

EAGLECREST BOARD OF DIRECTIONS
Meeting Agenda
Thursday April 1st 2021, 5:30pm

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1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF MINUTES
 - a. March 4th meeting minutes
4. PUBLIC PARTICIPATION
5. COMMITTEE & LIAISON REPORTS
 - a. Planning Committee
6. MANAGERS REPORT
 - a. Financial Report
 - b. Department Review
 - c. Summer Construction Projects
7. UNFINISHED BUISNESS
 - a. End of season employee bonus
 - b. Schedule Nordic Advisor Committee Meeting
 - c. Schedule HR Committee Meeting to start GM evaluation
8. NEW BUSINESS
9. PUBLIC PARTICIPATION
10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS
11. ADJOURNMENT – Next meeting date May 6th 2021, Zoom

EAGLECREST BOARD OF DIRECTIONS
March Meeting Minutes
Thursday March 4th, 2021, 5:30pm
Via Zoom

Agenda:

1. ROLL CALL: Mike Satre, Stephanie Hoag, Dave Hanna, Jon Dale, Shawn Eisele, Megan Gregory and Kevin Krein were present. Assembly member Wade Bryson, General Manager Dave Scanlan and Charlie Herrington were present. Fred Hiltner was also present.
2. APPROVAL OF AGENDA: Mike called the meeting to order. Shawn asked to add a discussion about the Spring Pass to new business. Kevin asked to discuss Craig Lindh. Shawn made a motion to approve with Kevin seconding the motion. The agenda was approved without additional changes or objections.
3. APPROVAL OF MINUTES: January meeting minutes, Dave H moved to approve, Shawn seconded, the minutes were approved.
4. PUBLIC PARTICIPATION: Fred Hiltner from the Juneau “What a year we are having!” He appreciates the new groomers and has had so many compliments about their work and really appreciates all the support for their ski events. JNSC membership has increased from 650 to over 800. He looks forward to summer trail hardening for low snow years.
5. COMMITTEE & LIAISON REPORTS:
 - a. Liaison- Mr. Bryson shared that the off-road vehicle groups are working to reduce conflict with the cross-country ski groups. He also informed the board the that assembly has started their annual budget cycle process.
 - b. Eaglecrest tower sign – Dave H updated that board that the ECF is currently coordinating with Charlie for pictures and they have already received commitment from previous and new sponsors.
6. MANAGERS REPORT:

See Manager’s Report for detail.

Additional comments:

 - a. Finance: Mike noted that with “normal” food sales and no change to interdepartmental fees the mountain would already be in the black. He gave credit to everyone at the mountain for how well and efficiently they are running things.

- b. Mountain Ops: Shawn noted how well the Ptarmigan chair situation was handled. Mr. Bryson inquired about sales when the chair was shut down. Jon shared concerns about top-to-bottom lift abilities and urged the board to think about the status of lifts over the next 5-10 years. Meg asked Dave about a "Connect with city hall" inquiry to which the GM had responded. Jon asked about the terrain park status. Shawn inquired about the bus accident on Egan. Dave H shared that the bus was a new acquisition and the part failure was an unfortunate accident.
- c. Base Ops: Dave H and Mike offered solutions after one of the tents collapsed due to snow load.
- d. Summer Development: Mr. Bryson reminded the board that the summer task force is not disband and can be brought together to help the mountain plan.

7. UNFINISHED BUSINESS: None

8. NEW BUSINESS:

- a. Spring Pass: At this time the GM was not inclined to bring back the spring pass. When asked about extending the season, there may be an opportunity but it would be a decision made at a later date pending weather and staffing, lots of patrol are scheduled to leave but the mountain is open to trying. Jon likes the idea of staying open to show support for the community. Mike added that if they can't stay open that keeping up some grooming efforts would be appreciated. The GM is more than happy to keep on grooming!
- b. Permits. The GM discussed the renewal of user permits with the board. The Zip Line, Cycle AK, Walking Tours and Segway tours were all discussed at great length. A variety of topics were discussed ranging from finances, length of contract, impact to the mountain, legality of segways. The GM shared with the board the importance of generating more revenue. It is important to think about who we want using our mountain but also that we need more money and have long term issues to face. The discussion provided the GM with a variety of input, concerns and suggestions to consider when renewing contracts. The GM will work with individual contracts to best fit the needs of contractors and the mountain.

