



# EAGLECREST BOARD OF DIRECTORS AGENDA

August 01, 2024 at 5:30 PM

Fish Creek Lodge Great Room/Zoom Webinar

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<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEYOSTUON1M0VnovZz09> Meeting ID:

882 5948 4580

Passcode: 372236

## A. ROLL CALL

In attendance: Mike Satre, Norton Gregory, Kevin Krein, Hanna Shively, TJ Mason, Brandon Cullum, Jon Dale (zoom), Erin Lupro, Kirk Duncan

## B. APPROVAL OF AGENDA – Motion by Norton. Approved without objection.

## C. APPROVAL OF MINUTES – Motion by Kevin Krein requests correction to the spelling of his name. Brandon Cullum asks for the correction to the spelling of his name as well. Motion to approve minutes once corrected by Kevin Krein. Approved without objection.

## D. PUBLIC PARTICIPATION – Full transcript

### 1. Charlie Herrington. See attached Community Report.

This report references data from Eaglecrest board meetings the city's FY fiscal year, 25 and 26 budget and historical budgets on their website. The goal of this report is to invite a positive, constructive and supportive relationship with Eaglecrest board of directors. We want to be of service to the ski area. We can organize and we can advocate on your behalf. We also want to impart some suggestions to the board in the ski area relating to the prioritization of mountains, of the mountains, operations and administration. I'll start by briefly touching on the gondola project. Say we want to see the gondola project advance as originally intended, to ensure the financial and operational sustainability of Eaglecrest for both winter and summer users. New revenue from the gondola and summer operations was intended to support the ski area operations and address infrastructure and capital improvement needs. It's supposed to fill those funding gaps. Now, back on the report now the first section, call it, Eaglecrest is a popular community and amenity, and that popularity is growing. We see Eaglecrest as a valuable Eaglecrest for a lot of people in Juneau and recruiting assets to get people to move here. We have a figure on the report that shows the pass holders from the fiscal year 23 and it's over 3000 people, which is nearly 10% of Juneau's total population. And noting too that that doesn't account for day tickets, Nordic skiers and other people who use Eaglecrest in non-commercial manners, hiking and biking and backcountry skiing. We also want to call attention to Eaglecrest, tremendous health and social benefits for the community. Lots of affordable entry points, especially for youth. There's the books of boards, program, fifth grade passport, learn to ski programs and the triple play lesson package and not to mention those noncommercial opportunities as well. All this to say, Eaglecrest serves a very large percentage of the community. Figure two under that, we want to call out that Eaglecrest is a very high performing city owned recreation facility. Eaglecrest has a lot of expenses, and the cost of doing business keeps going up. In fiscal year 24 the ski area spent \$3.84 million the ski area made 2.6 8 million in revenue. The gap to the balance the budget is filled by city funding support and Eaglecrest reserves. This is illustrated in Figure. Figure two of the report. We have a chart that compares Eaglecrest revenue and funding levels to other city recreation facilities. When you look at it, the ski area really stands out in FY 24 the ice rink received 476,000 in city funding and generated 430,000 in revenue, a 47% return to budget. The pools received \$2 million from the city and generated 514,000 in revenue, a 20% return. Eaglecrest, meanwhile, received 1 million in city funding, generated

2.6 8 million in revenue, and that's a 70% return. Furthermore, Eaglecrest provides a lot of sales tax revenue for the city. In Figure three of the report, we show that just at past sales revenue, Eaglecrest, we calculated, is around \$93,000 in sales tax generate sales tax generated for the city, but it's really probably north of that, closer to \$130,000 when you factor in all revenue streams, food and beverage lockers, retail rentals, and this is more than all of the other recreation facilities combined. We make these comparisons Not to disparage the other city facilities, but to highlight the scary, strong financial performance and strong usership within the entire community, we believe there's a strong argument for the city to increase Eaglecrest funding and support. The core part of our message to the board is we want you to succeed, and we would like to help Please embrace a user group that wants you to succeed and considers as partners. Please respond to questions and concerns to ensure that we understand your process while engendering support and confidence in your actions, we ask you please ask for input from former board members and knowledgeable users and provide the opportunity for more input during and in addition to public testimony, we urge you to consider new strategies for Eaglecrest operational structure to help the ski area move forward. We are worried that as currently structured, the general manager position, the base Operations Manager position and the director of mountain operations position are not appropriately compensated, tasked or prioritized to effectively manage Eaglecrest two main work silos, first being mountain operations, second being Business Administration. This report echoes ideas. Excuse me, this report echoes ideas that were presented in letters to the board. One was from Rick Harris on July 13, and another from me on July 19. We contend that Eaglecrest critical path forward is mountain operations that is opening the ski area for 80 plus operating days with fortified snow, making grooming, snow removal and all four chair lifts and the administration, although very important, is less mission critical. This summer, the board created a new job description for the general manager position that places 50% of the job percent of the job in mountain ops and 50% in business administration. In practice, the GM then has two department heads as currently constructed, the director mountain operations and the base Operations Manager for each of these silos, both paying, paying \$65,000 a year plus benefits. We do not believe this senior management structure works past, present or future. The base Operations Manager position has been chronically unstable five different staff in seven years, and the director of mountain operation position projects to be similarly challenged in every scenario, the GM and other staff will be stretched too thin and exposed with turnover and instability at department head positions. We really urge you the board to restructure the senior management positions. Please consider combining the roles, responsibilities and salaries to create two well compensated and recruitable positions, a chief mountain officer focused only on mountain operations and a Chief Business Manager focused only on Business Administration. This is akin to most organizational structures. The chief operating officer manages the entire organization, while the Chief Financial Officer ensures fiscal responsibility and regulatory compliance. We really appreciate you moving fast with the GM recruitment, but perhaps it would be better to first prioritize the structure of the senior staff. Any new GM will be challenged to succeed with the current structure. Thank you,

## **2. Fred Hiltner**

Thank you for the opportunity to speak. My name is Fred Hiltner. Like to welcome to the candidates to the management position. Good luck. I'm here to talk, as most of you know, about the junior Nordic skate Club's relationship with Eaglecrest. It's been a relationship that's been, I think, over 25 years of time, I've worked with for eight years with the junior artist Ski Club, and have skied here at Eaglecrest for 42 years. So I'm kind of a newcomer to the ski area. Worked on the pro patrol for eight seasons, and part of my job, boohoo, was to sweep the Nordic tracks. So every day I got to finish the sweeping the mountain, and I would take my Nordic skis up with me and ski the upper loop and the lower loop. And I never complained about that. It kept me in pretty good shape. The Nordic ski club has about averages about 800 members, and we work kind of really behind the scenes with Eaglecrest. We offer support with the groomers, and we have new groomers and helping them to find the roots and ride with them occasionally. And we're very closely up here too with the or largely with our youth

program, where we have races and other types of competitions up here and work closely with the groomers to set up certain areas. And it's been a great relationship that we really appreciate. We also have a memorandum of agreement to support grooming up here in low snow conditions too, if we. A really small amount of snow, and it's not enough for the piston bullies to groom. We'll bring our equipment up here. We groom five different areas in town and on North Douglas here for our members and non-members, too. It's all a volunteer organization. And what else here? Yeah. So what I thought? I got a question from a board member this afternoon about this one project that we're doing. I'll try to describe briefly. On the lower loop. Several years ago, there was an addition made to harden the trail so it would be easier to groom in low snow conditions. And we are working with so far, I've been working with Erin and slightly postponed right now, but to bring in gravel, we've got a promise from D O T Department of Transportation to supply 200 yards of d1 gravel to cover some of the really, there's some really rough areas in there, because it's shot, rock is poking through, and skiers are chipping and segways. I don't know how they're managing on that, but I hear it's not smooth enough for their wants. And so we've been about looking, kind of initiating this relationship with Eaglecrest to team up for equipment people. And probably will come back after the new managers decided and start a plan for not this summer, but next spring or summer or fall. To cap that, it's about a 1600 feet of sections that we are looking at, and we're looking forward to working with Eaglecrest on that and make the place a little bit it's not like so dangerous. I don't want to overdo that, but it's like, could be a much nicer, little bit safer area. So I just want to thank you for the opportunity to come up and look forward to another great season of winter Ski Club. Thank you.

