



# **SPECIAL ASSEMBLY COMMITTEE OF THE WHOLE JOINT MEETING WITH EAGLECREST BOARD AGENDA**

**March 05, 2025 at 5:30 PM**

**Assembly Chambers/Zoom Webinar**

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**Assembly Committee of the Whole Worksession - No Public Testimony will be taken.**

<https://juneau.zoom.us/j/93917915176> or 1-253-215-8782 Webinar ID: 939 1791 5176

Immediately followed by the Assembly Finance Committee Meeting.

**A. CALL TO ORDER**

**B. LAND ACKNOWLEDGEMENT**

We would like to acknowledge that the City and Borough of Juneau is on Tlingit land and wish to honor the indigenous people of this land. For more than ten thousand years, Alaska Native people have been and continue to be integral to the well-being of our community. We are grateful to be in this place, a part of this community, and to honor the culture, traditions, and resilience of the Tlingit people. Gunalchéesh!

**C. ROLL CALL**

**D. APPROVAL OF AGENDA**

**E. AGENDA TOPICS**

1. Discussion of Eaglecrest Finances and FY26 Budget

**F. STAFF REPORTS**

**G. NEXT MEETING DATE**

Next Regular Assembly COW Meeting Date: Monday, March 17, 2025 @ 6:00p.m.

**H. SUPPLEMENTAL MATERIALS**

2. RED FOLDER: 3/5/2025 Eaglecrest Presentation to Assembly COW

**I. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, e-mail: [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov).



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**March 4, 2025**

**To: CBJ Assembly**

**From: Eaglecrest Board of Directors**

**Re: Staffing, Pay Plan, and Capital Investment**

### **Introduction**

The Eaglecrest Ski Area, now entering its 50<sup>th</sup> year of operation, is a cherished community asset. It has a passionate user base many of whom use the common refrain of “Eaglecrest is what keeps me in Juneau.” However, as we start our next 50 years we have several challenges to address.

We know that our future is dependent on the installation of the gondola in order to provide year-round revenue and we are thankful for the CBJ Assembly’s commitment to this effort. While gondola anchored summer operations will provide fiscal certainty and sustainability in the long term, in the short term we still have to address our staffing levels, our pay plan, and our infrastructure needs.

### **Staffing**

Eaglecrest has historically been managed with the bare minimum staffing levels needed to operate the ski area. Prior boards and management have been keenly aware of the impact of Eaglecrest’s expenses on the CBJ budget and have worked hard to provide a quality product to the public with a minimum of staff. However, it has become increasingly obvious that this is not sustainable, and we simply cannot continue to provide winter recreational opportunities to the public that depends on stretching our staff thin. We also are losing revenue by not having the personnel available to provide full programming to the public.

Eaglecrest staff have completed an analysis of needed positions at the operation to staff it in an industry standard fashion. This analysis indicates that we need to increase the budgeted FTE number from 33 to 56. This increase would result in a \$2M increase in fully loaded wages and benefits if implemented in FY26 at the current pay plan.

### **Pay Plan**

Recruitment and retention of employees at Eaglecrest has always been a challenge. We are fortunate to have a dedicated workforce that truly believes in our mission, unfortunately the high cost of living in Juneau, combined with low wages have made it extremely difficult to recruit and retain employees at Eaglecrest. In a study commissioned by the Eaglecrest board in 2024, it was found that Eaglecrest pays its employees approximately 40% lower than comparable ski areas in the lower 48. And this is after the Eaglecrest board, and the assembly have invested in a multi-year effort to raise wages by over 20%. It is simply unacceptable for Juneau residents to continue to subsidize their winter recreation on the backs of Eaglecrest employees and the Eaglecrest pay plan must be addressed.

Implementing an across the board 40% increase in wages in FY26 would result in approximately a \$780,000 increment in wages and benefits for existing positions at Eaglecrest.

