EAGLECREST BOARD OF DIRECTIORS
Meeting Agenda
Thursday January 7th 2021, 5:30pm
Zoom

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Agenda:

1. ROLL CALL

2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES
   a. December 3rd meeting minutes

4. PUBLIC PARTICIPATION

5. COMMITTEE & LIAISON REPORTS

6. MANAGERS REPORT
   a. Financial Report
   b. Department Review
   c. Timeline for Budget Process

7. UNFINISHED BUISNESS
   a. Finance Committee Meeting January 21st Fish Creek Lodge Great Room
   b. Discussion on a second Cabin
   c. Discussion on future grant opportunities

8. NEW BUSINESS

9. PUBLIC PARTICIPATION
10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

11. ADJOURNMENT – Next meeting date February 4th 2021, Zoom

EAGLECREST BOARD OF DIRECTIORS
Meeting Minutes
Thursday December 3rd, 2020, 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 and General Manager Dave Scanlan were present.

2. APPROVAL OF AGENDA: Mike called the meeting to order, Stephanie moved to approve the agenda with Kevin seconding the motion. Jon added an agenda item to discuss the Hillary Lindh scholarship results under new business. The agenda was approved without additional changes or objections.

3. APPROVAL OF MINUTES: November meeting minutes, Shawn moved to approve, Stephanie seconded, the minutes were approved.

4. PUBLIC PARTICIPATION: Paul Swanson joined the call and expressed his sympathy to the board and mountain staff for all the challenges they are currently facing. He thanked everyone for their efforts.

5. COMMITTEE & LIAISON REPORTS:
   Finance- Jon shared the results of the finance committee meeting from November 24th. See December meeting packet for a copy of minutes.
   Eaglecrest Foundation – Dave H discussed his attendance at the last foundation meeting. Topics discussed were the Hilary Lindh scholarship, the possibility of expanding the foundation board, revenue generating possibilities and the possibility for supporting grant writing endeavors.
   Wade Bryson shared with the board that the Assembly did finalize additional funding for Eaglecrest due to COVID related expenses. Mike thanked Mr. Bryson for all his support and the funding. Mr. Bryson stated that the funding shoes how important Eaglecrest is to the community. Jon asked Mr. Bryson about any guidance for the Board as it relates to budget and planning for the next year. Mr. Bryson noted that the squeaky wheel gets the oil and to show how we are doing more for the community, innovation and being assertive for the items we really need. All in all, move forward as normal, Eaglecrest has lots of support from within the community.

6. MANAGERS REPORT:
   See Manager's Report for detail.

Additional comments:

a. Financial Report:
   Wade Bryson was very impressed with the revenue reported to date and appreciated the good return on investment.
   Kevin appreciated the fact that last years flex passes were helping this year's season passes.
   Dave S shared with the board the current sales of nordic passes.
b. Mountain Operations
   The board understood the mountains decision to delay and fully supported the decision to help maintain the snow pack and ensure rider safety. Shawn, Jon and Dave H supported the mountains decision to preserve the snowpack by closing the mountain to uphill traffic.
c. Ski Patrol
   Megan was happy to hear about the recruitment of 3 new ski patrol staff.
   Shawn asked about the possibility of Eaglecrest Ski Patrol sharing their observation with the SE Avalanche Center.
d. Marketing
   Shawn asked about the possibility for signs for the skin track.
   Jon asked about the status of the web cams.
   Kevin advised that Eaglecrest carefully consider the addition of adding signs.

7. UNFINISHED BUSINESS: None

8. NEW BUSINESS:
   a. Jon discussed the CIP request list generated from the Finance Committee meeting. Dave H made a motion for approval, Kevin seconded the motion.
   b. Jon, Stephanie and Dave S. discussed the Hilary Lindh scholarship review process. With the absence of books to board and a strong desire to support young skiers, Jon and Stephanie proposed to the GM that all applicants receive a pass. As a community owned ski area this is a great way to support the youth in our community. A discussion was held about funding mechanisms for the passes.
   c. A Finance Committee meeting was scheduled for January 21st. The meeting will be held at the mountain with a Zoom option.

