EAGLECREST BOARD OF DIRECTORS AGENDA

October 21, 2025 at 12:00 PM

Fish Creek Lodge Great Room/Zoom Webinar

Eaglecrest Ski Area Fish Creek Lodge - Great Room 3000 Fish Creek Rd or Join via Zoom https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1M0VnovZz09 Meeting ID: 882 5948 4580 Passcode: 372236

A. ROLL CALL

B. APPROVAL OF AGENDA

C. APPROVAL OF MINUTES

1. **08-13-2025**
2. **08-19-2025**

D. PUBLIC PARTICIPATION

E. NEW FTE

F. COMMITTEE COMMENTS AND QUESTIONS

G. NEXT MEETING DATE

H. 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.

A. ROLL CALL
    a. Jim Calvin, Hannah Shively, for EC HRC
    b. Craig for mountain
    c. Angie Flick, Dallas Hargrave, & Anna Beck, Cindy
B. APPROVAL OF AGENDA
    a. Jim motioned to approve
C. CONSIDERATION OF EAGLECREST CONVERTING TO CBJ CLASSIFICATION AND COMPENSATION
    a. Introduction of Draft Changes to Eaglecrest Personnel Rules
        i. PR 021 on pg17
            1. Doesn't need to change the types of positions, don't need to change benefits for employees.
        ii. PR 026 on pg25
            1. Modifies EC holidays to align with CBJ Holidays. Most winter Holidays are on Mondays.
            2. Most positions aren't eligible for Holiday pay
            3. Hannah: would this require us to change posted schedules? Craig advised not
        iii. 8 PR 010
            1. No need to change
            2. Craig asked if evaluations could happen to compliment ski season; Cindy advised that typically in seasonal positions, supervisors give evaluations at last week or so of season
        iv. 10 PR 025
            1. Adding clause that any employee should not be paid less than minimum wages for the state
        v. Pg 81
            1. Tool allowance for mechanics if the position does not provide tool; as EC does provide tools, this is not relevant
            2. Philosophy is EC wants to have tools available for use, not have to re-create each time we hire a mechanic
            3. Jim asked Craig about the industry standard practice; Craig advised not sure, but his anecdotal experience is that typically ski areas provie
            4. Dallas asked if we agree to eliminate the allowance, yes
        vi. Rule 19 on pg 86
            1. This is the pay rule section, eliminated entirely
            2. The differences between the two are called out in comments.

3. 19 PR 015 – work week would move salaried employees to 37.5 hour work week. Managers office would need to approve anyone working over 45 hours per week. Dallas advised that Craig would request manager team to 45+ hours during winter season and back to 37.5 hours during off season. Payroll thinks this is possible with some communication.
4. Craig's opinion is that this would be an oddity to new hires, but not insurmountable.

vii. Pg 91

1. EC has more proficiency steps than CBJ. EC includes both time in service and proficiency, while CBJ has only time in service
2. Craig advised this is the biggest component of conversion. When there's policies around step increases and promotions, they happen more often and Board will not have to ask for permission from Assembly to move. People have confidence in knowing what their career progression is. The downside is that people will need to learn that it's hours accrued, not just asking for a promotion when they feel they've earned it
3. Cindy agreed and clarified, the proficiency steps only got up to step D/4, and so while it was only really i
4. Hannah asked, what does Craig think about losing that flexibility, Craig advised the flexibility exists because of low starting rates, so that problem gets less as we convert, and the use of the flexibility is not as a strong as a tool as higher starting industry and knowing what your future is with your company
5. Jim asked, how is determined how someone starts on the step scale? Dallas said it depends (refers to advances step position on page 88), the assumption is someone starts at 1 without exceptional experience. Difference is that by switching to this system, before Craig had a lot more discretion, and now it's going to be going through the manager's office, many through deputy city manager. These are things that often done by other departments

viii. Pgs 91 & 04, Instructor Pay rules

1. Would eliminate instructor pay rules entirely. Dallas advised thought hard about how to create ranges that would

compensate instructors for additional certifications or class sizes

2. Craig advised that instructor pay has been a system he's worked on in other ski areas. He advised that treating instructors the same as other employees will make instructor jobs more clear and effective.
3. Hannah asked about ski instructors that are more passion based – does this inadvertently hurt them? Craig advised can simplify ski school around full time instructors who are the core base of schedule, and then part time instructors who are back fill. Generally, part time instructors are more of the passion employees, and pay is part of the equation but not their prime motivator. But, industry wide, more and more people teach part time because the full time pay doesn't support them. However, the simplified pay will make really recruitment for full time instructors much easier, and can impact retention rate
4. Jim asked how part ski instructors are paid; Craig advised industry standard is "paid for when you teach" – so you're only "clocked in" when you're actively teaching
5. Hannah asked if the switch would drastically increase labor costs, Craig advised math is complicated but will not significantly chance
6. Jim asked if this changes EC ability to set hours, Craig confirmed

