

EAGLECREST BOARD OF DIRECTORS
Meeting Agenda
Thursday October 6th 2022 5:30pm
City Hall Room 224 & Zoom

Join Zoom Meeting

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Agenda:

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF MINUTES
 - a. Minutes from September 1st 2022
4. PUBLIC PARTICIPATION
5. COMMITTEE & LIAISON REPORTS
 - a. Special Board Meeting September 15th 2022 Minutes
 - b. Annual Board Retreat Report and Minutes October 1st 2022
6. MANAGERS REPORT
 - a. Financial Analysis
 - b. Department Update
 - c. Gondola Update
7. UNFINISHED BUSINESS
8. NEW BUSINESS
 - a. Conversation on recruitment, retention and payplan with CBJ HR
9. PUBLIC PARTICIPATION
10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS
11. ADJOURNMENT – Next meeting date November 3rd 2022 5:30pm hybrid zoom & room 224

EAGLECREST BOARD OF DIRECTIONS
September Meeting Minutes
Thursday September 1st, 2022, 5:30pm

Agenda:

1. ROLL CALL: Mike Satre, Dave Hanna, Jon Dale, Kevin Krein, Stephanie Warpinski, Hannah Shively and Norton Gregory were present. The mountain was represented by Dave Scanlan, Erin Lupro and Kristen Strom.
2. APPROVAL OF AGENDA: Mike called the meeting to order at 5:30. Dave Hanna made a motion to approve the agenda, the agenda was approved without any additional changes or objections.
3. APPROVAL OF MINUTES: Dave Hanna made a motion to approve the August meeting minutes, the minutes were approved without objection.
4. PUBLIC PARTICIPATION: Dave Scanlan introduced Kristen Strom to the board.
5. COMMITTEE & LIAISON REPORTS:
 - a. Dave Hannah gave a review of the Planning Committee Minutes for the meeting held on August 25th, minutes included in meeting packet.
6. MANAGERS REPORT:

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

 - a. The GM presented the board with a detailed breakdown of previous years tiered pass sales. This year pass sales are going well and expected to exceed last years.
 - b. The mountain is considering the possibility of a "Snowvember" mountain movie series.
 - c. The board expressed concern about the vacancy in the rental shop. As of this time the mountain has no one to mount bindings which is a critical position.
 - d. Erin Lupro shared with the board a program she is developing to bring more students to the mountain. She plans to work with the Eaglecrest Foundation to have school classes sponsored to spend a day at the mountain.
7. UNFINISHED BUSINESS:
 - a. Mike Satre shared his concerns regarding staffing and its impact on the mountain and the importance of working with the assembly to keep visibility on staffing issues. Mike asked for a list of open positions at the mountain. Jon brought up the joint Assembly/Eaglecrest Board meeting that occurred 3 years ago and suggested that venue might be something to explore again. Dave and

Erin discussed flexible schedules for hiring and pass/ticket perks for people who work a limited schedule. Housing remains an issue for out-of-town folks looking for winter employment. In an effort to assist with housing, the mountain is reaching out to summer tour operators to inquire about winter housing possibilities.

8. NEW BUSINESS:

- a. Election of Officers. Dave Hanna made a motion to maintain the current status with Mike as Chair, Jon as Secretary and to add Dave Hanna as vice chair.
- b. Committee assignments:
 1. Finance-Jon as chair with Kevin and Stephanie
 2. HR-Kevin as chair with Norton and Hannah
 3. Planning/Policy-Dave as with Norton and Stephanie
 4. Nordic-Norton and Hannah
 5. Eaglecrest Foundation: Dave Hanna
- c. Agenda for board retreat. The board discussed the following topics to review at the retreat. Staffing, gondola, finances/CIP review to include a review of liabilities and fund balance, obsolete inventory, staff housing, committee reviews, marketing plan, recent surveys, master plan review and Eaglecrest Foundation were all shared as possibilities.