### 3. Katie Bausler

My name is Katie Bausler, and I'm a long time Eaglecrest enthusiast and part time employee and former board member. I just want to thank you all for your perseverance and initiative and care for Eaglecrest during this really challenging time. And I wanted to second pretty much everything that Charlie presented in this community report, and I just encourage you to take a close look at it. I think there's a lot of inter good numbers here that have been put together and brought to life. And I want to thank Deb here for doing a lot of that, that work, and also Charlie, I cut a few things that have kind of crossed my mind lately, that issues of Eaglecrest that I would like, actually the candidates to listen to, because these are things that I think we're all concerned about right now. One is, how can Eaglecrest best mitigate the inevitable periods of low snowfall on lower mountain to maximize skiable snow and revenue generating operating days. Second is the city manager recently told the assembly that in order to complete the gondola in time, the summit station should be stripped down to a wind wall and a porta potty in order to leverage the most revenue. Shouldn't it include similar amenities to the mount Roberts tram, which follows the successful business model of trams and gondolas in Europe in the lower 48 the private **contract to plow the Eaglecrest Road** in recent years was recently canceled, as I understand, Eaglecrest would be back to, I guess, relying on the Department of Transportation, which may or may not get to the Eaglecrest Road in due time. This cancelation could both endanger especially those employees who have to get here early, and lead to a loss of business. How can the Eaglecrest road best be kept clear and safe in winter? Finally, I just want to second what was presented in the report by Charlie that it is apparent to many users that fulfilling both administrative and mountain operations duties in one position is challenging at best and unrealistic at worst. Can the board consider and ultimately advocate for two positions instead of one general manager? But. Possibly chief mountain officer and business manager. Thank you all.

### 4. Deb Craig

My name is Deb Craig. I'm a 25 year pass holder. I actually made a necklace of my passes. At one point I thought of wearing a foot and my testimony is pretty short Norton, because I timed myself for one minute and 50 seconds. But thank you for the opportunity to speak. I fully support Charlie's earlier

presentation about the value and importance of Eaglecrest Geary to our community, and to prove that the public really wants to be your partner in this success, I'm willing to be one of the community members that presents our KC Assembly about Eaglecrest value to the community. In the last few weeks, I've been digging into Eaglecrest budgets, your policies and operations more than I'd ever hoped or wanted. Frankly, last night, I spent two hours on the phone with Dave Scanlon and Charlie primarily to ensure that the Eaglecrest community report was accurate in its representation. But our conversation then turned to the complexities of managing a ski area. Dave talked about the challenges of keeping the ski area running, but he also talked about the gondola housing for employees, internet connectivity, innovative j1 hiring, revenue generation, creative mountain management, the range and the range of his concerns and ideas for Eaglecrest gear was really quite stunning to me in having that conversation, because I never had the chance to sit down with him for a couple hours and talk about how he viewed the future. At the end of the day, I get that the ski if the ski area isn't open and safe, it doesn't matter if your interest is skiing, snowboarding, ski racing, ski lessons, ski rentals, none of it works without a functional, safe Ski Area run by a skilled General Manager. For the people who have applied for the position, I think it's critical that they have the skill of ensuring ski or mountain safety, ensuring mountain operations, like the viability of lift and mechanical operations and overall mountain organizational decisions, I strongly support the step the board, stepping back from any more quick decisions, and urge you to consider management restructuring, then reopening recruitment for the general manager at the higher pay scale, which may result in more qualified, experienced applicants who have the capacity to manage the basics and like Dave, the creativity to imagine the future. Again, I appreciate the difficulty of your task, and thank you all for all your efforts, again, we truly want you to succeed.

**E. MANAGERS REPORT**

1. Department Updates
2. Recruiting and Hiring Update

**F. UNFINISHED BUSINESS**

1. General Manager Recruitment Process Update
2. Candidate Resumes:

CRAIG CIMMONS

JULIE JACKSON PIPER

**G. NEW BUSINESS**

**H. COMMITTEE & LIAISON REPORTS**

**I. PUBLIC PARTICIPATION – full transcript**

**Charlie Harrington**

Hello. Charlie Harrington, just a couple more comments about the restructure idea. Sounds like there's been an offer out to a base Operations Manager, which sort of complicates the idea of combining resources and responsibilities and creating to higher paying, more recruitable positions. And I, you know, I urge you guys. Maybe consider, consider it hard, and think about the restructuring, how that relates to these active recruitments for Director of mountain operations and base Operations Manager. Are these positions sustainable? And then to the point about, why not just let the new GM decide whether or not to do a restructure? Well, I'll go back to the this is me wearing my personal hat. Here the critical path for Eaglecrest, I believe should be mountain operations and making sure the mountain is safe and open and operating all winter long. And if you hire a GM that is more of an administrative GM that places the priority prioritization in the administrative silo, not the mountain operations silo, so you guys have power and control. Now to think about what the GM position looks like. Who do you want running the mountain? I know you just redid



the job description, 5050, mountain ops and administration. I think it should be 100 mountain ops and you hire a base operations or a business administrator to handle all the admin and sort of could get messy if you start putting people in before you hire a GM. You know now, the new GM is inheriting a staff that may or may not be a good fit for their skills, or could be a duplication of their skills. Thanks. Oh, and also, that's really exciting about does Eaglecrest budget going towards the Assembly in September. And I think our user group would like to support you guys in preparing materials and advocating on your behalf, if that's appropriate. And you know, I think there's a really strong evidence that Eaglecrest deserves more funding and more support. I can't believe they made you guys take a loan, a bridge loan. So anyway, we'd love to help.

**Kaitly Morgan:**

Katie Morgan, I just have a follow up question regarding the tent, so I know our compromise was moving away from the year, and that's fine. Our reasonings for wanting the year was to have our space so that we can operate in the summertime, so that we're getting a cheaper insurance rate, because, for whatever reason, it's cheaper to get a 12 month policy versus a six month policy, and then also because in the summertime, we have to share with segways, which bars us from operating in the summertime. So our whole thought behind the year was that if we had our own space, we could operate both seasons and try to make some money at this endeavor. So if the 10 so we're fine with operating in a tent space, but are we going to be able to operate next summer? Because I feel like that was kind of the like, if it's that same tent, then it's just getting like a new tarp. That's fine as far as our operations go, but I just want to know then where will segways go and where will we be?