Wages at Eaglecrest are not competitive with comparable jobs in Juneau in both the public and private sector. It is necessary to increase wages by a minimum of 15% (\$290,000 in FY26) in order to address our critical staffing needs.

### **Infrastructure Investment**

At the request of the board, Eaglecrest staff have taken a critical look at the infrastructure needs of the operation. While the CBJ CIP program provides a minimum level of investment in Eaglecrest maintenance, like any aging operation Eaglecrest has significant capital needs that must be addressed. While we anticipate that future summer operations will provide the revenue needed to address ongoing maintenance needs, Eaglecrest still needs significant capital investment in the next few years to maintain its existing operation.

Eaglecrest staff has identified approximately \$1.5 million in capital projects to be completed between now and FY30. This is in addition to the \$511,000 proposed in the FY26 CIP budget. Costs for these projects are only an estimate, and it is likely that existing staff will not have the resources to accomplish them all and contractors will be needed to do the work. For FY26 this means at least an additional \$273,000 in capital.

### **Conclusion**

The Eaglecrest board is very thankful for the investments that the CBJ Assembly has made in Eaglecrest over the years. Committing to summer operations through purchase of the gondola and signing the agreement with Goldbelt for its installation will ultimately result in Eaglecrest being self-sufficient for its operating and capital needs.

However significant investment in Eaglecrest is still needed in the immediate future to ensure we can provide quality and sustainable winter recreational opportunities to the Juneau public. Increases in staff and pay plan of \$290,000 to >\$2M dollars are needed in FY26 in addition to over \$784,000 in capital.

The Eaglecrest board looks forward to working with the CBJ Assembly to provide the necessary investment in our people and our facilities to maintain this cherished community asset.

Sincerely,

Michael Satre

President, Eaglecrest Board of Directors



**DATE:** February 27, 2025

**TO:** Mayor Weldon and Assemblymembers

**FROM:** Katie Koester, City Manager

**SUBJECT:** Eaglecrest Board Joint Meeting and FY 2026 Budget

155 Heritage Way  
Juneau, AK 99801  
Phone: (907) 586-5215

The purpose of this memo is to prepare the Assembly for the budget outcomes of the joint meeting with the Eaglecrest Board on March 5, 2025. While there will likely be conversation on several topics with the Eaglecrest Board, I will be listening carefully for direction on what the Assembly expects to have included in the Manager's Proposed budget to begin the FY 2026 budget conversation.

Unless other direction is given, staff will include all of the operating expenses requested by the Eaglecrest Board in the Manager's proposed budget, as well as all anticipated revenue from Eaglecrest operations and the operating General Fund subsidy (\$880K). This will result in a negative fund balance for the Eaglecrest Fund. Any capital projects will be included on the pending list for discussion and consideration. During the budget process, the Assembly Finance Committee can discuss the Eaglecrest budget and fund balance more thoroughly.

# Joint CBJ COW – Eaglecrest Board Meeting

3/5/2025

# Items For Discussion

- Operations Update
- Personnel
  - Staffing Levels
  - Wage Scale
- Capital Needs
  - CIP + Other Projects

# Behind the Scenes

- Two chairlift rope slices
- Replace Hooter Bullwheel Bearing
- Relocated 100% of all chairs
- NDT Testing on Ptarmigan Tower Bolts
- Scheduled Annual Maintenance Program
- Addressed Hazardous Waste
- Clean up shop and leach field
- 3,263 Alaska Coach Tour Visitors
- 1,529 Segway Tour Visitors
- \$51k Zipline Visitor Revenue
- Summer camps – 60 kids over four weeks
- Fleet upgrades: two trucks and a car
- Underground storage tank inspections
- Compressed airline maintenance
- City risk and engineering assessment of facilities.
- Superior Tramway assessments baseline assessment of Lifts
- Ego culvert work
- New hydrants and hoses
- Catwalk bridge behind shop repair
- J1 program setup – including housing agreement at UAS
- Cleaning up PCN's and HR system
- Full management team on board
- Standardized training for lift ops with testing on file
- Standardized snowmaking and snowmachine training
- Tower climbing and lift evacuation training along with cross training of departments
- Blowing snow in November and opened on time
- Winter camps operated as scheduled
- Three night skiing events
- Patrol upgraded equipment and training
- Promoted two new senior patrol members
- Addressed kitchen compliance issue
- Social media increase james.
- Implemented drone inspection of Ptarmigan lift
- Fall and winter events 3 movie nights.
- Christmas Eve 100 kids w/ presents

