

Manager's Report December 2019

Financial Analysis: The chart provided below shows the revenue and expenses as accrued year to date for each of the years represented in the chart. Now that we have the Hilda Cabin Rentals live I have created a new line item which is reflective of the revenue received from the nightly cabin rentals as well as the Lodge rentals for special events. We are currently slightly ahead of FY 19 in total revenue partial in thanks to very strong sales of the cabin rentals. We are within a \$1000 of revenue from Multicard/flexpass sales and seasons pass sales between FY19 and FY20. We are optimistic that we will continue to sell flex passes during the Christmas season which will have a residual revenue component throughout the year. Retail sales have been strong with the addition of our new logo ware. Expenses are up over previous years. The main drivers of this increase is in personnel costs associated with some of the restructuring that happened in FY 19. Vehicle repair is slightly up due to a higher ticket repair to one of the front line snow cats.

Sales	FY 12 Actuals	FY 13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Actuals
Ski School Fees	\$ 23,021	\$ 25,394	\$ 39,536	\$ 56,269	\$ 39,524	\$ 36,252	\$ 39,981	\$ 26,897	\$ 33,028
Ski Lift Fees	\$ 16,347	\$ 1,025	\$ -	\$ 300	\$ 3,168	\$ 1,701	\$ 1,985	\$ 1,060	\$ 755
Advance Ticket	\$ 49,530	\$ 25,834	\$ 32,707	\$ 27,829	\$ 1,555	\$ 3,839	\$ 24,948	\$ 14,533	\$ 19,203
Season Ticket	\$ 193,192	\$ 152,475	\$ 223,408	\$ 202,339	\$ 110,170	\$ 85,911	\$ 125,561	\$ 164,710	\$ 181,921
On Line Season Pass Sales	\$ 466,916	\$ 502,295	\$ 482,131	\$ 458,364	\$ 252,915	\$ 336,021	\$ 458,775	\$ 383,149	\$ 359,919
Bus Fees	\$ 3,631	\$ 2,274	\$ 1,510	\$ 1,464	\$ 69	\$ 11	\$ 30	\$ 237	\$ 395
USER FEES	\$ 752,637	\$ 709,297	\$ 779,292	\$ 746,566	\$ 407,400	\$ 463,735	\$ 651,279	\$ 590,585	\$ 595,222
Retail - Soft G	\$ 4,924	\$ 482	\$ 1,168	\$ 668	\$ 1,451	\$ 1,612	\$ 2,154	\$ 559	\$ 6,386
Food Service	\$ 11,170	\$ 1,548	\$ -	\$ 1,853	\$ 1,309	\$ 2,368	\$ 2,960		\$ 3,869
Ski Repair	\$ 5,356	\$ 4,971	\$ 3,701	\$ 1,441	\$ 2,701	\$ 1,515	\$ 3,315	\$ 1,685	\$ 792
SALES	\$ 21,451	\$ 7,000	\$ 4,869	\$ 3,963	\$ 5,461	\$ 5,495	\$ 8,429	\$ 2,244	\$ 11,047
Locker Rental F	\$ 64,853	\$ 67,962	\$ 67,707	\$ 68,476	\$ 57,147	\$ 57,564	\$ 57,990	\$ 55,880	\$ 52,582
Ski Rental	\$ 6,902	\$ 5,245	\$ 10,173	\$ 7,957	\$ 5,424	\$ 11,267	\$ 14,947	\$ 9,061	\$ 5,258
Lodge/Cabin									\$ 19,805
RENTALS	\$ 71,755	\$ 73,207	\$ 77,880	\$ 76,433	\$ 62,571	\$ 68,831	\$ 72,937	\$ 64,941	\$ 77,645
Total Sales	\$ 845,842	\$ 789,504	\$ 862,042	\$ 826,961	\$ 475,432	\$ 538,061	\$ 732,646	\$ 657,770	\$ 683,914