**David Audette:**

Hi, David. Audette, last meeting, I asked about extending the tier one through the normal period, at least through October, when PFDs come out, and maybe even later, to keep the tier one pricing maybe generate. More sales. I see it hasn't been done. So I just, I don't know, should I take that as you're rejecting that idea.

Thank you. And the other thing, I've sat on that side to the table before in this process of hiring a new manager, when Eaglecrest was going through some changes as well, I really appreciate the work that Rick Harris and Charlie Harrington have done in addressing the structural issues, and I really behoove you to consider those strongly and to remember that you have one chance to get the right person in here, and there should be no rush to just fill a position. We have a very capable interim manager running the ship right now, and so just please keep that in mind. Thank you, David, thanks.

Anyone else in the room? Yeah,

**Patty Collins:**

I just wanted to say, I enjoyed hearing that you're interviewing. Oh, sorry. My name is Patty Collins, yeah. Just wanted to say, I appreciate hearing you've interviewed some J ones. They were really I just wanted to say, last year, J ones were really fun employees to have around. They're really pleasant. They're really great, and it's exciting to think that we'll have another batch next year.

**Kristin Strom:**

okay, thank you. I just wanted to address a couple of things I believe TJ asked about when ski school goes live, and that's August 21 at 10am we will be promoting that unlike any other, so that everybody knows what's going on. And then I just wanted to echo what Erin said about past sales. I did a report this morning, and we are right on the same line as last year in terms of adult season passes. We are like one number behind. It was 299 when I checked it was 300 last year, and that's even with a week of no sales at the

beginning of the month. So that's pretty great. And then, Norton, I believe you had a question about ski and stay. Oh,

so I'm working with Liz from travel Juno to kind of reshape it. Last year we had Kelly's concierge and kind of the middle of it, and we had some issues getting things uploaded onto their website and onto the travel Juno website. Travel Juno has a web page for it. We do not yet, just because there wasn't a really secure landing space for it from Kelly and Chris, but this year, we're just going to go through straight going to go straight through whichever hotel year we decide to use, there's kind of a lot of drama going on. I don't know if you all been following with the four points, Sheridan baranoff, so we're kind of trying to figure out which one that we want to use. But Liz and I, rest assured, are on the case and are looking to start promoting early this fall so that people can plan their ski vacations while in advance.

**Mariah Thibodeau Offer:**

Thanks everyone for their time and report. It's been great, great to see the dedication. I have two questions, and again, the internet connection wasn't real smooth, or I wish I could have been up there, but I wasn't able to get up there. It would have been easier to understand everything. So two things I think I understood in the manager's report, Eaglecrest managers report, from what I heard, there were fuel tanks that were inspected or repaired, and also somebody later came back with what the volume of the tank was. And then I have two questions to follow up. So, so is that correct? The tanks were repaired,

**Cindy Audette:**

Cindy. Cindy Ada, North Douglas, just a quick contribution to the discussion. I do think Erin's doing a great job. And I do want to say that as a skier, I think keeping, you know, keeping black bear operational and all the other mountain tops going is primary to my experience at Eaglecrest. And if that means, you know, we have to, we have to support the gondola. So be it, but I don't want that to depend on the gondola. That's all

**J. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS**

**K. EXECUTIVE SESSION**

**1. Board Discussion of General Manager (GM) Process and Interview Questions**

*Suggested Motion: Motion by xx, to recess into executive session to discuss matters that the immediate knowledge of which would defame or prejudice the character or reputation of any person, and to discuss recruitment examination materials that are confidential and ask for unanimous consent.*

***Motion by Norton:***

I moved to recess into executive session discuss matters that the immediate knowledge of which would defame or prejudice the character and reputation of any person and discuss the recruitment examination materials that are confidential and ask for unanimous consent. Motion passes without objection.

**L. NEXT MEETING DATE**

Eaglecrest Board Regular Meeting - September 5, 2024 at 5:30 PM. Eaglecrest Lodge/Zoom

**M. ADJOURNMENT**

## **Eaglecrest BOD August 1, 2024 – Fish Creek Lodge**

The August 1 meeting of the Eaglecrest board of directors focused on the recruitment of a new general manager, with two finalists observed by Julie Jackson and Greg Simmons. The board discussed the importance of the gondola project for financial sustainability and the need for increased city funding. The community report highlighted Eaglecrest's popularity, with over 3,000 pass holders, and emphasized the need for better compensation and structure for senior management positions. The board also addressed maintenance issues, including fuel tank inspections, and the need for a new tent for the Ravens Roost. The meeting concluded with updates on season pass sales and the recruitment of J1 workers.

### **Action Items**

- [ ] Schedule finance committee meeting with city assembly regarding Eaglecrest budget.
- [ ] Provide update on J-1 housing plans for upcoming season.
- [ ] Review fuel tank inspection reports and address any remediation needs.
- [ ] Consider proposed restructuring of Eaglecrest management positions. (Board of Directors) [Throughout meeting]

### **Outline**

#### **Meeting Call to Order and Agenda Approval**

- Mike Satre calls the August 1 meeting of the Eaglecrest board of directors to order.
- Mike Satre mentions the excitement of the new season and the progress made in the past month.
- Mike Satre notes the presence of Julie Jackson and Greg Simmons, who are candidates for the general manager position.
- Mike Satre asks for any additions or changes to the agenda, which is approved by Norton Gregory.

#### **Approval of Previous Meeting Minutes**

- Mike Satre asks for any additions or edits to the minutes from the July 11 meeting.
- Brandon Collum suggests an edit to the spelling of names in the minutes.
- The minutes are approved with minor corrections by the board members.

#### **Public Participation**

- Mike Satre opens the floor for public participation, starting with in-room speakers.
- Speaker 14 presents an Eaglecrest community report, emphasizing the importance of the gondola project for financial and operational sustainability.
- The report highlights Eaglecrest's popularity, community benefits, and financial performance, comparing it to other city recreation facilities.
- Speaker 14 suggests increasing city funding and support for Eaglecrest, restructuring senior management positions, and advocating for new strategies.

#### **Additional Public Participation**

- Speaker 16, Fred Hilda, discusses the Junior Nordic Ski Club's relationship with Eaglecrest and their support for grooming and other activities.

- Speaker 16 mentions a project to improve the lower loop trail with gravel from the Department of Transportation.
- Speaker 17, Katie Bosler, thanks the board for their efforts and supports the community report's recommendations, including restructuring senior management positions.
- Speaker 19, Deb Craig, supports the community report and emphasizes the importance of a skilled general manager for Eaglecrest's success.

### **Manager's Report**

- Erin Lupro provides an update on the busy month of July, including lift maintenance, inspections, and other projects.
- Erin Lupro mentions the successful completion of lift splicing and inspections by AK X-ray and Superior Tramway.
- Erin Lupro discusses the underground storage tank inspections, which passed, and the need for some repairs to keep them in use.
- Erin Lupro updates on the risk and safety assessment, the need for shock heater replacements, and the progress on snowcat maintenance.

### **Base Operations and Fiscal Year-End**

- Erin Lupro discusses the challenges of closing out the fiscal year, including finding and updating old invoices and position control numbers.
- Erin Lupro mentions the need to send termination letters to former employees to clear out the system for hiring new staff.
- Erin Lupro updates on the process of opening positions for the upcoming season and the challenges of finding all the necessary information.
- Erin Lupro discusses the plan for fall fire inspections and the need to rectify the kitchen hood and venting to pass the inspection.