# Winter Operations –Successes

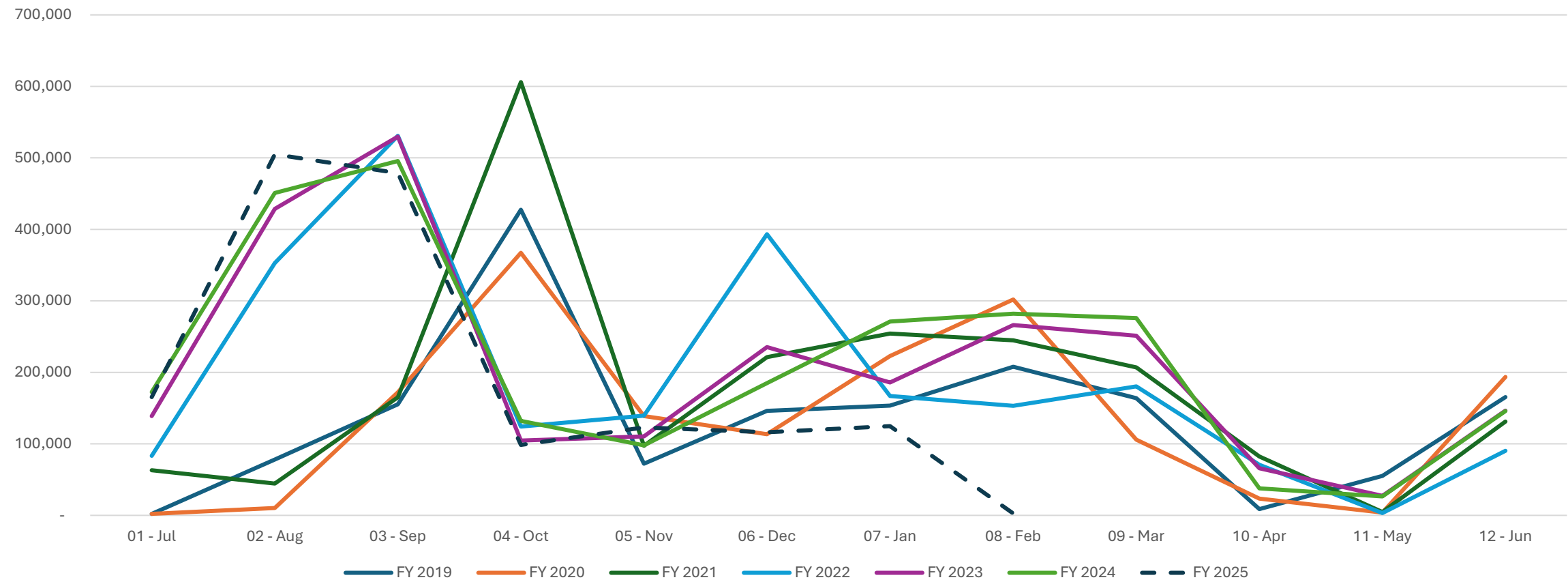
- Robust season pass sales
- Sold out Snowsports programming
- 39 Days of snowmaking operations
- Opened Porcupine Lift on 12/7
  - Upper mountain opened 1/29