9. PUBLIC PARTICIPATION: Charlie passed a thank you to the board, all his co-workers and to Dave.

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

Mr. Bryson was glad to hear about a great season; if ever there was a time for an all-time great season, this is it!

Meg thanks Dave for his passion and willingness to seek out opportunities the comfort zone.

Kevin has heard lots of great feedback about this season. He knows the board and mountain has lots to deal with in the future.

Jon shared an observation about the resurgence of small resorts. TGR recently spotlighted Magic Mountain and Berkshire East and MSP visited Lost Trail. Eaglecrest holds the same feel with all those resorts and loves to see all the work going on to continue to make Eaglecrest viable for years to come. He thanked everyone for their efforts and would love to see the old tubing area used for the growing Snow Sports activities.

Dave H noted that when adversity strikes you can really see a team come together. He noted the camaraderie of the staff and good spirits on the mountain. It has been uplifting to see such a good demonstration of teamwork,

Stephanie noted we have so much to be happy about! The budget looks great and Snow Sports is going great for so many families. She has heard great feedback from everyone. She has heard some people share concerns about people not wearing masks and hopes that people will be more vigilant. She would like to schedule a Nordic Advisory meeting in April.

Shawn has heard lots of great feedback and is thrilled at how well things are going. He understands what a big lift it is to run the mountain and wants the GM to know that he has the full support of the board.

Mike appreciates what the board members bring to the table. He noted that this is not an easy year but the staff is doing it! As for Craig Lindh he wants to do something to recognize him and will work with the family and planning committee and Mr. Lindh helped make Eaglecrest what it is today. Mike noted that with masks COVID fatigue is real. The ski community is getting tired of masks and we have to enforce the rule so we have a COVID safe experience. (The GM shared that the mountain recently did a 2-week suspension for a repeat violator of the mask policy).

Dave S thanked the board and is hoping to talk summer planning next month and hopes to have more news about the Summer Task Force next month.

11. ADJOURNMENT – The next meeting date is April 1st 2021, via Zoom.

Dave H moved to adjourn, and Stephanie seconded the motion. The meeting was adjourned at 7:29 pm.

Manager's Report April 2021

Financial Analysis: The chart below represents the total revenue and expenses as accrued year to date in each year. This format helps spot emerging trends year to year. Business has continued to be robust over the last month. Copious amount of snow with some occasional breaks of sun have brought out the crowds. We continue to have a record high level of day ticket sales despite having the third highest year in multi-visit card sales and record seasons pass sales. We have also had a lot of visitation from outside of Juneau. We will have some season end metrics to review when we meet for our Finance Committee meeting in May. Snow Sports School has been doing a huge amount of business. We have \$83,000 in Snow Sports revenue out in receivables that will bring our total revenue up to \$280,000 for the year. On the expense side of the equation staff costs have been significant this year in most departments working overtime to manage snow loads and business levels. In other Admin expenses, the bank card fees and interdepartmental fees continue to be large drivers of the increased