9. PUBLIC PARTICIPATION: Mr. Watson thanks the board for all their work. Mr. Swanson offered praise to the board for doing a good job and is hoping that we start to get some snow soon.

10. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS
    Meg was excited to see the numbers for season pass sales and really enjoys all the marketing efforts. She agrees with the mountain decision to ask people to stay off the

mountain. Stephanie appreciates the positivity from the mountain staff and the board. She is amazed at how much work has taken place at the mountain. She thinks that it would really help the mountain and the community if the web cams were fixed. Shawn wants to keep grants on the boards radar and wants to work with the Eaglecrest Foundation so they understand the vision and direction of the board. Jon appreciates the work of everyone at the mountain and knows that at this time of year an 8-hour work day in non-existent. He appreciates the CIP submission as it reflects core mountain operations and wished everyone a Merry Christmas. Kevin is impressed with everyone and loves how the scholarship was handled. He gave a shout out to Charlie for all his marketing work and wished everyone a great holiday season. Dave H gave "kudos" to Dave and all staff.   He recognizes the challenges and struggles they are up against; he has a close friend available to help with board with grant writing. Mr. Bryson loves sitting in on our meetings. So many times, he has heard from people that "if Eaglecrest wasn't here, I wouldn't be here". Eaglecrest is the gem facility of the community. He will be sure to share with the assembly the great financial start to the year we are having. Mike thanked Dave and all the staff for their great work and likes how we are setting up nicely for a great season. Mike recently visited another area with similar protocol and the key was that all employees were empowered to enforce COVID rules and reminded the board that we are not the only ones in this.

11. ADJOURNMENT – The next meeting date is January 7th 2020, via Zoom.
Dave H moved to adjourn, and Stephanie seconded the motion. The meeting was adjourned at 7:01 pm.

January 2020 Manager’s Report

Financial Analysis: The chart below shows the total expenses and revenue accrued year to date in each year shown in the table below. This allows us to spot emerging trends within the operations. As you can see in the chart below, revenue is at record levels this year. Some noteworthy highlights on the revenue are: record sales in the Snow Sports School, we are only $4,000 away from setting a record for total seasons passes and multi card visits, ski repair has also set record sales. On the expense side of the equation, you will notice that our cost of operations is higher due to the modifications to each department to operation per our COVID 19 mitigation plans. The one area that is running particularly high comparatively to other years is the Ski Area Administration “other expenses”. We are $86,157 higher than last fiscal year. Of that amount, $82,956 in expense is attributed to our Interdepartmental fees that are charged by CBJ and our additional bankcard fees that are directly related to our record revenue.