9. PUBLIC PARTICIPATION:

- a. None.

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

Norton welcomed Hannah to the board, he was alarmed to hear about the staffing shortage and looks forward to the retreat.

Kevin also shared concern with staffing and noted the cooler days as we approach the start of the season!

Jon thanked Kristen for coming to the meeting for a first in-person board meeting and appreciated all her marketing efforts. He is looking forward to the board retreat and is really looking forward to the strong La Nina forecast for hopefully an epic winter!

Hannah will start reviewing her board binder for more questions at the retreat.

Dave H surprisingly had nothing to add.

Mike looks forward to the retreat and to Discover Eaglecrest Day.

11. ADJOURNMENT – The next meeting date is October 6th, 2022. The meeting was adjourned at 6:45 pm.

EAGLECREST BOARD OF DIRECTIONS
Special Meeting Minutes
Thursday September 15th, 2022, 6:00 pm

Agenda:

1. ROLL CALL: Mike Satre, Dave Hanna, Jon Dale, Kevin Krein, Stephanie Warpinski, Hannah Shively and Norton Gregory were present. Assembly member Greg Smith was present. The mountain was represented by Dave Scanlan, Erin Lupro and Kristen Strom, Justin Spurrier, Diana Pierson, Beth, Rob, Chris and Sean.
2. APPROVAL OF AGENDA: Mike called the meeting to order at 5:30. The agenda was modified to include public comment, required at board meetings. Dave Hanna made a motion to approve the agenda, the agenda was approved without any additional changes or objections.
3. PUBLIC PARTICIPATION: None.
4. General Managers Discussion: Dave Scanlan convened the Special Board Meeting to share his growing concerns with the challenges the mountain is having with the labor market. Current staff at the mountain are overworked and 62 positions remain open, despite the 14% wage increase over the past year. The mountain has no repair/rental staff. After a discussion with city HR, the GM shared with the board possibilities to help: a sign on bonus, an end of season bonus or corrections to the pay scale. Jon asked about combining part time positions as a 4th option. Stephanie inquired about the annual hiring schedule and how this years vacancy rate is different than last years, the GM estimated 30% more vacancies than this time last year. Most seasonal workers are local hires with about at 75% return rate which is looking more like 50% this year. Dave H inquired about a pay raise and Norton inquired about corrections to the pay and ski pass incentives. Hannah asked about concerns regarding advanced step placement. The GM shared that currently the mountain only has 2 lift operators and shared with the board a list of all vacant positions. He also reviewed an overview of the pay scale and a comparison to others resorts throughout the US. The GM recommended to the board a 7% pay increase which would cost approximately \$122k to include benefits for a few full-time positions. Jon asked for the GM to be able to identify the threshold at which the mountain could offer an end of season bonus.

Motion

Dave H made a motion to allow the General Manager to apply for a 7% pay increase and to utilize the Snow Sports Community Outreach Support Specialist as a year around

position and the Rental and Repair Shop Supervisor positions as a year around position. The motion passed without objection.

Mike fully supported the increase and asked the GM for more detail about a full financial projection and look harder at position combining and end of season bonuses. The GM will take the motion to City HR to move the pay scale correction forward.

5. PUBLIC PARTICIPATION:

- a. Sean Edwards thanked the board. He noted that the Eaglecrest wages are not competitive and appreciated taking this action forward.
- b. Justin Spurrier appreciated the board efforts for the last 3 wage increases.
- c. Riley Moser thanked the board for the 7% increase and noted the importance of wages for retention.

6. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

Mike thanked the board for taking time to be available to move this motion forward. Stephanie thanked the GM for answering all her questions and noted the importance of this for the City of Juneau and the intent to supply jobs and encourage returning employment.

Dave H thanked the all the board members and all the staff for how hard they are working. He is very excited to see all the containers loaded with gondola parts.