	FY 13	FY14	FY15	FY16	FY17	FY 18	FY 19	FY 20	FY 21
Sales	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Ski School Fees	\$ 133,757	\$ 143,735	\$ 42,582	\$ 116,965	\$ 128,866	\$ 84,805	\$ 148,996	\$ 129,147	\$ 196,988
Ski Lift Fees	\$ 211,458	\$ 167,302	\$ 11,318	\$ 155,260	\$ 248,895	\$ 104,945	\$ 169,928	\$ 202,527	\$ 253,676
Advance Ticket	\$ 74,675	\$ 92,831	\$ 40,456	\$ 57,112	\$ 99,517	\$ 38,034	\$ 66,680	\$ 76,689	\$ 82,251
Season Ticket	\$ 310,790	\$ 331,908	\$ 302,261	\$ 209,964	\$ 198,404	\$ 215,698	\$ 233,067	\$ 235,581	\$ 164,925
On Line Season Pass Sale:	\$ 531,364	\$ 515,836	\$ 461,583	\$ 263,080	\$ 357,909	\$ 461,108	\$ 389,950	\$ 362,258	\$ 741,941
Bus Fees	\$ 10,122	\$ 10,647	\$ 2,335	\$ 4,153	\$ 5,655	\$ 4,685	\$ 2,091	\$ 4,923	\$ 530
USER FEES	\$ 1,272,166	\$ 1,262,258	\$ 860,534	\$ 806,533	\$ 1,039,246	\$ 909,275	\$ 1,010,712	\$ 1,011,125	\$ 1,440,311
Retail - Soft G	\$ 30,169	\$ 30,802	\$ 7,227	\$ 31,031	\$ 42,333	\$ 18,995	\$ 30,321	\$ 50,107	\$ 52,819
Food Service	\$ 140,450	\$ 140,040	\$ 33,321	\$ 81,343	\$ 147,179	\$ 80,905	\$ 108,103	\$ 119,198	\$ 102,526
Ski Repair	\$ 25,675	\$ 24,430	\$ 12,494	\$ 15,353	\$ 17,894	\$ 19,598	\$ 14,406	\$ 20,812	\$ 28,145
SALES	\$ 196,294	\$ 195,272	\$ 53,042	\$ 127,728	\$ 207,407	\$ 119,498	\$ 152,831	\$ 190,117	\$ 183,490
Locker Rental F	\$ 68,892	\$ 68,623	\$ 68,476	\$ 62,163	\$ 63,770	\$ 63,260	\$ 71,433	\$ 61,686	\$ 63,249
Ski Rental	\$ 88,663	\$ 83,211	\$ 21,154	\$ 43,770	\$ 120,405	\$ 70,855	\$ 66,813	\$ 72,780	\$ 97,673
Cabin/Lodge Rental								\$ 30,540	\$ 35,736
RENTALS	\$ 157,555	\$ 151,834	\$ 89,630	\$ 105,933	\$ 184,175	\$ 134,115	\$ 138,246	\$ 165,006	\$ 196,658
Total Sales	\$ 1,626,015	\$ 1,609,364	\$ 1,003,206	\$ 1,040,194	\$ 1,430,828	\$ 1,162,888	\$ 1,301,788	\$ 1,366,248	\$ 1,820,459
Expenses									
Personnel Costs									
Ski Area Administration	\$ 267,602	\$ 376,165	\$ 370,270	\$ 394,728	\$ 429,349	\$ 408,704	\$ 401,821	\$ 395,769	\$ 354,922
Ski Rental Shop	\$ 55,570	\$ 52,244	\$ 27,636	\$ 44,980	\$ 49,314	\$ 38,197	\$ 35,981	\$ 31,362	\$ 50,732
Ski Patrol Program	\$ 129,528	\$ 121,718	\$ 66,610	\$ 102,702	\$ 110,305	\$ 83,128	\$ 81,007	\$ 97,764	\$ 164,495
Lift Operation Program	\$ 186,790	\$ 72,160	\$ 30,894	\$ 74,185	\$ 95,796	\$ 57,130	\$ 39,922	\$ 40,765	\$ 72,964
Maintenance Program	\$ 111,705	\$ 145,921	\$ 100,641	\$ 100,361	\$ 138,768	\$ 110,024	\$ 140,136	\$ 166,232	\$ 191,330
Lodge Operations Program	\$ 79,808	\$ 63,570	\$ 36,452	\$ 56,958	\$ 50,466	\$ 56,563	\$ 87,345	\$ 69,483	\$ 69,654
Food Service	\$ 34,800	\$ 33,521	\$ 18,223	\$ 21,514	\$ 32,338	\$ 69,323	\$ 22,488	\$ 22,512	\$ 37,290
Marketing/Special Events	\$ 24,838	\$ 23,062	\$ 12,451	\$ 21,600	\$ 26,964	\$ 17,358	\$ 50,835	\$ 74,446	\$ 68,162
Ski School Program	\$ 144,011	\$ 167,583	\$ 113,093	\$ 103,149	\$ 156,704	\$ 101,409	\$ 100,310	\$ 97,063	\$ 135,701
Total Personnel Costs	\$ 1,034,651	\$ 1,055,943	\$ 776,270	\$ 920,179	\$ 1,090,005	\$ 941,836	\$ 959,844	\$ 995,396	\$ 1,145,250
Other Expenses									
Ski Area Administration	\$ 267,969	\$ 270,298	\$ 261,947	\$ 261,439	\$ 264,331	\$ 269,824	\$ 261,357	\$ 271,765	\$ 364,091
Ski Rental Shop	\$ 33,674	\$ 31,435	\$ 26,399	\$ 20,916	\$ 29,331	\$ 28,330	\$ 26,766	\$ 33,423	\$ 38,554
Ski Patrol Program	\$ 24,522	\$ 16,921	\$ 13,851	\$ 8,358	\$ 7,648	\$ 10,492	\$ 2,919	\$ 7,463	\$ 13,264
Lift Operation Program	\$ 15,365	\$ 10,477	\$ 12,737	\$ 12,583	\$ 13,918	\$ 7,932	\$ 25,404	\$ 24,702	\$ 8,422
Maintenance Program	\$ 61,032	\$ 88,889	\$ 43,196	\$ 29,203	\$ 48,892	\$ 45,056	\$ 41,951	\$ 79,996	\$ 72,475
Lodge Operations Program	\$ 44,465	\$ 39,603	\$ 43,988	\$ 54,911	\$ 53,095	\$ 64,126	\$ 70,333	\$ 94,778	\$ 99,424
Food Service	\$ 69,152	\$ 67,978	\$ 23,512	\$ 53,150	\$ 70,326	\$ 64,126	\$ 57,561	\$ 30,991	\$ 46,464
Marketing/Special Events	\$ 37,980	\$ 35,281	\$ 27,070	\$ 29,017	\$ 30,428	\$ 25,845	\$ 24,282	\$ 35,952	\$ 10,326
Building Maint/Utilities	\$ 54,844	\$ 56,993	\$ 53,071	\$ 51,913	\$ 55,345	\$ 61,673	\$ 57,865	\$ 55,515	\$ 54,942
Ski School Program	\$ 1,921	\$ 3,349	\$ 3,542	\$ 1,402	\$ 3,055	\$ 2,829	\$ 2,334	\$ 5,209	\$ 2,502
Equipment Replacement	\$ 66,667	\$ 66,667	\$ 66,667	\$ 66,667	\$ 75,000	\$ 74,997	\$ 75,006	\$ 75,006	\$ 75,006
Vehicle Maintenance	\$ 9,196	\$ 32,818	\$ 13,928	\$ 21,133	\$ 32,668	\$ 29,202	\$ 30,430	\$ 48,933	\$ 80,196
Total Other Expenses	\$ 686,787	\$ 720,709	\$ 589,907	\$ 610,692	\$ 684,036	\$ 684,432	\$ 676,208	\$ 763,733	\$ 865,666
Total Costs	\$ 1,721,438	\$ 1,776,652	\$ 1,366,177	\$ 1,530,870	\$ 1,774,041	\$ 1,626,268	\$ 1,636,051	\$ 1,759,129	\$ 2,010,916
Total Net	\$ (95,423)	\$ (167,288)	\$ (362,971)	\$ (490,677)	\$ (343,212)	\$ (463,380)	\$ (334,263)	\$ (392,881)	\$ (190,457)