	FY 13	FY14	FY15	FY16	FY17	FY18	FY19	FY 20	FY 21
Sales	**Actuals**	**Actuals**	**Actuals**	**Actuals**	**Actuals**	**Actuals**	**Actuals**	**Actuals**	**Actuals**
Ski School Fees	$ 59,547	$ 72,333	$ 67,308	$ 80,839	$ 71,287	$ 53,619	$ 50,225	$ 47,215	$ 87,690
Ski Lift Fees	$ 42,542	$ 35,198	$ 4,592	$ 93,623	$ 77,458	$ 5,948	$ 25,212	$ 15,750	$ 40,821
Advance Ticket	$ 54,746	$ 67,396	$ 35,781	$ 43,966	$ 71,391	$ 27,989	$ 36,512	$ 40,111	$ 31,581
Season Ticket	$ 289,849	$ 258,434	$ 203,699	$ 147,903	$ 106,999	$ 124,110	$ 183,804	$ 174,350	$ 123,884
On Line Season Pass Sale:	$ 530,363	$ 512,605	$ 461,184	$ 262,055	$ 351,094	$ 458,161	$ 387,882	$ 328,101	$ 716,092
Bus Fees	$ 6,304	$ 4,834	$ 1,984	$ 1,562	$ 2,108	$ 435	$ 809	$ 910	$ 121
USER FEES	$ 983,350	$ 950,800	$ 774,548	$ 629,948	$ 680,337	$ 670,262	$ 684,442	$ 606,437	$ 1,000,189
Retail - Soft G	$ 7,833	$ 7,473	$ 4,701	$ 17,016	$ 18,274	$ 4,257	$ 7,436	$ 14,547	$ 17,132
Food Service	$ 24,599	$ 21,319	$ 16,130	$ 36,322	$ 39,000	$ 9,073	$ 18,191	$ 12,081	$ 11,624
Ski Repair	$ 12,539	$ 8,999	$ 6,464	$ 8,269	$ 7,204	$ 7,961	$ 6,515	$ 5,291	$ 13,837
SALES	$ 44,970	$ 37,790	$ 27,295	$ 61,608	$ 64,477	$ 21,290	$ 32,142	$ 31,919	$ 42,593
Locker Rental F	$ 68,370	$ 67,936	$ 68,476	$ 60,957	$ 62,307	$ 56,969	$ 58,647	$ 56,426	$ 60,151
Ski Rental	$ 24,421	$ 23,459	$ 16,533	$ 24,552	$ 43,057	$ 23,544	$ 19,984	$ 13,774	$ 31,252
Cabin/Lodge								$ 20,986	$ 30,516
RENTALS	$ 92,791	$ 91,395	$ 85,008	$ 85,509	$ 105,364	$ 80,513	$ 78,630	$ 91,186	$ 121,919
Total Sales	$ 1,121,111	$ 1,079,986	$ 886,852	$ 777,064	$ 850,178	$ 772,065	$ 795,214	$ 729,542	$ 1,164,701
Expenses									
Personnel Costs									
Ski Area Administration	$ 171,633	$ 255,380	$ 243,380	$ 266,854	$ 281,370	$ 254,489	$ 223,099	$ 220,681	$ 224,623
Ski Rental Shop	$ 21,895	$ 19,317	$ 14,237	$ 18,395	$ 15,710	$ 13,015	$ 4,402	$ 4,141	$ 15,008
Ski Patrol Program	$ 45,936	$ 44,032	$ 36,977	$ 39,483	$ 35,155	$ 25,406	$ 13,690	$ 22,551	$ 32,755
Lift Operation Program	$ 94,938	$ 15,348	$ 11,343	$ 23,181	$ 21,681	$ 12,613		$ 813	$ 5,681
Maintenance Program	$ 54,061	$ 89,740	$ 74,038	$ 50,785	$ 70,810	$ 49,427	$ 69,115	$ 80,445	$ 76,319
Lodge Operations Program	$ 33,288	$ 26,046	$ 23,129	$ 26,860	$ 19,775	$ 24,068	$ 29,743	$ 21,321	$ 20,516
Food Service	$ 11,018	$ 10,179	$ 8,949	$ 8,529	$ 8,030	$ 5,295	$ 1,941	$ 3,129	$ 6,388
Marketing/Special Events	$ 12,620	$ 10,501	$ 7,461	$ 12,899	$ 11,200	$ 8,293	$ 17,597	$ 39,676	$ 38,668
Ski School Program	$ 36,713	$ 64,061	$ 61,368	$ 28,446	$ 47,199	$ 32,260	$ 14,196	$ 17,246	$ 34,318
Total Personnel Costs	$ 482,102	$ 534,605	$ 480,882	$ 475,432	$ 510,929	$ 424,866	$ 373,783	$ 410,003	$ 454,276
Other Expenses									
Ski Area Administration	$ 162,303	$ 161,860	$ 170,504	$ 152,492	$ 139,476	$ 160,645	$ 163,509	$ 160,100	$ 246,257
Ski Rental Shop	$ 7,357	$ 6,461	$ 3,744	$ 7,700	$ 2,385	$ 4,250	$ 5,676	$ 18,835	$ 24,098
Ski Patrol Program	$ 14,161	$ 5,388	$ 12,902	$ 2,882	$ 6,845	$ 157	$ 707	$ 5,346	$ 5,814
Lift Operation Program	$ 6,886	$ 7,265	$ 8,583	$ 3,404	$ 9,936	$ 5,314	$ 11,005	$ 8,479	$ 2,510
Maintenance Program	$ 35,018	$ 37,443	$ 40,708	$ 13,387	$ 20,042	$ 26,986	$ 35,793	$ 30,721	$ 41,490
Lodge Operations Program	$ 23,328	$ 19,488	$ 24,663	$ 22,147	$ 21,012	$ 34,747	$ 31,599	$ 34,045	$ 37,803
Food Service	$ 14,028	$ 18,956	$ 16,576	$ 15,023	$ 14,699	$ 15,979	$ 2,779	$ 9,638	$ 13,441
Marketing/Special Events	$ 23,469	$ 21,016	$ 13,589	$ 13,571	$ 13,621	$ 6,117	$ 11,169	$ 12,773	$ 4,281
Building Maint/Utilities	$ 52,809	$ 56,825	$ 51,117	$ 50,535	$ 4,128	$ 52,050	$ 56,430	$ 52,281	$ 53,695
Ski School Program	$ 10	$ 926	$ 2,324	$ 1,243	$ 1,746	$ 1,243	$ 2,284	$ 3,126	$ 1,822
Equipment Replacement	$ 41,667	$ 41,667	$ 41,667	$ 41,667	$ 41,667	$ 41,667	$ 41,670	$ 41,670	$ 41,670
Vehicle Maintenance	$ 4,633	$ 8,482	$ 5,515	$ 5,391	$ 12,294	$ 19,694	$ 15,356	$ 34,786	$ 40,297
Total Other Expenses	**$ 385,667**	**$ 385,777**	**$ 391,892**	**$ 329,442**	**$ 287,851**	**$ 368,849**	**$ 377,977**	**$ 411,800**	**$ 513,178**
Total Costs	**$ 867,769**	**$ 920,382**	**$ 872,773**	**$ 804,873**	**$ 798,779**	**$ 793,715**	**$ 751,760**	**$ 821,803**	**$ 967,454**
Total Net Revenue	$ 253,342	$ 159,604	$ 14,078	$ (27,809)	$ 51,398	$ (21,650)	$ 43,454	$ (92,261)	$ 197,247