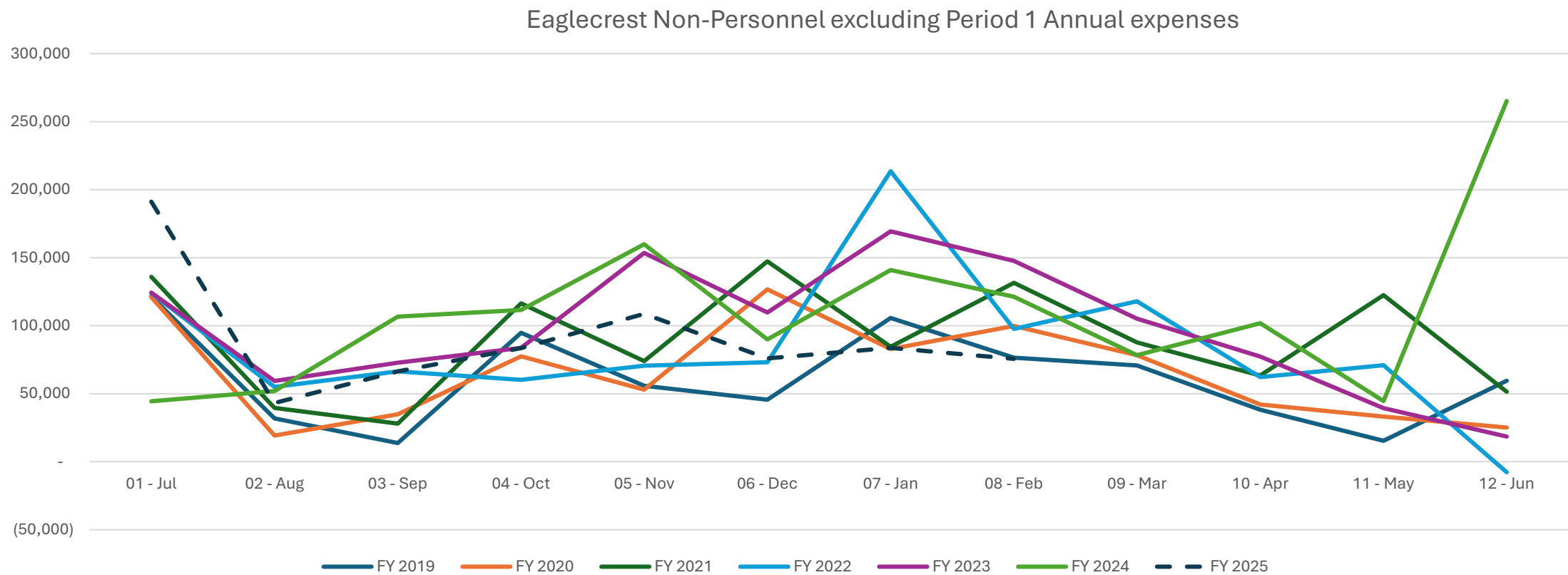


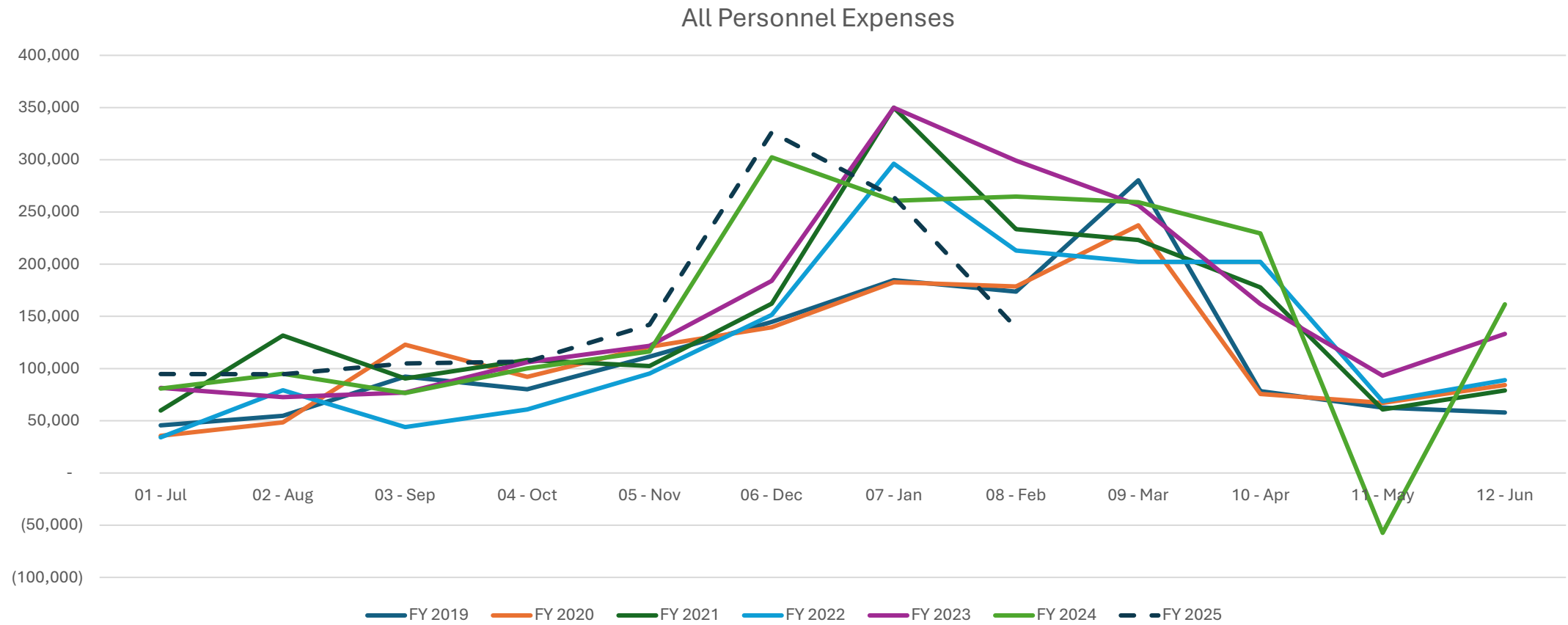
# Winter Operations - Challenges

- Black Bear mechanical failure
- Extremely low natural snowpack
- Snowmaking
- Mechanical issues with snow cat fleet
- Water treatment plant issues
- Staffing Shortage

Eaglecrest Revenue by Month







	FY23	FY24 Actuals	FY25	FY25	FY26	FY26
	Actuals	Actuals	Budget	Projected	Approved	Low Revenue
<b>EXPENSES</b>						
Personnel Services	\$ 1,993,700	1,889,576	2,382,900	2,253,000	2,450,400	2,450,400
Commodities and Services	1,592,000	1,909,242	1,927,200	1,850,000	1,980,800	1,980,800
<b>Total</b>	<b>3,585,700</b>	<b>3,910,567</b>	<b>4,310,100</b>	<b>4,103,000</b>	<b>4,431,200</b>	<b>4,431,200</b>
<b>REVENUE</b>						
State sources		20,069				
Charges for Services (winter)	1,759,000	1,791,780	1,957,000	1,850,000	2,048,000	1,536,000
Contracted Services		44,105				
Licenses, Permits, and Fees	276,200	282,565	398,000	250,000	448,000	336,000
Sales	73,100	90,653	81,400	70,000	81,400	81,400