Mike thanked all staff and is looking forward to Discover Eaglecrest Day on Saturday.

7. ADJOURNMENT –The meeting was adjourned at 7:04 pm.

Managers' Report October 6th 2022

Financial Analysis: The report below will show the year to date sales and expense history for each year in the table. This helps us spot emerging trends in both revenue and expenses. On the revenue side of the chart, FY 22 and FY 23 are the only two comparable years on total revenue, since the seasons pass sales tiers are in sync. By November the sales figures will again start to resync as we historically close tier 2 sales after the ski swap in the first week of November. The good news is that FY 22 set a new all-time sales record and we are currently running \$122,985 ahead of FY 22. On the expense side of the financials we will see significant increases on personnel costs due to the increase in our payscale. I have been preserving our spending power out of our CIP account when it comes to mountain operations to ensure that we have capital available to us, if needed, to continue our preliminary engineering. As we get through the next month I anticipate being able to journal entry \$30,000 of labor expense for

	FY14	FY15	FY16	FY17	FY18	FY19	FY 20	FY 21	FY 22	FY 23
Sales	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Ski School Fees	\$ 9,087	\$ 18,934	\$ 13,684	\$ 7,696	\$ 11,962	\$ 13,738	\$ 9,731	\$ 19,615	\$ 64,470	\$ 74,769
Ski Lift Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58	\$ 116	\$ 7,870	\$ 136
Advance Ticket	\$ 1,405	\$ 2,982	\$ -	\$ -	\$ 2,514	\$ -	\$ 1,980	\$ 3,003		
Season Ticket	\$ 59,286	\$ 87,031	\$ 43,813	\$ 32,442	\$ 55,393	\$ 67,180	\$ 86,627	\$ 10,384	\$ 76,496	\$ 66,223
On Line Season Pass Sales	\$ 68,391	\$ 86,032	\$ 30,905	\$ 38,939	\$ 70,138	\$ 53,611	\$ 64,091	\$ 170,276	\$ 721,062	\$ 840,960
Bus Fees	\$ 306	\$ 414	\$ -	\$ -	\$ -	\$ 79	\$ 79			
USER FEES	\$ 138,475	\$ 195,393	\$ 88,402	\$ 79,077	\$ 140,007	\$ 134,608	\$ 162,566	\$ 203,394	\$ 869,898	\$ 982,088
Retail - Soft G	\$ 173	\$ -	\$ 358	\$ 33		\$ 143	\$ 1,726	\$ 38	\$ 406	\$ 2,457
Food Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,305			\$ 1,833
Ski Repair	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 16.00
SALES	\$ 173	\$ -	\$ 358	\$ 33	\$ -	\$ 143	\$ 3,031	\$ 38	\$ 406	\$ 4,306
Locker Rental F	\$ 34,670	\$ 30,696	\$ 15,795	\$ 48,747	\$ 24,478	\$ 22,536	\$ 25,577	\$ 19,596	\$ 46,373	\$ 47,676
Ski Rental	\$ 3,394	\$ 2,439	\$ 2,071	\$ 3,679	\$ 3,425	\$ 3,897	\$ 1,073	\$ 5,322	\$ 11,727	\$ 7,354
Cabin / Facility Rental								\$ 21,270	\$ 15,673	\$ 25,637
RENTALS	\$ 38,064	\$ 33,135	\$ 17,866	\$ 52,426	\$ 27,903	\$ 26,433	\$ 26,650	\$ 46,188	\$ 73,773	\$ 80,667
Total Sales	\$ 176,712	\$ 228,528	\$ 106,626	\$ 131,536	\$ 167,910	\$ 161,184	\$ 192,247	\$ 249,620	\$ 944,076	\$ 1,067,061
