 1,199,794	\$ 1,287,485	\$ 87,691	\$ 110,800	\$ 288,784	\$ 416,963
Total Costs	\$ 1,998,879	\$ 2,397,614	\$ 2,439,831	\$ 2,886,519	\$ 2,995,828	\$ 109,309	\$ 555,997	\$ 598,214	\$ 996,949

nearly fully staffed in our entry level front line positions, thanks to the J1 program but suffered major shortages in some senior management and mid-level skilled positions. The Administration Personnel Services also has the \$21,000 increase in workers comp included. In the other expenses category for Administration we see the impacts of the \$53,000 increase in Liability Insurance and Full Cost Allocation. Bank Card fees are also up over last year. Lower costs in Mountain Maintenance and Vehicle Maintenance is evidence of our lack of Mechanic staff needed to perform the work.

Mountain Maintenance: The crew did a great job working as a team to build and execute the slush cup event on closing day. They have assisted ski patrol with transporting winter supplies into summer storage locations. We are now shifting gears into summer mode moving snow away from base area trail systems that summer tour operators use for their operations. Seat pads have been removed from all of the chairlifts and placed in summer storage. Some of the crew have also been working on clearing and stacking trees from underneath the Gondola Alignment.

Our head lift mechanic, Steve, has been busy working logistics on our bigger lift projects getting quotes for splicing and rigging of Ptarmigan and Hooter Chair Lifts. We are pricing out a new haul rope for Porcupine as it is nearing the end of it's usable life. Alaska Industrial X-ray will be returning for another round of tower bolt inspections on Hooter and Ptarmigan. Steve will be attending the Rocky Mountain Lift Maintenance Conference in early May. This is the largest ski lift maintenance conference of the year. He will be doing his best to recruit a new assistant Lift Mechanic while he is at the conference. They have a mobile app for all attendees where job postings are allowed. We have our Lift Mechanic and Base operations Manager positions posted there.

Ski Patrol: Ski patrol has finished putting the mountain to bed cleaning up all of the ropes and signage and getting things stored for the summer season. End of the season weather analysis and administrative close out is underway. Work on the Gondola and Powder Patch weather station is starting back up. Justin will be assisting the mountain operations crew with occasional projects. Work will be starting up to perform research into Avalanche mapping in Heavenly and Hogsback mountain ski terrain and anticipation of the coming winter terrain expansion. Creation of new position descriptions for the Avalanche Program Manager and the new Summer Mountain Safety Technician will begin pending Assembly Approval.

Marketing and Events:

- Season cleanup (organization and sorting of all this year's conditions reports and photos)
- Make sure the website is up to date with uphill policy, new hours, and ready for summer advertising to lower 48/partner resorts (update videos/pictures/info).

- Slush Cup success - 81 participants despite a cold, powdery day! DJ and MCs and participants were great.
- Spirit week success as well. Lots of people on the mountain repping the day's theme - great community comradery.
 - Reach out to Slush Cup participants and winners for prizes.
- Still catching up on media that needs to be posted/shared via newsletter from the season: school groups, snow totals, weather patterns, etc. Planning on getting a season reflection out by the end of the month.

Base Operations: We have recruitment open for a new Base Operations Manager. We have not had many views on the job posting. While we are recruiting the workload is being split up by the General Manager and the Director of Snowsports. The General Manager is handling all of the daily cash transmittals and reconciliation to the cash office and CBJ Treasury with the Director of Snowsports picking up all of the lodge rentals, programming of the point of sale, loading in new products and pricing for the launch of the 2024 / 2025 season.

SSS The Snowsports Staff have been extremely helpful with deep cleaning the kitchen and Fish Creek Lodge in preparation of the first two weddings of the summer season. They have also been busy laundering all of the bedding, clothing and other supplies from the employees that lived in the dormitory last winter.

The Director has been working closely with UAS on the close out procedures and reconciling all of the employees rent payments to ensure that we are current on everyone's accounts. We have collected a total of \$47,533 in rent payments. Our final billing included any room charges or lost key fees totaled 48,618. Overall the program was a huge success and we are welcome to return next season.

The Director has been spending a lot of time to work through a new administrative process for our lodge rental guest that want to serve alcohol at their weddings or other events. This has been a very large administrative burden. Thanks to her efforts we are now caught up with lodge rental reservations that did not have all of the completed paperwork, alcohol authorizations or proper payments processed.

The staff are also in the process of closing out lesson notes for students and beginning planning for the launch of youth summer camps and the next round of cabin rentals.

RRR: The Rental, Retail and Repair Shop Supervisor has been busy working through the last of the season end rental fleet testing with his assistant. Now that they have completed the first round of their process they are handing over the Rental Shop space to Kawanti Adventures our Zipline Concessionaire. They continue to take in skis and snowboards for summer waxing and repair work that will be done over the next couple of weeks along with completing waxing and tunes for the rental fleet.

Budget Process Update: Eaglecrest presented our proposed budget to the Assembly on April 6th. This included the ask for a General Fund Loan in the amount of \$884,000 to fund the growth into summer operations with the goal of having the necessary funding to begin summer walking tours using the Hooter Chair Lift by the middle of May of 2025. I have been working with the City Managers office and the Finance Department to refine some funding options for the Assembly to contemplate at their May 1st Finance Committee Meeting. Below is the format of the options that will be brought before the Assembly.