Rentals and Leases	281,700	264,459	315,600	300,000	325,600	325,600
Donations and Contributions	100,400	100,000	100,000	100,000	100,000	100,000
CBJ Roaded Service Area	50,000		50,000	50,000	50,000	50,000
CBJ General Fund	880,000	1,055,500	1,398,800	1,398,800	880,000	880,000
<b>Total</b>	<b>3,420,400</b>	<b>3,649,131</b>	<b>4,300,800</b>	<b>4,018,800</b>	<b>3,933,000</b>	<b>3,309,000</b>
<b>Inventory Reserve</b>						
Beginning Reserve Balance	257,600		-		-	
Increase (Decrease) in Reserve	(3,700)	-	-		-	
<b>End of Period Reserve</b>	<b>253,900</b>	<b>-</b>	<b>-</b>		<b>-</b>	
<b>Available Fund Balance</b>						
Beginning of Period	29,200	117,804	(143,632)	(152,932)	(237,132)	(237,132)
Increase (Decrease) in Fund Balance	(165,300)	(261,436)	(9,300)	(84,200)	(498,200)	(1,122,200)
<b>End of Period Available</b>	<b>(136,100)</b>	<b>(143,632)</b>	<b>(152,932)</b>	<b>(237,132)</b>	<b>(735,332)</b>	<b>(1,359,332)</b>
<b>Combined End of Period Fund Balance</b>	<b>117,800</b>	<b>(143,632)</b>	<b>(152,932)</b>	<b>(237,132)</b>	<b>(735,332)</b>	<b>(1,359,332)</b>