expenses. Other drivers of increased expenses has been from equipment repairs fuel and oil consumption on all mountain operations equipment as we struggle to keep equipment running to manage our snow loads.

Mountain Operations: The mountain operations team has had their hands full managing a huge amount of snowfall. The ski lifts have needed constant digging under all of the lifts to maintain the required ski under clearance. The parking lot has also required major amounts of snow to be transported from the upper lot down to the lower lot in an effort to be able to keep the parking lot open and functioning to meet the demand of our busy days. Our new vehicle mechanic has been doing great job keeping our fleet of snowcats operational through some significant repairs. Our older fleet of heavy machinery used for snow removal has been used daily this winter to keep up with all of the snowfall and has also needed a fair amount of attention.

Base Operations: Base operations and Food Service Team have all been chipping in to help keep the decks clear of snow and the Lodges accessible. This has been no small feat. Food Service sales continue to do well with phone orders allowing good volume to come in from Tower Bar customers and other patrons. The front ticket windows have been doing a great job trying to minimize wait times during busy weekend days efficiently processing customers' needs and getting them out on the slopes.

Ski Patrol: The Ski Patrol team has also been extremely busy performing avalanche control work in the mornings then deicing bamboo and rope lines around the mountain along with constantly digging out tower pads and raising fence lines to keep things from becoming buried in the continued snowfall. The crew has done a great job getting the mountain ready to open and keeping the outer areas open as much as weather and visibility allows.

Marketing and Events:

Wrapped up a film shoot with Steep Motion Films and three visiting athletes: Mark Landvik, Sophia, Rouches, and Delilah Cupp. Look for a short film to be released in a few months. Footage is being shared license-free for Eaglecrest, JEDC, Travel Juneau, and Alaska Powder Descents to use for various promotions. The project was a collective effort to grow the winter marketplace and raise Eaglecrest/Juneau winter tourism awareness.