FY25 Eaglecrest Increment Funding Options			
	FY25	FY26	Total
Option 1 - Status Quo Operations			
<i>*Hooter chair lift tours <u>not approved</u> in CY2025</i>			
1A. Approve Base Budget (Matches Expenditures in Budget Book)			
Additional Expenditure Authority Needed	-	-	-
Required General Funds or Loan	406,700	383,800	790,500
FTE Increase	-	-	-
1B. Approve Base Budget + 6% Pay Scale Increase			
Additional Expenditure Authority Needed	112,100	114,400	226,500
Required General Funds or Loan	518,800	498,200	1,017,000
FTE Increase	-	-	-
1C. Approve Base Budget + Additional FTEs for Status Quo Operations			
Additional Expenditure Authority Needed	162,900	171,800	334,700
Required General Funds or Loan	569,600	555,600	1,125,200
FTE Increase	4.54	-	4.54
1D. Approve All Status Quo Operations Increments (1B and 1C)			
Additional Expenditure Authority Needed	284,000	295,200	579,200
Required General Funds or Loan	690,700	679,000	1,369,700
FTE Increase	4.54	-	4.54
Option 2 - Expanded Summer Operations (Starting in CY25)			
<i>*Assumes approval of status quo operations increments (Option 1D)</i>			
<i>*Hooter chair lift tours <u>approved</u> in CY2025</i>			
<i>*Assumes Gondola is operational May 2026</i>			
Additional Expenditure Authority Needed	1,160,100	2,766,900	3,927,000
New Revenue from Summer Operations	756,000	3,471,000	4,227,000
Required General Funds or Loan	810,800	(320,300)	490,500
FTE Increase	9.68	25.88	35.56
Option 3 - Expanded Summer Operations (Starting in CY26)			
<i>*Assumes approval of status quo operations increments (Option 1D)</i>			
<i>*Hooter chair lift tours <u>approved</u> in CY2026</i>			
<i>*Assumes Gondola is operational May 2027</i>			
Additional Expenditure Authority Needed	284,000	1,171,300	1,455,300
New Revenue from Summer Operations	-	756,000	756,000
Required General Funds or Loan	690,700	799,100	1,489,800
FTE Increase	4.54	9.68	14.22

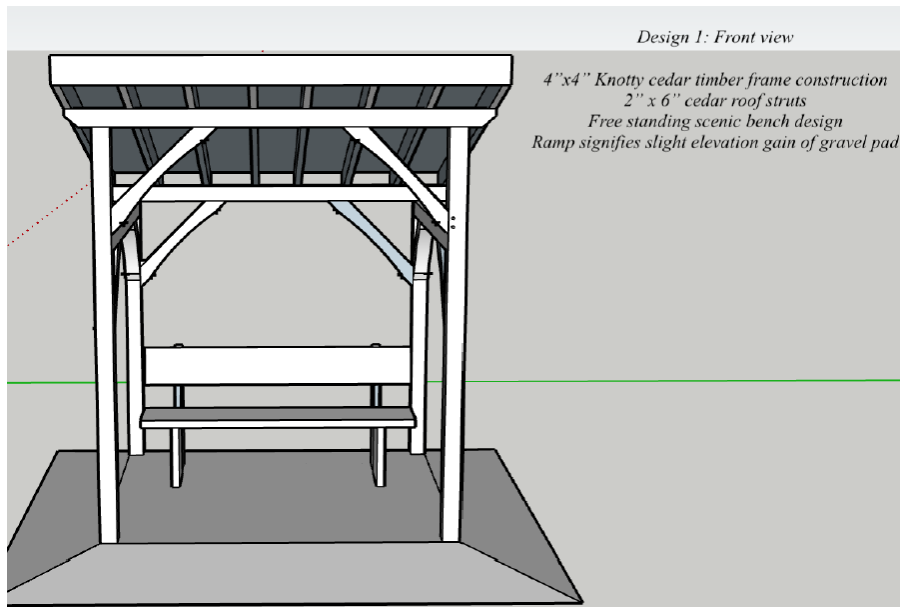
Gondola Update: I have been working with CBJ Legal and the Finance Department over the last three weeks to finalize the Franchise Agreement with the hopes of having a draft agreement to Goldbelt by the close of the week. We want to make sure that we do not rush the process and we have a solid agreement that we serve as the foundation for our business relationship for at least the next 5 years. There were hopes of bringing this to the Committee of the Whole on May 6th. It now appears most likely that we will introduce this ordinance on June 3rd.

RFP for Construction Manager / General Contractor will hopefully be published by the end of the week. We plan to have our pre-bid meeting when Alan Steffert and I are back from our trips on May 16th with the solicitation scheduled to close the following week. The goal is to be able to award the contract by the end of May or Early June.

Eaglecrest Project Manager – I have been working with the contracts department in Engineering and the Human Resources Department to evaluate the best way to get a project manager hired on to represent Eaglecrest/CBJ's best interests in the Gondola project. At this point it looks like we will be publishing an RFP for professional services as our vehicle to get a professional under contract to assist us with maximizing the potential value of utilizing alternative procurement.

Unfinished business

C) Memorial Bench for Steve Wolf sponsored by Bev Ingram. The planning committee, at their July 27th 2023 meeting authorized Bev Ingram to select one of two locations and come back to the Board with the final proposal. Their desired location is to constructed a roofed over bench just inside the lower loop from the two car parking spot at the lower loop meadow. I have attached the full document with the images of the proposed



structure and overview of the project. Below is an image of one of the options.

New Business:

- a) Director's end of the season bonus request. As is customary for the end of the season I would like to request a season end bonus for the Directors that went above and beyond to make the season a success carrying extra weight to make operations a success despite key vacancies. I would like to request a \$1000 bonus for Steve Zmugg and Kristen Strom who worked at the director level but are hourly employees that receive overtime benefits. I would also like to request a bonus in the amount of \$2000 to be paid out to Erin Lupro, Justin Spurrier and Dave Scanlan who are all salaried workers that do not receive overtime benefits despite working well over 40 hours per week during the season.