Mountain Operations: The Mountain Operations Team has done a great job responding to the massive rain event that started out the month and greatly reduced the snowpack with bare ground in many spots around the mountain. The Snowmaking crew was able to maximize a short window of opportunity to make snow top to bottom on Sourdough and the top of Sneaky. This effort was critical to preparing the mountain to open for operations on December 12th with Porcupine, Hooter and Ptarmigan all running. The grooming crew has also done a fantastic job grooming a wide array of trails with very shallow snowpack, which has helped to spread crowds around the mountain. The grooming crew's efforts also allowed Black Bear Chair lift to open for the season on December 24th and has been running daily since. The Mountain operations team has been able to train new staff to assist with the daily de-icing of Ptarmigan and Black Bear, which has led to smooth consistent operations.

The Mountain Operations Team has gotten the three base area's outdoor seating tents assembled and open for operations. The supply of picnic tables for the tents has finally come off of back order and have now been shipped. We expect these to arrive in the next 10 days. The first Ski Patrol Base tent has been erected on the floor and skid frame and is deployed. The Black Bear Ski Patrol Base Station tent is also erected and waiting on the heaters. The

The lift operations crew has been doing a great job consistently setting up their mazes early each day, with copious amounts of signage and ropes to maintain social distancing between travel parties. In general, all of the modifications to operations to be COVID Safe have been running smoothly. We will be continually making necessary adjustments to staffing levels and locations to ensure we can sustain compliance to our COVID mitigation plan

Base Operations: Base Operations has been running smooth after working through a couple of issues related to web store configurations associated with the point of sale server and a couple of other issues related to early season pass sale configurations. The modified food service system has been working quite well during the early roll out of the system. We are looking at adding additional overflow ordering capacity through the Porcupine Lodge ticketing windows during peak lunch time hours. Now that the outdoor seating tents are up, we expect to be able to increase food sales. We are also working on a way for Tower Bar Patrons to be able to order by phone and have food delivered to the Tower Bar. We are pleased with the current volume through food service and are optimistic that the modifications that we are currently working on will allow additional revenue potential to be realized.