Difference from FY23									\$ 122,985	
Expenses										
Personnel Costs										
Ski Area Administration	\$ 118,721	\$ 111,564	\$ 117,998	\$ 121,963	\$ 121,892	\$ 114,787	\$ 82,065	\$ 79,893	\$ 78,161	\$ 104,079
Ski Rental Shop	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 703	
Ski Patrol Program	\$ -	\$ (34)	\$ 137	\$ -	\$ 303					\$ 98
Lift Operation Program	\$ -	\$ -	\$ 131	\$ -						
Maintenance Program	\$ 37,906	\$ 35,517	\$ 12,111	\$ 20,528	\$ 16,399	\$ 33,936	\$ 19,846	\$ 21,169	\$ 37,060	\$ 60,184
Lodge Operations Program	\$ 5,257	\$ 5,709	\$ 6,774	\$ 4,889	\$ 5,785	\$ 6,813	\$ 4,424		\$ 6,342	\$ 15,354
Food Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Marketing/Special Events	\$ 1,426	\$ -	\$ 2,680	\$ 234	\$ 1,338	\$ 2,434	\$ 15,536	\$ 14,731	\$ 15,841	\$ 15,302
Ski School Program	\$ 15,506	\$ 14,913	\$ (661)	\$ 3,337	\$ 5,566	\$ 565	\$ 410	\$ 905	\$ 3,400	\$ 5,518
Total Personnel Costs	\$ 178,816	\$ 167,668	\$ 139,169	\$ 150,950	\$ 151,283	\$ 158,535	\$ 122,281	\$ 116,698	\$ 141,507	\$ 200,535
Other Expenses										
Ski Area Administration	\$ 55,940	\$ 56,332	\$ 54,754	\$ 50,335	\$ 88,214	\$ 76,113	\$ 63,360	\$ 88,220	\$ 116,207	\$ 97,193
Ski Rental Shop	\$ 871	\$ -	\$ 1,360	\$ -		\$ 770	\$ 46,366	\$ 4,636	\$ 2,442	\$ 7,302
Ski Patrol Program	\$ -	\$ 2,602	\$ 10			\$ 323	\$ 60	\$ 277	\$ 2,353	\$ 92
Lift Operation Program	\$ 1,809	\$ 1,907	\$ 540	\$ 1,495	\$ 1,591	\$ 495	\$ 181			\$ 1,232
Maintenance Program	\$ 33,777	\$ 2,110	\$ 1,908	\$ 2,468	\$ 2,016	\$ 12,182	\$ 3,732	\$ 3,578	\$ 14,434	\$ 2,094
Lodge Operations Program	\$ 9,842	\$ 2,906	\$ 3,792	\$ 2,782	\$ 5,437	\$ 7,803	\$ 5,422	\$ 6,532	\$ 11,363	\$ 6,007
Food Service	\$ -	\$ -	\$ -	\$ -	\$ 97	\$ (131)	\$ (33)	\$ 901		
Marketing/Special Events	\$ 1,040	\$ 719	\$ 1,638	\$ 868	\$ 4,263	\$ 4,478	\$ 2,490	\$ 139	\$ 91	\$ 1,021
Building Maint/Utilities	\$ 4,703	\$ 105	\$ 120	\$ 189	\$ 215	\$ 2,494	\$ 148	\$ 1,412	\$ 4,027	\$ 2,734
Ski School Program	\$ 105	\$ 684	\$ 178	\$ 487	\$ 971	\$ 622	\$ 254		\$ 82	\$ 1,677
Equipment Replacement	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 25,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,664
Vehicle Maintenance	\$ 891	\$ 170	\$ 148	\$ 3,912	\$ 1,626	\$ 7,856	\$ 9,200	\$ 9,932	\$ 16,528	\$ 22,992
Total Other Expenses	\$ 125,644	\$ 84,201	\$ 81,115	\$ 79,203	\$ 129,430	\$ 129,672	\$ 147,847	\$ 132,294	\$ 184,194	\$ 159,008
Total Costs	\$ 304,460	\$ 251,869	\$ 220,284	\$ 230,153	\$ 280,713	\$ 288,207	\$ 270,128	\$ 248,992	\$ 325,701	\$ 359,543
Total Net	\$ (127,748)	\$ (23,341)	\$ (113,659)	\$ (98,617)	\$ (112,803)	\$ (127,023)	\$ (77,881)	\$ 628	\$ 618,376	\$ 707,518

Mountain Operations into our CIP Account for work that has been happening on trail maintenance, the Ravens Rest Cabin and rebuild of the Powder Patch Weather Station.