# Staffing

## Status Quo Budget

Department	Sum of FTE Calc	Sum of Total Cost
<u>BaseOps</u>	3.80	180,600
<u>Executive</u>	5.00	642,500
<u>Mkting</u>	1.35	107,900
<u>Mountain Ops</u>	9.45	519,300
<u>SkiPatrol</u>	5.13	246,500
<u>Snow Sports</u>	9.26	442,200
<b>Grand Total</b>	<b>33.99</b>	<b>2,139,000</b>

## Full Staffing Scenario

Department	Sum of FTE Calc	Sum of Total Cost
<u>BaseOps</u>	6.53	388,816
<u>Executive</u>	6.00	742,721
<u>Mkting</u>	2.34	184,715
<u>Mountain Ops</u>	18.40	1,245,298
<u>SkiPatrol</u>	5.43	457,083
<u>Snow Sports</u>	17.93	1,126,537
<b>Grand Total</b>	<b>56.63</b>	<b>4,145,170</b>

# Wage Scale

- 6% raise in FY25
- Wage study shows we are significantly behind industry
- Low wages and housing are biggest detriment to recruitment
- 15% increase in existing positions for FY26 wages results in ~\$290k increment
- 40% increase in existing positions for FY26 wages results in ~780k increment
- 15% wage increase + Full Staffing = >\$2.6M increment

Are we limiting revenue opportunity with limited staff?

# CIP

- \$511K planned CIP
- Additional \$1.5M identified before FY30
- >\$700K in FY25/26
- Resource and schedule issues
- Additional projects not fully planned or costed

PRIORITY	PROJECT NAME (this should match your project name on Tab #1)	PROJECT COST (Round to nearest thousand)	PROJECT DESCRIPTION	Funding Source (Leave as unknown unless specifically allocated by Voter Approved Special 1% or Unscheduled)
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.	Unscheduled
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.	Select from drop-down
2	Black Bear Chair Drive Terminal Project	\$285,000	Major overhaul of critical infrastructure to fix major health and safety	Select from drop-down
3	Weather Station Automation	\$10,000		Select from drop-down
4	Snowmaking airline Repairs & improvements	\$30,000		Select from drop-down
5	Porcupine Chair Weather Cover	\$10,000	Constructing a cover will prevent damage to the Gear box	Select from drop-down
6	Trail maintenance Labor	\$35,000		Select from drop-down
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	Select from drop-down
8	Porcupine Lodge- Exterior Stair rebuild	\$16,000	the stairs are not to code and must be replaced, Arcitetur plans for this exisit and are with CBJ Eng.	Select from drop-down
9	Porcupine Lodge Retail Shop Expansion Engineered Design	\$30,000	Design plan to extend thefront retail/repair shop	Select from drop-down
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	Select from drop-down
11	Fish Creek Lodge Deck Repairs Engineered Design	\$20,000	Deck is rotten, leaks into the building and is causing major issues and damage.	Select from drop-down
12	Water Works repairs- Critical infrastruture	\$10,000	The floors need replaced as they are rotten	Select from drop-down
	Total	\$511,000		