

Report Organization and Tone

"I think the document could be organized differently focusing on major issues or findings. For example; gondola projections, operation financial projections, maintenance consideration, EC BOD structure and role. Within each of those major sections address some of the associated topics. Organizing the document will ensure the intended message is received by the public, CBJ staff, and the assembly."

"As I mentioned previously a positive outcome from this report for Eaglecrest will stem from a constructive report we can collaboratively agree upon. Many of the major concerns are also concerns we have been discussing as a board."

"I think we should structure it as short term problem, long term problem, best possible solution. Short term: deferred maintenance. Long term: ongoing commitments to improve the pay scale."

"Our response needs to praise CBJ. Not just CBJ's and the assembly's longstanding historical support for EC, but the FY25 grant amount, the support for the gondola project, and then immense support from individual and departments for EC over the past year."

Wages and Personnel Costs

"Eaglecrest has not kept up with paying competitive wages to its employees' this fails to acknowledge the nearly 30% increase in the past 4 or 5 years."

"In FY 2026, if the decision is made to increase Eaglecrest salaries/wages to a competitive level, as identified by the wage study, the increased costs will range between \$600,000 and \$800,000' – This is not on the table so why bring it up."

"The report shows an increase in personnel costs from 2012-2023 of 45.3% and suggests that Eaglecrest take a hard look at personnel costs. However, if we keep in mind that cumulative inflation over that same time period was over 35%, this increase is not as drastic as it might seem at first glance."

"Looking specifically at ski patrol, the report indicates that ski patrol wages have nearly doubled since 2012 and that the number of hours worked by ski patrollers increased by 63% during that time. The implication is that this has been the result of poor management. On the contrary, this is one of the departments that is high functioning."

"A rational analysis would not introduce this issue [the report's statement about the growth of ski patrol wages] without exploring factors that led to the increase. Instead, the report assumes that growth was unnecessary and indicative of bad management and poor governance."

Deferred Maintenance and Infrastructure

"Would it be possible to have some current budget information to include a clearer picture to where we are at for this season and where we think we may be going as far as cost overruns? Anything else

we have on blackbear repair estimates and current snowmaking system repair estimates would be useful too."

"Some portions of this document are unclear to me after reading this version and the previous meeting notes."

"Deferred maintenance and aging infrastructure are longstanding issues well understood by the board. However, the board has also held to the idea that we need to work within the budget approved by the assembly."

"If the assembly agrees to increase support to Eaglecrest by this amount [\$1,675,000], that is great. It would take a lot of pressure off of the Eaglecrest board and general manager. If not, my suggestion is that we continue to move forward with the resources allocated and continue to focus attention on installation of the gondola."

"The report overlooks important options. In the author's analysis of the next several years' maintenance requirements, he seems to take the position that the only path forward is one where the Assembly funds every bit of deferred maintenance and play plan gaps immediately. He does not analyze the impact of deferring maintenance until cash flow from the Gondola is available to bridge historical gaps in maintenance funding, or discuss approaches that strike a balance between catching up on maintenance and wages and managing tight resources."

Gondola Project

"While from what I can find, it's true a specific market study has not been performed on potential gondola ticket pricing, or how large of market it potential is. The statement is somewhat misleading from the research I was able to perform in a couple of hours on the internet."

"This draft report doesn't feel complete without including or referencing relevant information or studies that have already been performed."

"Operating the gondola in the winter is not likely to increase revenue by a significant amount as most people riding the gondola will be using a season pass, a pass they may have purchased with or without the gondola being in operation."

"The suggested labor budget for the gondola on page 14 is completely out of place and more data needs to be reviewed by the board."

"Operating the gondola in during the ski season has always been part of the plan. Doing so will help mitigate the effects of climate change, giving Eaglecrest a more reliable season and possibly extending the season."

"The main cost in operating the gondola in the winter is avalanche control work in the Heavenly area. While this remains part of the plan for winter gondola operations, opening this terrain is optional and the gondola could be used in the winter without expanding the current Eaglecrest terrain boundaries."

Board Governance

"From my perspective this is already the process in place. While it is stated that the Eaglecrest board has folks that care about Eaglecrest it is also alluded that these members may be unqualified. What is left out is that the selection process by the assembly already focuses on specific knowledge."

"I would probably not have even applied [to the board] if that wasn't specially listed as I didn't have knowledge in the other areas requested."

"The Eaglecrest board has folks that care about Eaglecrest deeply. That being said they do not have an extensive knowledge of ski area operations" – boards don't need extensive knowledge to succeed."

"Kirk does not understand that we have met with the Assembly and routinely engage with the assigned rep."

"Considering option 1, the board currently has a broad range of expertise with accounting, human resources, ski industry, project management, and general industry experience. The assembly has the authority to appoint board members with different types of experience."

"Finally, there is an overarching issue. Eaglecrest's purpose is to serve the Juneau community. An important role of the board is to be in touch with, and to represent that community."

"The board welcomes Kirk's perspective, given that he also worked with the past board as GM, and we would welcome changes to our structure in ways that would create better communication flow with the city, but the board structure exists to solve some inherent hurdles with municipal ownership and we need to be careful not to re-create the problems of the past."

"Another example of this is the report's criticism of the board. The author claims the board of directors is the source of many of Eaglecrest's challenges, but does not give specific and supported examples of how the current governance model contributes to Eaglecrest's challenges. Further, he makes claims about board members' skill sets that are inaccurate and unscrupulously convenient."