Expenses									
Personnel Costs									
Ski Area Administration	\$ 157,755	\$ 141,777	\$ 218,985	\$ 201,333	\$ 221,765	\$ 240,664	\$ 230,172	\$ 202,904	\$ 199,969
Ski Rental Shop	\$ 12,781	\$ 11,008	\$ 9,900	\$ 7,116	\$ 9,642	\$ 6,045	\$ 4,027	\$ 2,159	\$ 4,141
Ski Patrol Program	\$ 25,600	\$ 24,089	\$ 22,261	\$ 21,932	\$ 16,278	\$ 15,766	\$ 9,174	\$ 3,517	\$ 14,502
Lift Operation Program	\$ 78,678	\$ 71,239	\$ 4,016	\$ 4,584	\$ 7,742	\$ 6,369	\$ 2,864		
Maintenance Program	\$ 54,116	\$ 39,109	\$ 70,969	\$ 58,539	\$ 31,750	\$ 50,401	\$ 30,907	\$ 59,611	\$ 74,605
Lodge Operations Program	\$ 11,550	\$ 23,353	\$ 15,747	\$ 15,125	\$ 17,651	\$ 12,290	\$ 15,453	\$ 24,876	\$ 21,171
Food Service	\$ 4,878	\$ 3,769	\$ 3,942	\$ 3,281	\$ 3,218	\$ 1,605	\$ 2,034		\$ 3,129
Marketing/Special Events	\$ 7,960	\$ 8,893	\$ 7,387	\$ 4,706	\$ 9,837	\$ 6,544	\$ 6,115	\$ 14,094	\$ 35,491
Ski School Program	\$ 11,566	\$ 16,099	\$ 40,839	\$ 40,428	\$ 11,750	\$ 23,926	\$ 17,134	\$ 10,599	\$ 17,246
Total Personnel Costs	\$ 364,884	\$ 339,336	\$ 394,045	\$ 357,045	\$ 329,634	\$ 363,609	\$ 317,880	\$ 317,761	\$ 370,254
Other Expenses									
Ski Area Administration	\$ 154,379	\$ 158,208	\$ 158,030	\$ 165,998	\$ 120,133	\$ 101,441	\$ 150,536	\$ 134,394	\$ 126,074
Ski Rental Shop	\$ 7,200	\$ 6,790	\$ 6,461	\$ 747	\$ 4,050	\$ 232		\$ 771	\$ 7,625
Ski Patrol Program	\$ 1,117	\$ 11,704	\$ 5,388	\$ 10,111	\$ 667	\$ 649	\$ 157	\$ 323	\$ 740
Lift Operation Program	\$ 9,759	\$ 6,886	\$ 7,265	\$ 8,567	\$ 2,329	\$ 4,280	\$ 4,915	\$ 2,631	\$ 955
Maintenance Program	\$ 11,876	\$ 35,018	\$ 37,443	\$ 40,708	\$ 12,416	\$ 19,466	\$ 26,990	\$ 31,918	\$ 21,304
Lodge Operations Program	\$ 9,976	\$ 18,897	\$ 15,906	\$ 20,477	\$ 17,184	\$ 16,645	\$ 16,879	\$ 24,035	\$ 30,895
Food Service	\$ 1,342	\$ 1,030	\$ 1,307	\$ (2,796)	\$ 475	\$ -	\$ 949	\$ 1,326	\$ 8,609
Marketing/Special Events	\$ 10,077	\$ 23,346	\$ 21,016	\$ 13,530	\$ 8,160	\$ 4,165	\$ 11,074	\$ 8,949	\$ 3,129
Building Maint/Utilities	\$ 10,765	\$ 52,809	\$ 56,825	\$ 51,117	\$ 50,475	\$ 3,061	\$ 52,050	\$ 53,064	\$ 50,500
Ski School Program	\$ 1,401	\$ 10	\$ 926	\$ 2,324	\$ 330	\$ 1,510	\$ 1,243	\$ 672	\$ 1,990
Equipment Replacement	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,667	\$ 33,333	\$ 33,333	\$ 41,667	\$ 41,670	\$ 41,670
Vehicle Maintenance	\$ 9,216	\$ 4,633	\$ 8,209	\$ 3,533	\$ 4,415	\$ 8,568	\$ 12,004	\$ 11,697	\$ 26,964
Total Other Expenses	\$ 268,775	\$ 360,997	\$ 360,442	\$ 355,983	\$ 253,967	\$ 193,352	\$ 318,464	\$ 311,450	\$ 320,455
Total Costs	\$ 633,659	\$ 700,333	\$ 754,487	\$ 713,028	\$ 583,600	\$ 556,961	\$ 636,344	\$ 629,211	\$ 690,709