### **Recruitment and Hiring Update**

- Erin Lupro provides an update on the recruitment and hiring process, including the Virtual Job Fair with J1 candidates.
- Erin Lupro mentions the strong sales of season passes and the successful completion of the payment plan.
- Erin Lupro discusses the reconfiguration of the repair shop and the arrival of new rental and retail products.
- Erin Lupro updates on the marketing efforts, including pass perks, promotions, and the search for a marketing media coordinator.

### **General Manager Recruitment Process**

- Mike Satre outlines the recruitment process for the general manager position, including the interviews and the meet and greet session on Saturday.
- Mike Satre encourages public participation and feedback on the candidates via email.
- Mike Satre mentions the executive session to finalize preparations for the interviews.
- Mike Satre reminds the public of the importance of the general manager position and the need for a thorough recruitment process.

### **Unfinished Business and New Business**



- Norton Gregory provides an update on the planning committee's review of bylaws and the ongoing process with the city attorney's office.
- Mike Satre mentions the liaison's update on the CBJ assembly and the potential budget review in September.
- Mike Satre opens the floor for public participation, with additional comments from Charlie Harrington and others.
- The board members express their appreciation for the hard work and dedication of the staff and the importance of the upcoming interviews.

# A Community Report to the Eaglecrest Board of Directors

## Financial Performance, Gondola Project, Suggestions to the Board, & Issues

Prepared by a Group of Eaglecrest Supporters

Updated July 31, 2024

### Eaglecrest is a Popular Community Amenity:

Outdoor recreation is healthy, and skiing is a lifelong sport. Eaglecrest is an extremely popular recreation activity in Juneau with a strong user base that also attracts young, healthy workers who move to Juneau for its recreational and outdoor benefits while also serving all generations.

Additionally, Eaglecrest promotes multiple programs to engage Juneau's youth, young adults, and underserved communities.

Almost 10% of Juneau's population (31,337) bought a Pass Product at Eaglecrest [Figure 1]!

Figure 1: FY23 Eaglecrest Season Pass & Multi-Visit Card Purchases

Total Pass Products	3037
Season Pass	2582
5 Day Pass	135
10 Day Pass	75
Flex Pass	188
Teen 5 Day Pass	40
Teen 10 Day Pass	17

Data from InTouch Product Sales Summary Reports. Total does NOT include Day Ticket or Nordic Pass purchases.

### Eaglecrest is a High Performing City Recreation Facility:

Eaglecrest is 70% self-supportive [Figure 2]. Summer income could be a revenue generator for CBJ. Eaglecrest generates Sales Tax, which helps offset revenue support [Figure 3].

Figure 2: Eaglecrest & Other Recreation Facilities Funding, Usership, Revenue Return

Recreational Facility	FY24 Earned Revenue	FY24 Grants	FY24 Roaded Service Area	FY24 General Fund	FY24 Budget	Users FY23	% Rev to Budget
Eaglecrest	\$2,676,800	\$ -	<sup>2</sup> \$50,000	\$1,005,500	<sup>1</sup> \$3,840,000	3,037+	70%
Dimond Park FH	\$183,500	\$ -	\$157,300	\$ -	\$340,800	Unknown	54%
Ice Rink	\$ 430,400	\$ -	\$476,500	\$ -	\$906,900	Unknown	47%
Aquatics	\$ 514,700	\$ -	\$2,018,200	\$ -	\$2,532,900	Unknown	20%
ZG/Shelter	\$ 93,600	\$ 545,800	\$1,277,400	\$ -	\$1,916,800	Unknown	5%

Data from CBJ FY25-26 Budget; page 98

<sup>1</sup> Budget includes reserves

<sup>2</sup> Could additional Road Service Area Funding be allocated to Eaglecrest?

Figure 3: Eaglecrest Pass Sales Revenue & CBJ Sales Tax Paid

	FY24	FY23	Post Covid FY22	Covid FY21	Covid FY20	FY19	FY18	FY17	FY16	FY15
Rev	\$1,860,000	\$1,525,433	\$1,445,539	\$1,255,378	\$864,405	\$793,472	\$840,868	\$924,302	\$672,562	\$803,301
Tax	\$93,000	\$76,272	\$72,277	\$62,769	\$43,220	\$39,674	\$42,043	\$46,215	\$33,628	\$40,165

FY24 Data from CBJ FY25-26 Proposed Budget Page 98; FY15-23 Data from Eaglecrest Board Meeting Minutes.

<sup>1</sup> Does not include day ticket, food and beverage, locker/retail sales, rental revenue, etc.

<sup>2</sup> Shaded area represents years that David Scanlan was GM.

## Eaglecrest's Gondola Project:

- The Gondola Project is to ensure the financial and operational sustainability of Eaglecrest for both Winter and Summer users. New revenue was originally intended to support ski area operations and address infrastructure, capital improvement, and funding gaps.
- Marine Passenger Fee fund could be used to fund the Gondola Project as this is a Tourism project that will generate funding for the city via fees and Sales Tax.
- Gondola meets multiple criteria for evaluation of projects to fund.

The following criteria were used to evaluate the proposed capital projects and to establish funding priorities for FY25.

1. **Support: Projects that are a high priority of the Department or Committee proposing it as well as the general public.**
2. **Consistency: Projects that are consistent with applicable CBJ plans or policies.**
3. **Health and Safety: Projects that will address an imminent or expected threat or danger to users or occupants.**
4. **Maintenance or Repair of Existing Property: Projects that will prevent further deterioration or damage to property.**
5. **Local Match for Federal/State Grants: Funds required to match federal or state capital project funds.**
6. **Maintenance Impact: Projects that will increase efficiency and reduce on-going operating costs.**
7. **Economic Development Stimulus: Projects that directly or indirectly stimulate economic development in the community.**
8. **Anticipated Need: Projects that enhance or expand an existing facility or service to accommodate increased public use.**
9. **Recreational: Projects that establish, enhance or expand a facility or service to accommodate new or increase public use.**
10. **Funding Alternatives: Funding alternatives are explored for each project.**

## Eaglecrest Board of Directors: "We want you to succeed!"

1. Embrace a user group that wants you to succeed and consider us partners.
2. Respond to questions and concerns to ensure we understand your process while engendering support and confidence in your actions.
3. Ask for input from former Board Members and user group and provide the opportunity for more input during and in addition to public testimony.
4. Consider strategies and operational structure suggested to help us move forward.

## Suggestions for the Eaglecrest Board:

#1. Senior Management Structure: Combine resources to offer two positions, with compensation sufficient to recruit experienced, capable individuals.

The General Manager (GM), Base Operations Manager (BOM) and Director of Mountain Operations (DMO) wages cumulatively are approximately \$260,000, with \$195,000 dedicated to administrative personnel [GM+BOM] and \$65,000 towards mountain operations [DMO]. Under this structure and wage scenario, can Eaglecrest provide 80+ operating days with plowed parking lots, functional machinery, groomed snow, fortified snowmaking, and all four lifts running?

Given the lack of information and non-articulation of hiring goals, the prevailing concern is that the EBD will hire an office manager versus a mountain manager as the next GM. Any new GM will be hard pressed to succeed without the support of a full staff. To be effective, the GM needs qualified managers. The current recruitment effort is hindered by low wages and, to some extent, lack of ski privileges.