ix. 19 PR 095, end of season bonus

1. Eliminates end of season bonus rules. However, Dallas advised that end of season bonuses are possible, just approved through city manager and sign-on rules. Dalas
2. Hannah noted to Jim and Wayne that we've been using those bonuses as ad hoc recruitment tools, not true compensation

b. Jim asked, is there any option for merit increases? Dallas advised the step increase is the merit increase, and there's also cost of living increases
c. Jim advised is that in private sector, raises are typically merit.
d. Hannah asked if poor performers don't have to be invited back?
   i. Cindy advised that seasonal employees have right to return, but would have PIP when return
e. Information only: Pay Range Allocation of Eaglecrest Positions

i. Organization: Department organized to, job code, current pay grad, job title, and then proposed pay grade
ii. Dallas advised inputs used included hiring a classifier outside of our normal work, EC management team, and then reviewed the outcome in relation to current CBJ positions
iii. Dallas showed the current pay scale on CBJ website
iv. Wayne asked about positions in yellow – what's the difference? Dallas advised the those were the tweaked positions from the city

D. NEXT MEETING DATE
   a. Jim, Hannah, and Wayne interested in learning more. Wayne advised that an assembly member advised this is a bad idea as it would tie Goldbelt's hands if EC operations was given to Goldbelt
      i. Dallas and Angie had no guidance on that matter.
      ii. Hannah noted that these rules wouldn't make some kind of EC to Goldbelt swap more or less complex, would be a complex matter regardless
   b. August 19, 2025 at 10:00am
   c. August 21, 2025 at 1:00pm

E. ADJOURNMENT
   a. Jim moved to close, Hannah agreed

EC HRC

8/19/2025 at 10 am, Zoom meeting

A. ROLL CALL
    1. Hannah Shively & Jim Calvin from EBD / HRC
    2. Craig Cimmons from the mountain
    3. Angie, Anna, Cindy, Dallas from CBJ
B. APPROVAL OF AGENDA
    1. Jim moved to approve agenda
C. CONSIDERATION OF EAGLECREST CONVERTING TO CBJ CLASSIFICATION AND COMPENSATION
D. PLAN
    1. Finalize Draft Changes to Eaglecrest Personnel Rules
        i. Since last week, moving through the conversation ideas, Dallas feels that we need to recognize longevity, and clarify that sign-on bonuses can be considered not only for new employees
        ii. Hannah advised not too different from others
        iii. Craig advised no notes
        iv. Dallas advised goal is to move plan to board before assembly
    2. Consider Conversion Terms for Conversion to CBJ Pay Plan
        i. CBJ HR has a very detailed plan, likely not appropriate for public meeting, but starting from fair principles
            1. Feels that conversation won't help with recruitment but will help with retention
            2. Balancing fairness with fiscal responsibility for both scenarios
        ii. Scenario #1
            1. Employee's hourly rate is identified and places in step position that most simply matches their hourly rate
            2. Then, employees currently at step 7 or above will have any additional step, and employees with more than 10 years tenure will get 2 additional steps
            3. If someone is getting less than 3% increase after those, they'll go up an additional step. (Reason being that CBJ employees received 3% increase in July)
            4. With this ratio, most employees receive more than 10% raise, and 13% get a 40%+ raise

5. With this ratio, ski instructors receive the biggest raises proportionally. Ski patrol tens to receive smallest raises as they're more likely to be appropriately paid.
6. Craig advised this reflects which departments have had better support or were harder to fill over the years
7. Jim asked for more data on which positions will have an average increase %
    a. Dallas advised that trying to keep it big picture for now, but could pull that together if it would be helpful

iii. Scenario #2
1. Same starting point, but added steps will be based on date of hire. Before 2013, 3 steps, between 2013 and 2014, 2 steps, and after 2015, placed at the step determined to be their baseline conversion
2. Again, if anyone gets less than 3%, manual adjustment
3. This second option provides higher raises overall, but not significantly different

iv. Dallas feels both options would be be supported by assembly

v. Angie advised from finance perspective, if there is support, we have another step with Craig's management team to designate the sign-up bonus b

vi. Hannah asked if the current budget includes all positions, or only the ones currently filled
1. Angie advised all positions are accounted for, and if the position was vacant, we assumed that we would place at step 1, so both scenarios are supported
2. Angie advised that if not all spending authority is spent, that will cycle back to the assembly. Angie advised that if we can return some budget, that will set us up well for the

vii. Jim asked about scenario 2; curious about hire dates, there's a two year period and then a 9 year period. Can you explain more those demarcations?
1. Dallas advised we looked at that time, started with grouping in different ways to measure impact. Dallas doesn't want to make conversation rules to impact certain people, but does want to compare factors. That's how we got to the groupings. Then we sat down with Craig, gave him more detail so he could see