Ski Patrol: The entire Ski Patrol staff have been very motivated and doing a fantastic job with terrain openings despite very low over all snowpack. They have been consistently keeping the East Bowl Chutes, Pittman's Ridge and West Bowl open throughout the Christmas Holiday period. Having all of this terrain open has been extremely effective in spreading out the crowds over the entire mountain which has resulted in very few lift lines or congestion at the lift portals, despite having a full parking lot most days. The new Ski Patrol Recruits will be ready to be tested and checked off on the training plan criteria in the next week.

Marketing: Working on a “Behind The Scenes” video series to showcase everything that goes into getting the mountain open. The first episode is almost complete. It’s an explanation of how we report conditions and how guests can find the information on our website. Future episodes will cover all or most of the mountains departments. Other video projects will highlight current conditions. Doing a lot more digital advertising this year. Radio spots have a PSA focus on new guest conversion, specifically on how to rent and how to take a lesson. Our Instagram following is growing more rapidly than ever. Unique website pageviews are up about 10%.

We are on a two month trial for Business Intelligence platform that synthesizes our sales data on InTouch, our point of sale server. All of the same info is obtainable by running reports, this software just makes it faster and easier to read.

Hillary Lindh will be doing a special zoom address to congratulate all of this year’s Scholarship winners.

SSS

Snowsports School has been very busy, we were able to have 3 holiday camps during the holiday season, which is a first, and it was possible because of the school district calendar. All three camps were full and now we have 104 new skiers and riders!

We have found with our new lesson time structure we are able to accommodate far more daily lessons. Over the holiday break, we have taught many Adults to ski, snowboard and Nordic.

Most of Our programs that start Jan 9 & 10 are full, our second session has many programs sold out and Spring Break camp has already sold out. We have a waiting list for all programs and camps that are full.

Homeschool Lesson start Jan 13th and all three days and all three lesson times are booked solid.

We were able to have a PSIA Alpine Level 1 certification exam in December and we now have 5 more certified Instructors.

We have many new instructors this season; we had many pre-season Zoom trainings that started in Oct. Most have finished all their on snow training and have been working during the entire holiday break. We have been able to train many Instructors on sweep with Patrol, which is helpful when they need us.

RRR

Many community members have taken advantage of the Pre-Fit opportunities. We have made some modifications to how the flow goes. We had to construct more indoor ski racks for Preset gear that is going out. We have sold out of Child & youth season rentals and only a few slots are left for Teen. We still have some available for Adults but we have never had so many Adult season rentals in a season.

We do not have our windows for the rental or repair spaces yet so we have a staff member working the lobby to open the door to guests to shop in retail, pick/drop off in repair.

I have been working with first student on shuttling our staff members to the mountain which has been seamless during the holiday break.

CBJ Annual Budget Timeline and Process:

- Friday January 15th Eaglecrest Manager to complete draft budget and review with Department Heads
- Friday January 15th Draft copy of Budget emailed to Eaglecrest Board for review.
- Thursday January 21st Eaglecrest Board Finance Committee Meeting
- Monday January 25th Draft Budget due to CBJ Finance Department
- February 1st to February 12th CBJ Managers Office to review budget with CBJ Departments. Specific dates for Eaglecrest not yet announced.
- April 5th, Full CBJ budget to be submitted to Assembly no later than April 5th.
- Individual department presentations to be announced to follow full budget submission to Assembly.

Dimond Park Field House: The CBJ Assembly voted on January 4th in a 5 to 4 majority to approve additional funds to Parks and Recreation Department to allow the transition to CBJ ownership and management by department to move forward. The Eaglecrest Manager will continue working with the Parks and Recreations Director and the City Manager to ensure a smooth transition. Current operations are running smoothly with the primary sports teams using the facility for training on the weekends and mid-week evenings for training.