The EBD's removal of the former GM - someone who regularly broke sales records and achieved 80+ operating days despite chronic departmental instability and hamstrung recruitments - is an admission that the current organizational structure is not working. It's a systemic issue, exacerbated by Juneau's economics, competitive job markets, and the ski industry's hierarchy of "good" jobs. Under these conditions, it is unrealistic to expect stable management at Eaglecrest.

The concern is that we may continue the pattern of turnover of key management positions. If the Board is unable to substantially raise salaries or otherwise move the needle, history may well repeat itself with current and future recruitments.

**The EBD should consider combining the roles, responsibilities, and salaries of the GM, BOM, and DMO and creating two well-compensated and recruitable positions: a Chief Mountain Officer, focused only on getting the mountain open and operating, and a Business Manager, focused only on administrative and financial management. This is akin to most organizational structures: the Chief Operating Officer manages the entire organization while the Chief Financial Officer ensures fiscal stability and regulatory compliance.**

#2. Include the public/user group in conversations about moving forward positively and collaboratively.

We are vested users and could be the EBD's best supporters given the opportunity. We propose an Open Public Meeting with two-way dialogue where EBD members answer questions posed by the public rather than two-minute testimony limits and unanswered questions. Please consider us your partners in Eaglecrest succeeding.

## Understanding User Group Concerns:

The EBD is an "Empowered" Board and ultimately responsible for thoroughly understanding and providing oversight of fiscal and



## operational issues for the Eaglecrest Ski Area.

Figure 4: Eaglecrest Board Actions & Public Concerns

ACTIONS TAKEN BY THE EBD	WHY THIS IS CONCERNING TO PUBLIC
Review of past minutes do not indicate the EBD had issues with the GM or provided concrete guidance for improvement or changes.	Unacceptable performance is usually met with mitigation strategies. The EBD is ultimately responsible for all outcomes and had a responsibility to provide guidance to employees.
In late April 2024, the EBD lauded the Eaglecrest Staff and provided bonuses for jobs well done.	Bonuses are typically indicative of positive performance.
In mid May 2024, the EBD asked the most popular GM to submit his resignation (there is no public record of malfeasance or illegal activity).	Board has yet to articulate issues that were deleterious to the ski area ops, leaving CBJ vulnerable, open to controversy and creating an atmosphere of distrust in the community.
Public outrage ensued and a Petition (attached) signed by over 500 people was submitted to the EBD.	<i>NO RESPONSE from EBD</i>
At subsequent meetings, public members presented testimony and asked questions of the EBD.	<i>NO RESPONSE from EBD</i>
While recruiting, the EBD changed elements of the job description while applicants are actively applying. Elements of the recruitment were not transparent to the public.	Does this leave CBJ open to controversy for manipulation of hiring process?
EBD proposes continuation of existing managerial structure that is antithetical to common management practices without consideration of the importance of operations.	<i>NO RESPONSE from EBD</i>
Non-transparent process – applicant resumes and qualifications are still unknown to the public. (See CBJ City Attorney hiring process – resumes accessible to public on CBJ website)	Does this leave CBJ open to controversy for non-transparent hiring process? <i>NO RESPONSE to public request for resumes</i>
Of 12 applicants, only two selected for final interviews – one is well known to the contractor currently assisting with Eaglecrest management and GM recruitment.	EBD has not adequately declared candidates' qualifications for mountain operations duties, potentially creating controversy.
Of the two applicants for final interview, neither applicant has the experience nor qualifications necessary to run a small but comprehensive ski area. Full experience is unknown as resumes have not been provided but the experience of both candidates seems oriented toward marketing and retail work.	The user base has experienced the effects of a GM who has comprehensive mountain experience and has been able to ensure a ski experience despite a global pandemic, low snow, and various other issues. It feels like we are taking a step back.

## Managers Report September 5<sup>th</sup>, 2024

### **Mountain Operations- Team Effort**

- This summer we have a combined effort to coordinate projects, plans and issues. It really has been helpful as we are communicating across departments to support each other to move us all forward.
- The shop yard “haul out” has been an amazing effort that we have had support from the CBJ public works department and the recycle program. We have been able to get rid of mass amounts of Hazmat materials, multiple (3) pick-up trucks that have been unused have been taken off the mountain, they have also been removed from our asset list. To date we have removed 3 large bins of metal scrap and debris. We believe that an additional 5-6 more bins will get the yard clean up. We will still need to remove the piles of tires in the yard and that is being coordinated with the recycle program also.
- We are planning on multiple culvert replacements around the mountain, some across the summer road which is a bit more to coordinate.
- We are clearing our ditches and drainage routes at the bottom of hooter and shop yard with a couple small culvert replacements.
- Per the Snowmaking evaluation we are in the process of purchasing new hydrants.
- Completing snowmaking connection repairs at Value City. Other repairs are being assessed for the structure of the building.
- Ordered valve replacement for water works, structural repairs need to be planned.
- We were able to do basic maintenance and get the brown shop organized for usable space, shelf was fixed to support tool, parts storage. Clearing spaces for function/safety, cleaning, replaced multiple lights so we can utilize the spaces in the brown shop. We were able to repair the brown shop rolling door so we can keep the heat in this winter.
- We filled in multiple holes in the shop road/ yard to alleviate the stresses on the equipment this fall/winter. We additionally cleared, filled and compacted the main shop door for the grooming cats for less wear on the equipment.
- We are in full swing on belt, grousers and new bolts replacement on one of the groomers. The Eaglecrest Foundation helped support the purchase of the belts.
- We brought in CBJ engineering and Building maintenance to do a full assessment of the brown shop, to get a better idea of where the building is structurally and the length of its life span. We should have a report back in October. We will need to replace the exterior stairs this fall so we can utilize the Lift Managers office and lift operator’s space. We will coordinate this with CBJ term contract to accomplish this work as a part of deferred maintenance.
- While the engineering representative was here we were able to get a closer look at Fish Creek Lodge for an assessment of the deck, water issues and get a better idea of the larger issues so that we can plan appropriately
- We will have SE extinguisher here next week to work on the kitchen project we need to accomplish, they will come again the next week so that we can get all of our extinguishers taken care of for the season.

- The Underground storage tanks had major work completed on it yesterday, we are waiting to hear if they completed the entire project.

### **Lift Operations**

- Training staff on Jag Bag rescue tool.
- Ptarmigan 100% chairs have been relocated, inspected, and repaired.
- Ptarmigan brake system maintenance completed
- Hooter 100% of chairs have been relocated, inspected, and repaired.
- New laborer Ian Gunter has started and has been a tremendous support in the lift maintenance department.
- Currently Steve is injured and with an unknown time frame for full duty return. Kellan and Ian have been doing the lift maintenance. Additional training for lift maintenance is on going.
- Austen from North Country Alpine will be at Eaglecrest starting September 10<sup>th</sup>, He will be focusing on the Black Bear Lift repairs and service. An additional helper will arrive a week or two later to support the remaining projects.

### **Patrol**

- Worked on Term contract and purchased yearly explosives.
- Assist UAS University of Maine with the installation of equipment at Powder Patch.
- Ordering Mtn Safety supplies for both on mtn and inventory medical supplies.
- Returning staffing letters and coordinating staffing changes.