        2. Angie advised looked for natural breaks between hire dates, and trying to find meaningful differentiation between

viii. Jim noted that there will always be some perceived inequity, hard to avoid. But seems like a large gap between 8 year and 2 years in term of impact
    1. Dallas acknowledged, always hard to fall on one side of the line but impossible to avoid. Dallas advised overall all, everyone wins, but there will be people that win more than others. We're not intentionally trying to get one person on one end of the line or the other
    2. Craig advised he walked through the "people" of it all, and he said that it will be noticeable, but they'll also see the % raise, and the consistency of the system moving forward

ix. Hannah asked if there's any team differences between scenario 1 and 2
    1. Craig advised no, slightly more equitable than scenario 1

x. Hannah asked if there's any individuals who stared 8 years ago and only just returned, so they'd end up getting a tenure bonus without the tenure
    1. Cindy advised that she hasn't reviewed it to that detail, but the return names were pretty consistent, doesn't think that's a factor
    2. Craig advised that anecdotally, retention has dropped off since 2015. He advised that either someone has been working part time for a long time, most of the full timers are more recent hires

xi. Jim asked, we have a 40% increase in personal budget. Has anyone received a raise yet this year?
    1. Craig advised if we weren't doing this project, that would have been effective July 1st

xii. Hannah asked if Jim is asking if pay raises should be retroactive?
    1. Jim advised not sure about that
    2. Dallas advised we're not inclined to do big retroactive payments for large groups. If there's a smaller group that's been working in the off season, that might be possible
    3. Angie advised would be a heavy lift to payroll and her preference would be to pick a date, for example Sept 22nd, to make this effective

xiii. Jim asked if the total costs are then 12 months or 9 months.
    1. Angie advised that these costs assume an annual estimate, to ensure that we're making a sustainable decision

xiv. Hannah asked if anyone had a strong preference for either option
    1. Craig advised that both do what they need to do. Craig leans towards scenario 2 as it accounts for duration better than scenario 1,
    2. Dallas leans towards sceanior 2, and deputy city manager agreed, but scenario 1 is good. Dallas advised that he feels that people will end up being ok with either side of line, but Craig needs to be careful with new people coming in and avoiding flattening the pay scale
    3. Craig wants to point out that scenario 1 relies too much on steps, where some employees have not progressed through those uniformly
    4. Jim leans towards 2

xv. Jim asked if the $600k left over, could we use that money for non-personal reasons?
    1. Angie advised the assembly specifically adjusted the EC budget to address personal costs, and the EC was time pressed to officially present numbers. Relying on a previous wage survey, 40% was the Angie advised not likely to assume that this money is movable. Also may built trust and cultyre to return budget authority
    2. Hannah pointed out that we need to build new positions soon, gives us credibility to work with
    3. Craig asked Angie if it's worth asking the Assembly what they'd like us to do with it?
        a. Angie advised would need to ask Assembly

xvi. Jim asked what the cost will be to the public, to answer question of how much more tax dollars does this spend to convert than to stay in EC
    1. Angie advised we took list of positions, with current rates and FTE, it came out to about 2.7 million dollars. So to convert to scenario 2, it is costing 538k more than a regular raise
    2. Jim noted that we're coming in 600k less than budget

3. Angie noted, that if we weren't doing this, there would still be a raise process within E&C, so it's not like the alternative is $0 cost to tax payers

xvii. Jim asked next steps. Is more information coming?

1. Dallas advised could pull more information together for either next HRC meeting or special board meeting

xviii. Jim asked if Craig is comfortable with this? Is he comfortable losing autonomy/control personal costs? Do you feel like you have latitude for personal costs?

1. Craig advised most of managing personal costs is based on scheduling. Craig advised that he's trying to avoid pay rate being based on snow quality. Craig advised he only doesn't think there's a downside for this, this conversation shifts focus from asking for increasing wages to increasing staffing levels, which is more important in the future, and we can focus on asking for focus on
2. Craig advised that we'll lost the ability to say, that was a rough winter, let's not do raises. But that's unwise management

xix. Jim asked if J1 employees are impacted or challenged?

1. Dallas advised no change, just moving into different rates
2. Hannah advised maybe we'll need fewer of them, if more competitive locally. Hannah noted that the J1s are great contributors to EC
3. Craig said staff advised we need to convert, seeing the grass on the other side

a. Jim moves that the HRC committee recommend the full board move to the CBJ Pay plan, preferring option 2

b. Jim thanked all for incredible amount of labor to go into it

i. Angie advised yes, and also mountain team did a huge amount of work to complete

ii. Cindy advised that Anna was exceptionally helpful

xiii. NEXT MEETING DATE

a. Fine with skipping Thursday, but will be unable to attend

xiv. SUPPLEMENTAL MATERIALS

a. Memo - Additional information regarding conversion to the CBJ Classification and Compensation System

xv. ADJOURNMENT

a. Jim move that 8/1 meeting end, Hannah closed