Events & Upcoming News: Town Downhill (assisting Juneau Ski Club), Easter Bunny, also hoping to have a Terrain Park big air event on Saturday, April 10. Powder Keg Cup virtual format isn't getting a lot of participation. Probably because of all this powder. Thinking about tweaking that event to make it run through April and encourage more participation. We have a historic amount of snow. When the dust settles, I'll have a fun article to compare this winter to others in terms of snow. 30 more inches and it'll be 2nd deepest since 1990, only behind the 640" in 2011-12. We will also share an article remembering Craig Lindh.

Social media and website traffic continue to grow year over year. Hopefully we will reach even higher levels with the Steep Motion release. Here are some insights comparing

skieaglecrest.com over the same YTD period (December 1 – March 26) for each of the last three years. We're also getting a ton of PNW & AK regional visits. Need to work on better ways to track these visits. Currently, it's only possible if they redeem some sort of offer at the Ticket Office, like the boarding pass deal. Here's the distribution of website users by geo-location.

	FY21	FY20	FY19
Users	50,248	44,821	33,066
Sessions	155,364	131,933	101,187
Page Views	299,912	278,181	213,029

	FY21	FY20	FY19
Juneau	19,408	16,163	11,385
Anchorage	9,393	7,102	5,851
Seattle	7,570	7,918	5,455
Sitka	576	306	240

SSS & RRR

All kids multi week programs are now complete
All 10 week Homeschool programs are now complete

Spring Break camp was a success, with both the morning and afternoon camp being full.

We were able to host an educational PSIA Clinic for 16 of our instructors that needed education credits to remain certified.

We were also able to have a AASI Snowboard Level 1 certification and now have 4 more certified instructors.

The staff have been working really hard through spring Break.

RRR

Rental has been extremely busy, with over 200+ presets a day on weekends
We are continually running out of gear this season

Almost all of next years rental orders have been placed, with the exception of one as we wait on the Rep for the company.

All of the retail orders have been placed for next season

We have run out of many items we sell in the retail space.

Summer Construction and Improvement Schedule: We have a lot of projects on the table again for this summer. The following list will likely be added to as summer progresses but these are the top projects currently on the project list.

1. Re-splice and shorten the Ptarmigan haul rope.
2. Inspect and repair the Ptarmigan final drive gearing and shaft.
3. Complete the first phase of Nordic trail hardening which is targets 3,264 linear feet of trail. This will use 2321 cubic feet of fill.
4. Replace 5600 feet of snowmaking pipeline with Grant funds from the Eaglecrest Foundation
5. Rebuild snowcub snowguns with new spray nozzles and water manifolds.
6. General scheduled maintenance of all ski lifts.
7. Finalize Hooter Mountain Bike trail.
8. General Ski Trail vegetation management
9. General building upkeep and repair

Unfinished Business: The Eaglecrest Manager would like to exercise his authority, granted by CBJ Personnel Rule PR19.095, to issue end of the season bonuses to staff that complete the season in good standing. Staff will receive \$1 per hour worked from November 1st through April 11. The six executive team members that are primarily salaried workers will all receive a flat rate bonus of \$1500. The chart below shows the projected end of the season expenses and revenue including the end of the season bonus, which is estimated to cost \$55,000. As you can see in the table below, after paying the end of the season bonus to staff we will still have \$180,000 to put to the reserve fund account. We hope that will bring the reserve fund back up to a positive balance after accounting for accrued leave and inventory liabilities.

Current total expense in general ledger						\$1,965,817.00
February credit cards						\$31,320.00
March Credit Cards up to 3/17						\$14,211.00
Juneau Septic						\$2,680.00
Pisten Bully						\$28,000.00
Bank Card / InTouchFees						\$7,000.00
Mareketing						\$7,000.00
5 year average expenses from March 1st to July1st						\$875,000.00
End of year Bonuses						\$55,000.00
Total Expenses						\$2,986,028.00
Total Revenue including General Fund current 3/14						\$2,884,851.00
Estimated Revenue 3/15 to 7/1 (22 operating days)						\$110,000.00
Outstanding Snow Sports Revenue						\$80,000.00
Lodge Rental Revenue						\$3,000.00
Field House						\$13,217.00
Foundation Donation						\$75,000.00
Total						\$3,166,068.00
Reserve Fund Balance						\$180,040.00