Mountain Operations: The Mountain Operations department has had another busy month. The annual maintenance is being wrapped up on the Black Bear Chair with the last of the sheave wheel replacements, chair grip relocations and NDT testing being completed by the end of this week. The contracted electrical work on the low voltage tower circuitry has been completed in partnership with AK Electric. Our annual ski lift insurance inspection has been scheduled for November 15th.

The Mountain Operations team spent a lot of time preparing for the arrival of the Gondola and getting it off loaded from the global shipping containers. The team has quickly shifted from that project and gone into a support role assisting the Geologists from PND Engineering in the evaluation of the soil structure at every Gondola support tower and terminal location. We anticipate that this work will be complete early next week.

In between the projects listed above work continues on bringing our new high pressure water pumping station online at the top of Log Jam. Repair and maintenance on our older fan guns also continues as we work toward having as much snowmaking equipment as possible ready to go by November 1st. We are very focused on making as much snow as possible in the month of November to create a durable surface in the Porcupine learning area and the high traffic areas in the loading portals of Hooter and Ptarmigan as well as the access off the upper mountain via Sneaky, Sourdough and Log Jam. All of the new lift tower sponsorship signs, which help raise the funds for last year's snowmaking expansion, have been hung.

Marketing and Events:

- Marketing for employees – more wage-based vocab and employee perks in our ads/postings/newsletters
 - o Would like to share extensive gondola updates this week or next.
- Meeting with digital ads specialists to make sure we're gaining the reach we're looking for.
- Snowbound Update – we're going to the Boston Ski Expo where we will have great exposure to a huge audience of skiers and snowboarders that are members of our reciprocal partner mountain. We will be attending the expo in partnership with Travel Juneau and Alaska Powder Descents
- Events: Snovember coordination and venues
 - o Warren Miller's Daymaker film
 - o Nexus Film w Shejumps
 - o TGR Magic Hour film
- We have ideas for Opening Day that include: Coastal Avalanche Beacon Park/backcountry gear know-hows, 'White Stuff' potential re-release from Devil's Club, food drive for discounted day tickets. Stay tuned.
- Snowbrains contract renewed and the advertisements are queued up!

SSS

- We are currently working through Program enrollment information and checking what other components guests are missing.
- Hilary Lindh Applications are out to all Juneau schools. Application Deadline is October 14th & winners are to be announced November 4th. We are still looking for 2 board members to help participate in the selection process.
- 5th Grade Applications for Season lift tickets are also available.
- Homeschool enrollment is currently in progress and classes are filling up. This is offered Wednesday, Thursday, Friday @ 1:30pm
- Our Eaglecrest Foundation School group fundraising effort is coming along slowly.
- Assisting Eaglecrest guest with any services, issues they need.

RRR

The Rental/Repair position that was offered has been denied. The Position is in the process of being rebuilt and will have to be presented to the industry. As this is a very specific role. We continue to have orders arriving and I am entering all inventory into our systems.

Ski Patrol: The Mountain Safety Manager has been busy getting the new Power Patch weather station tower erected. This included flying in concrete to pour a new foundation. He has also been interviewing new candidates to join ski patrol and has made two appointments into the Ski Patrol Trail Crew Position. We also have recruitment open for the Senior Patrol position which will be filled internally. The updates to the Safety and Operations Plan is underway as well as planning for the preseason refresher training for medical certifications, lift evacuation and avalanche rescue.