Mountain Report:

The Mountain had a very successful opening weekend to the 2019/2020 ski season on Saturday December 7th. All mountain departments worked diligently in their work areas to be prepared for the launch of the season. Special thanks to all of the hard work by Ski Patrol to set up all of the ski terrain serviced by the Hooter Chair in a matter of three days. Mother Nature blessed us with unexpected amount of natural snow, which allowed Hooter and Porcupine areas to be ready to open. The Hooter Ski terrain was open for Expert skiers and boarders only as there was no groomed terrain and many natural terrain hazards on the mountain due to the low amount of natural snow. The ski and snowboard traffic has compacted the slopes well which should help preserve the snow through another week of warm rainy weather. The continued summer trail conditioning by the trail crew has contributed to our continued ability to open with low natural snow.

Porcupine Area: The Summer Trail Conditioning and shaping of the “Beach” and the top of Porcupine Chair with dirt and rock made it possible to have the trail access to the top of Muskeg and Dolly Varden ready for opening. The Beach area was also ready to accommodate many first time skiers and snowboarders over the weekend. This was a huge success as historically the Beach was not able to be formed until we had a week of consecutive snowmaking operations. Dolly Varden was able to stay open the entire weekend with very low snow pack. Snow Sports School was able to host numerous lessons and learn to ski packages.

RFID: Huge thanks go out to the Lift Operations and Base Operations Crew. Their collective work made for a very smooth first weekend of operations with our new digital ticketing scanners. The few passes that had quirks were able to be fixed on the spot with a quick radio call up to the ticket window. The scanning gates seemed to be received without much resistance. There will undoubtedly be additional bugs to work out of the system as we continue getting everyone through the gates their first couple of times. As evidence from this first weekend we should have a very quick learning curve.

Snowmaking Operations: It has been an extremely warm start to the season so far. We were able to run for 29 hours from November 9th to November 10th. Our only other opportunity to make snow was from November 26th to November 28th. In between these two snowmaking efforts 95% of the snow produced during the first run was lost due to approximately 14 inches of rain and above freezing temperatures for two straight weeks. The only snow remaining was snow produced from our new air/water snowguns that had the advantage of being supported by our portable booster pump that increases water pressure and operational efficiency. We were very fortunate to have very good cold dry air during our second snowmaking run and were able to produce enough snow to fill in the many water holes and ditches to create a skiable path down Muskeg. We were also able to fortify both the loading and unloading areas of the chair lift and fill the holes in at the bottom of Dolly Varden. In addition to these areas on the Porcupine Terrain, the crew was able to make a very large amount of snow at the base of Hooter Chair up to the base of Ptarmigan covering the summer road and the gravel area at the

base of Hooter. During this 49 hour period the mountain rain approximately 1.4 million gallons of water dropping Cropley Lake by only 2 inches.

Hilda Dam Cabin: The Hilda Dan Cabin is now open for nightly rentals and day time use as a warming cabin for Nordic and Alpine users. The Cabin has now booked over 180 days for the year ahead. The users have been keeping the cabin very clean and users seem to be very pleased and excited about having the Cabin Available.

Nordic Operations: The Juneau ski club has assisted the Eaglecrest Mountain operations crew in getting portions of the Lower Loop compacted and track set using Eaglecrest's new compactor roller/groomer behind the snowmachine. Eaglecrest Mountain Operations Staff were able to get a large portion of the Upper Loop compacted with the Pisten Bully and regroomed with the roller and groomer. The access to the upper loop and the Hilda Dam Cabin has been set in using the new roller behind the snowmachine. Staff are very pleased at how well the roller has worked to establishing a groomed path up Trickster with such minimal snow. New Nordic trail maps and welcome signs will be installed at the main entrance to the Lower Loop and the Lower Parking Lot. The Mountain Operations Team has been working with the Junior Nordic Team to provide them the best possible training area utilizing both the manmade snow in the Porcupine Area and preparing the Lower Loop for skiing.