### **Snowsports & Base Operations**

- Snowsports School program sales went live in August and sold out in minutes. Our staff were on site answering over 300+ voicemails with various questions, program waitlist, and program placement.
- We worked on the program class list and filled slots of similar skills in programs, and we still have waitlists for programs. Once we get a more solid employee returning number, we might have to build additional programs to meet the demand.
- Dianna has been double checking liability waivers and sending parents forms to sign, and file for our records.
- Homeschool Programming has also opened and many classes are full, with little spaces left on Wednesdays.
- Hilary Lindh Scholarships are now open and all applications are due September 20<sup>th</sup> with announcement on October 4<sup>th</sup> 2024
- The Snowsports school sales materials have been ordered for the season.
- Cabin sales went live on Sept 3<sup>rd</sup>
- Locker renewal period ends September 4<sup>th</sup>, Final calls and emails to pay for lockers will be sent before we start offering lockers off the waitlist of 98 people.

- Eaglecrest will not be hosting a Discover Eaglecrest Day this Fall, we do not have enough staff to be able to support this event.
- Tier 1 sales ended Wednesday Sept. 4<sup>th</sup> @ 11:59pm. All Media card stock has been ordered for FY25 season
- We are still waiting for computer replacement on many of our computers on the Mountain.
- Viking Tours Final tour is scheduled for September 7<sup>th</sup>. We will have completed 12 tour days and I want to recognize all the staff from all departments that have helped to support this effort. Also a huge thanks to Hannah Shivley who has given up many Saturdays to support our staff in not all having to work weekends.
- The shelter logic tent components have arrived, and we are trying to coordinate the timeline for the replacement pieces to be installed.
- We did a walk through the indoor bar space with Pittmans Pub to measure for any additional bar furniture to be able to operate in the indoor space. The water lines to bar have been repaired and the on demand heater has been installed.
- Have been in conversations with Iride our segway vendor about the changes that will take place next summer and we are looking at different spaces for operations.

### **Rental, Retail, Repair**

- We have ordered the majority of our Winterstiger parts and tools for the repair shop this season.
- We also were able to get our shop tools and waxing supplies ordered from SVST.
- Our equipment testing arms were sent back to Vermont testing for the yearly calibration, maintenance, and certification for the season.
- We have new companies we are buying supplies from the season, as we are looking to expand Logo items that are available.
- We are also processing our logo shirts and hoodie order which will be finalized soon.
- Our logo hat order has been placed for the season
- Our retail orders are slowly making their way to us
- We should start seeing our Rental shop fleet arriving soon as we are seeing AML notifications.
- We have ordered Bar codes for the rental fleet scanning of equipment.
- The repair shop has been slowly accepting gear

### **Marketing Update**

- Supported the Launch of Snowsports School multi week programs
- Re-ordered stickers, rack cards, trail maps, and calendars for the 2024/25 season
- Shared cabin updates & news.
- Scheduled to share via socials/newsletters/news posts: Cabin updates/launch times & dates, End of Tier 1 pricing Hilary Lindh scholarship applications, homeschool registration, and Haunted House dates.
- Snovember events are tentatively scheduled.
- Shared summer camp photos

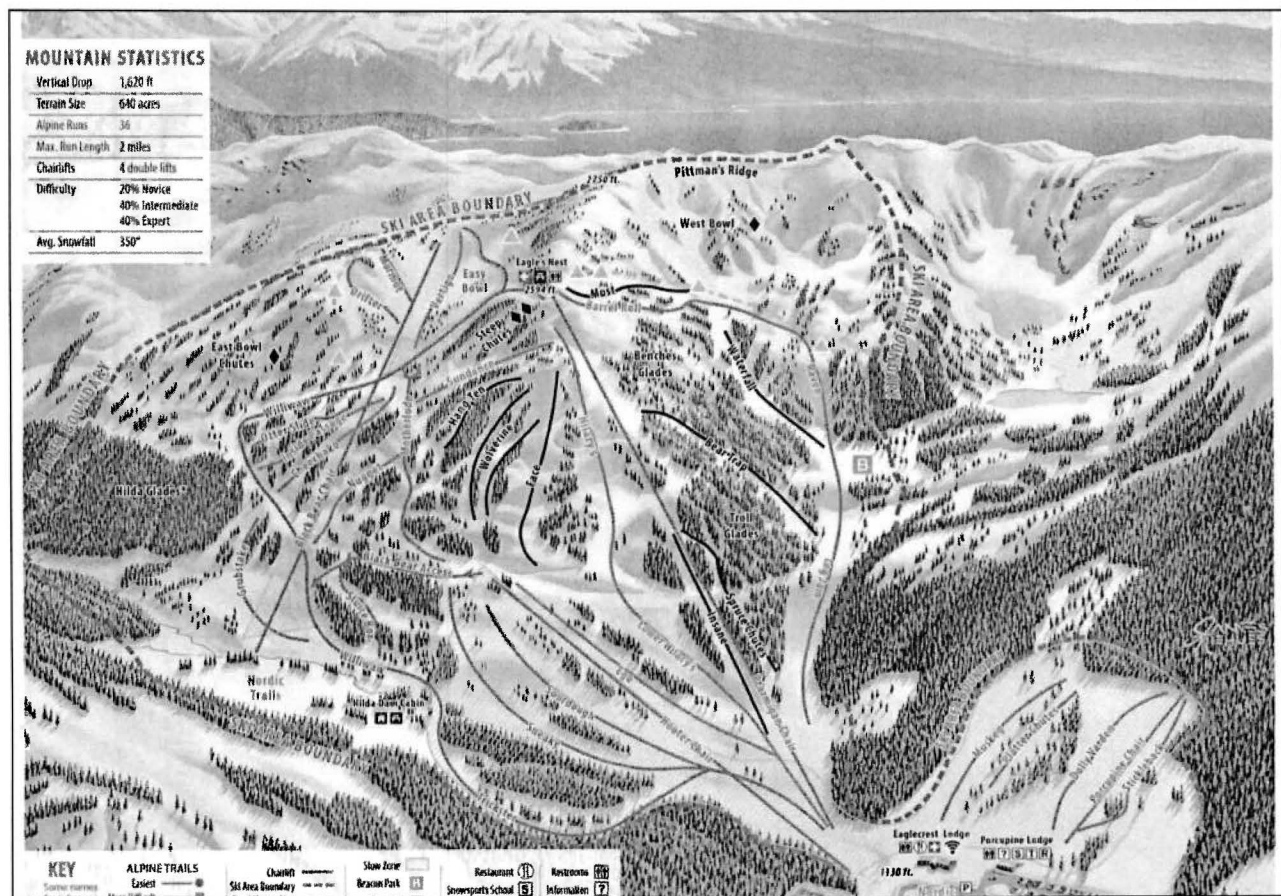


## **Recruiting and Hiring Update**

- Hired General Manager- Craig Cimmmons- Start Date Sept 30<sup>th</sup>
- Hired Director of Base Operations- Chris Goedeker Start date Oct 7<sup>th</sup>
- Hired Director of Mtn. Operations- Kellan Cousins Start date Sept 23<sup>rd</sup>
- In process/steps in hiring, 24 J1 Employees are being processed through our hiring system.
- In process of offering positions to Marketing Coordinator
- Interviewed SSS Admin Coordinator, Retail/Repair Admin Coordinator, in process
- Interviewing- Lift & Vehicle Maintenance Mechanic, Laborers, Lift ops, Non-Cert/ certified instructors, Rental, cashiers
- Continued HR clean up with CBJ, Letter for returning and entering Personnel Action to clear out past employees that are not returning. This will allow up to hire for the season.
- Continued conversation with UAS to finalize the contract, they have been busy with School being back in session.
- Working with our J1 Program Coordinator on interviews and the processes around hiring

# Report for Eaglecrest Ski Area-Juneau Alaska

## Recommendations for system operation safety and efficiency



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# **Report prepared by Scott M Towsley, CEO of Towsley Welding & Construction**

## **Introduction**

At the request of Eaglecrest's management consultant Kirk Duncan, Towsley Welding & Construction was asked to evaluate the snow making system at Eaglecrest Ski Area for potential safety hazards for system operators. As well as suggestions for operational improvements.