SSS & RRR: The Snow Sports School is in full swing with school groups arriving now nearly every midweek operating day. The Retail and Repair Shop is up and running getting gear tuned and mounted for our users. The retail shop has been doing a great job selling our new logo ware for the Christmas season. The Rental Shop crew has finished the seasonal testing of every pair of skis and snowboards to ensure that they still meet safety standards and are ready for the start of the season.

Events: The Snowvember Movie series held this year at Eaglecrest was an amazing success. Nearly all three shows were sold out with 175 to 200 attendees to each showing. The proceeds from the movie tickets after licensing fees raised approximately \$4000 for Juneau Mountain Rescue. Their volunteers made each show extremely smooth with their assistance running the door and security for the event. Abby Williams with Louie's Douglas Inn provided Beer and Wine service and the Eaglecrest Grill provided a tasty dinner special each night.

Upcoming events

December 13th Friday – First Juneau School Lesson Program 45 students

December 15th Sunday – Sunday First Time Special. For only \$39 first time skiers and snowboarders will receive a two-hour lesson, equipment rental, and Porcupine Lift Ticket!

December 19th Thursday School Group 21 Students

December 19th through January 6th open daily (closed Christmas Day)

December 19th – 20th Thursday and Friday - \$39 Christmas Learners Special. Start the Christmas Season our right with fun times on the snow. Same special as Sunday First Time Special.

December 20th Friday School Group in Porcupine Area

December 22nd Sunday – Sunday First Time Special

December 24th Tuesday – Christmas Eve Festivities. This will include a Torchlight parade, story time, arts and crafts, live music, carols, milk, cookies, cider and Beer and Wine from the Tower Bar. The highlight will be a special visit from Santa with presents for all registered youth.

December 28th – 30th, Saturday through Monday Avalanche Level 1 Course. Offered by Alaska Avalanche school. Hands on course to learn the basics of staying safe in Avalanche Terrain.

December 29th Sunday Learners Special

January 2nd – 5th Thursday through Sunday. Avalanche Level 2 Course. Also sponsored and taught by Alaska Avalanche School. This course is designed for backcountry travelers that have completed their level 1 and wish to further their knowledge and skills.

January 2nd Thursday, Bring a Friend Learners Special. For only \$56 participants will receive a two-hour lesson, equipment rentals and a Porcupine Lift Ticket **FOR TWO!** This is the kick off of the month long January Learn to Ski Month featuring many programs to encourage people to try the sport or improve their skills

New Business:

a. FY 21 CIP 6 Year Project List

Six-Year Department Improvement Plans							
Division	Project	FY21	FY22	FY23	FY24	FY25	FY26
	Lift/Mountain Operations Improvements						
	Lodge Maintenance/Improvements	\$ 25,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
	Lift Operations - Misc Lift Parts	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Mountain Operations - Trail Conditioning	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Mountain Operations - Hiking/Biking Trails	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389
	Mountain Operations - Ski Run Maintenance	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765	\$ 34,778
	Mountain Operations - Snowmaking Improvements	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Mountain Operations - Night Lighting			\$ 60,000			
	Mountain Operations - Caretaker Shack						\$ 50,000
	Mountain Operations - Nordic Improvements	\$ 10,000		\$ -	\$ 15,000		\$ 60,002
	Mountain Operations - Septic System Upgrades		\$ 40,000				
	Lift Operations - Black Bear Drive Terminal			\$ 200,000	\$ 300,000	\$ 50,000	
	Generator Building Repairs (Brown Shop)		\$ 50,000	\$ 50,000			
	Patrol Locker Room Rebuild		\$ 100,000				
	Rock Quarry blasting and crushing for Nordic and Alpine Trail Improvement	\$ 100,000					
	Water Treatment Plant Upgrades						
	Lift Paint	\$ 40,000	\$ 40,000	\$ 30,000	\$ 40,000		
	Ptarmigan Chair		\$ 85,000			\$ 300,000	
	Hooter Chair		\$ 30,000				\$ 130,000
	Parking Lot and Traffic Flow Improvements	\$ 10,000.00					\$ 100,000
	Magic Carpet through Grant funds with Eaglecrest Foundation	\$ 190,000.00					
	Summer Operations Development						
	Eaglecrest Ski Area Total:	\$ 275,000	\$511,350	\$ 502,741	\$519,173	\$515,648	\$507,169