Towsley Welding & Construction has been constructing snow making systems nationwide since 1985 and subsequently have implemented systems and designs that fit the unique aspects of each individual ski resort.

Mr. Towsley spent 2 days on site with Kirk Duncan and Justin Spurrier.

**Field observation-**In the course of the two days we were able to evaluate the system with a visual walk around inspection as well as speak with snowmakers that have experience with Eaglecrest snowmaking system. Additionally we watched some homemade videos and read a startup manual that a previous manger had made explaining the startup and operation of the system.

The Snow Making system at Eaglecrest is very much a homemade system built on a limited budget and maximizing available key snowmaking resources-water , compressed air and the power to operate them. While the ingenuity, effort and desire to make this system work is obvious and admirable there are some immediate safety upgrades we recommend as well as some operational upgrades to maximize long term efficiency. Some of these safety and operational suggestions go hand in hand to achieve the same goal so we will include them in the report together.

**Snow making components-**Replacement of all existing water hydrants is recommended. There have been several recent failures of the water hydrants under high pressure water used for snowmaking. The cause of these failures is undetermined but the age and origin of the existing hydrants is unknown so all hydrants should be replaced before operating under pressure again.

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Air hydrants should be inspected for defects or damage and replaced accordingly. All hydrants should have manufacturers handles attached to the stem for opening and closing. There should be documented training for all operators on proper use of the hydrants during snowmaking operations.

Snow making hoses' should be pressure rated for the operating pressure of the system or higher. Snow making hoses' should be inspected for defects or damage on every shift prior to use for snowmaking. Snow making hoses' are available for purchase from several vendors. One recommended hose vendor is. <https://www.chssnowmakers.com>

Isolation Valves for compressed air and high-pressure water should also be inspected for damage or defects and have handles attached. There should be documented training for snowmakers on proper operation of the valves at each location

Electrical cords for fan gun power. Typical design for snowmaking systems have an electrical wire distribution infrastructure feeding 50-60 amp electrical pedestal with 440 v plug at each hydrant location. Wire size from 350 - 500 MCM is typical. Carriage style fan guns ( fan guns on wheels and not at fixed permanent locations) are then set up at desired locations usually 50' or less from the hydrant location. A 50' hose and electrical cord are then run from hydrant/pedestal location to the fan gun. Eagle Crest has limited electrical distribution infrastructure. There are locations with multiple electrical plugs where snowmakers are required to connect several electrical cords together into long runs to reach the desired fan gun locations. Handling these long lengths of electric cord on ski slopes presents several safety and operational concerns that can be mitigated by installing electrical circuits to distribute power to the water hydrant locations. It is recommended that an electrical engineer design the circuits in accordance with the required draws of the guns and meeting all regulations and codes to properly place outlets. A good source to help design these circuits as well as provide parts is Steve Fellmen , 970 331 9591 at SMI Snowmakers .

**Fan Guns-** The Eagle Crest fan guns include an HKD gun that appears to be in good condition, a SMI pole cat that appears in good condition except it has no control panel on the gun and a breaker switch has been stalled so it is either powered on or off, I would recommend a new control panel. For SMI inquiries for parts, new or used equipment also contact Steve Fellmen.

Eaglecrest also has several very old Hedco fan guns that are in various states of condition. It appears that many of them have decreased efficiency because of inoperable parts



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such as nozzles, rings and electrical components . My understanding is that one of these fan guns imploded during use at Eagle Crest and threw pieces out the tube at high velocity. Unfortunately, there have been other similar instances for this occurring with Hedco guns in the ski industry. Hedco fan guns were once the state of the art equipment but currently are obsolete with limited parts available. My recommendation is that the Hedcos owned by Eagle Crest undergo a through inspection and any defects found be corrected before use. If adequate repairs are not possible due to lack of correct parts or other reasons I recommend they be retired from use and replaced with newer generation guns.

**Compressed air distribution.** The pipe distribution of compressed air at Eaglecrest is limited and only covers a portion of the water system, this would be ok if you planned to only use fan guns in these locations with an adequate electrical distribution and without the use of compressed air. The air distribution is limited to porcupine (with gaps in the system) and log jam. The ski runs up to the sourdough Pump House and the Pump House to black bear as well as some of porcupine area have no air and have been utilizing the Fan guns and the HTM viper air/water guns. Air for the vipers is fed from both older fixed air compressor (capacity unknown) in the vehicle maintenance shop as well as a 300 CFM potable compressor that is towed around to the various locations. The supply waterline from the reservoir is being utilized to deliver air from the base area to the mountain, This is fine but I noted that the airline is cut and capped at "Valve City" and is jumped from the lower pipe to the upper pipe with a 2 " hose. This gap in the pipeline should be repaired asap as it limits air delivery as well as creates a safety hazard for operators inside the valve house. I also recommend Valve City be treated as an enclosed space and never allow personal to enter the structure by themselves when pipelines are charged .

At this time Eaglecrest snowmakers are connecting hundreds of feet of air hose together, daisy chaining air hose from gun to gun and pulling a portable air compressor around the mountain to the locations to reach the HKD air/water guns. The towing of the compressor as well as running long runs of air hose present several safety and operational concerns. As soon as possible I recommend installing additional air pipe to distribute air to the locations that the HKD air/water viper gun is preferred. For the additional distribution I recommend using a HDPE pipe due to its inexpensive cost and ease of handling during installation . However if HDPE is to be used it should not be used above ground and should have a burial depth of at least 2 feet. This is recommended because if a blowout of the pipe

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should occur above ground HDPE pipeline full of compressed air can whip about violently and cause a significant hazard to snowmaking personal. Steel pipe is more expensive but due to its weight and strength it is less likely to blow out or move if it should have a blow out so its recommend for an above ground installation . I recommend a 4" pipe to distribute air too needed locations, 4" pipe is good for up to 7,000 CFM of air and is sufficient even if Eagle Crest should add more air capacity in the future.

**Air cooling for Compressed air-**Air used in snowmaking should be cooled before it is delivered to the Snow Making gun to achieve maximum efficiency . At this time Eaglecrest snowmaking does not utilize any cooling as the air system is very small and the major source of air delivery is portable. I would recommend manifolding multiple air sources (additional portable rental compressors) in the base area in conjunction with the addition of more air distribution around the mountain. If these up grades are implemented then the addition of air cooling in the base area would be recommended as well. A small cooling tower or even a piping manifold for ambient air cooling would work. Examples of 3 types of cooling below.



### **Air Cooling Examples**

1. Typical air cooling tower. Requires power to run and because of cost I only recommended if significant air up grades occur.

2. Homemade cooling coils using a manifold cooled by ambient air, Inexpensive and could easily meet Eagle Crest minimal cooling requirements at this time and also could be built to be sufficient if you should add another 500- 1,000 CFM of air.

3. Shell and tube cooling that Eagle Crest could use with snowmaking water circulating for cooling. This is fairly inexpensive and easy to install but would require a looped water system in and out of tube.

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**Water-** The water delivery at Eaglecrest appears to be around 500 GPM. Assuming 200 hours of snowmaking This would be adequate to cover 35 acres with one foot of snow. There is a 8" line from a reservoir unknown capacity but seems to have adequate supply. It was mentioned that the reservoir can be drained during snowmaking but that it also runs hydro electric for the resort, its unclear how many gallons are used for this. If increased production of snowmaking is desired then I would recommend cutting down on the hydro electric use in order to preserve additional water for snowmaking.

The water pressure from gravity is sufficient for snowmaking in the lower system and Eaglecrest utilizes 2 portable pump stations for the upper system. Log jam Pump House and Sourdough Pump House. Sourdough PH appears to be in good shape . Log Jam PH is currently not in use due to a noted electrical hazard in the switch gear. I agree that this switch gear should be up graded and a licensed electrician do the necessary work for safe operation. I also observed missing guards on the pump shafts that should be replaced.

Recommend a safety inspection of both pump stations and implement a safety protocol for snowmakers that operate both stations, I recommend that both pump stations be considered an enclosed space and that snowmakers not enter these spaces during operations by themselves and always a minimum of two people be on site with one person being in close proximity to the emergency shut off or switch gear.

### **Conclusions-**

Eaglecrest has the basic infrastructure to achieve their snowmaking goals but have some inadequacies in the system that are limiting their ability to maximize snowmaking when the weather is favorable to operate snowmaking

I was told that Eaglecrest is typically not suitable often for snowmaking in the early season of November /December. Longer cold periods occur in January February but also can be limited id duration. Therefore upgrades are recommended to maximize efficiency during snowmaking runs.

There are a few safety issues that should be corrected before operating the system as is and more upgrades recommended long term.

Safety and operational training is highly recommend for full and part time snowmakers prior to letting them operate the system. Protocols and safety procedures should be implemented and documented.

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**Recommended actions immediately**

Replace all existing water hydrants and inspect all air hydrants.

Replace all air and water hoses that are in disrepair or are not rated for correct operating pressure

Replace control board on SMI fan gun

Repair switch gear at Log Jam PH

Release all missing guards on motor shafts

Repair the pipe gap at Valve City

Repair or replace the Hedco fan guns

Inspect all air /water and electrical components for defects that could cause failures.

Including valves, drains electric outlets/cords, make all necessary repairs to make locations safe for operations

**Recommended actions long term**

Increase air capacity with more rental air at a central manifold location in base area

Implement air cooling at that location

Install more air piping for distribution

Install electrical circuits to water hydrant locations to operate fan guns

To: CBJ Assembly Finance Committee  
From: Eaglecrest Board of Directors  
Date: September 18, 2024  
Re: FY 25 Increased funding

During the development of the FY 25 budgeting process, Eaglecrest requested a loan of \$518,000 to cover the cost of increased personnel services, as well as increases to insurance cost and full cost allocation. The concept of a loan versus an increase of general fund support to an operating department within CBJ was that the loan would be paid back the following year from revenues from the gondola project in FY 26.

The Eaglecrest Board of Directors was asked to comment on the concept of the loan and whether this increased funding would be needed in FY 26.

First, a very brief overview of the increases in expenses. More detail can be found by reading the attachment to this document. The primary increase in expenses was in personnel services. Eaglecrest increased funding to all positions by 6% and with realignment of several positions, increasing in steps to some positions, sign on bonuses, etc., the total in salaries increased 8.8%, related benefit costs went up 7.2%, overtime wages increased 17.8%, decreased transfers to CIP projects and increases in Worker's Comp brought the total personnel services increases to 12.9%.

Materials and commodities increased in the full cost allocation by 23% and ski area specialty insurance increased by 30.8%. Miscellaneous other operating costs increased by \$17,500. It was also decided rather than to increase to the deficit in Eaglecrest Fund Balance, the loan would fund the FY 24 operating deficit estimated to be \$108,500.

FY 25 Funding Increase Explanation				
	FY24 Budget	FY25 Budget	Increase	Variance %
Salaries (5110)	\$ 1,518,200	\$ 1,651,800	\$ 133,600	8.8%
Benefits (5120)	\$ 577,600	\$ 619,300	\$ 41,700	7.2%
Overtime Wages (5111)	\$ 56,300	\$ 66,300	\$ 10,000	17.8%
Deferred Comp Employer Match (5121)	\$ 8,700	\$ 6,600	\$ (2,100)	-24.1%
All Other Workforce (5141) - transfer to CIP projects	\$ (127,300)	\$ (61,900)	\$ 65,400	-51.4%
Worker's Comp (5130)	\$ 78,000	\$ 100,800	\$ 22,800	29.2%
Total Personnel Services	\$ 2,111,500	\$ 2,382,900	\$ 271,400	12.9%
Full Cost Allocation	\$ 361,500	\$ 444,600	\$ 83,100	23.0%
Specialty Insurance	\$ 121,600	\$ 159,100	\$ 37,500	30.8%
Other Operating Expenses			\$ 17,500	
Funding FY 24 Operating Deficit			\$ 108,500	
Total Funding Increase			\$ 518,000	

While Eaglecrest, with 70% cost recovery, is a highly successful community recreation facility, it cannot avoid the costs directly related to its status as a city department. Eaglecrest's pricing structure and programs allow adults to fully pay for the services they receive while youth are subsidized by the general fund support. The investment in summer operations, especially the gondola, is an effort by Eaglecrest to reduce CBJ direct support.

When the request for the loan was made, the gondola was assumed to be operational in FY 26. The gondola will not be operational in FY 26 and therefore the revenue to repay the loan will not be available at that time. In addition, personnel services, full cost allocation and specialty insurance costs are all expected to continue to increase.

Once the gondola is operational there is no guarantee that it will become financially self-sustaining from day one of operations. Many businesses struggle to gain financial viability for the first few years of operation.

Due to the change the operating outlook for the gondola, the Eaglecrest Board of Directors requests that the Assembly increase the level of General Fund Support to Eaglecrest until such time as the Eaglecrest Gondola Project creates sufficient fund balance to begin reducing the level of general fund support. This would be in lieu of the loan.



Eaglecrest Finance Committee  
August 29, 2024

1. Roll Call: Jon, Mike, Kevin, Hannah and Brandon. The mountain was represented by Erin and Kirk. Alex Pierce from CBJ was also in attendance.

Jon asked to add public comment to the agenda after roll call.

2. Public Comment: None

3. Letter to CBJ Finance Committee concerning 9/18 discussion of loan vs increase general fund support.

A draft letter was provided by staff to the board for review. This is a chance for the board to share with the Assembly an opportunity to consider making the loan an increase to general fund support. Initially the gondola was planned to be online in 2026, however this will not be the case and interdepartmental expenses for personnel expenses, full cost allocation and insurance continue to increase. The board will take a chance to review the latter and make edits. The Assembly appropriated \$50k to conduct a business analysis of Eaglecrest for which the city manager's office has hired Kirk for the job. Kirk has agreed to help the board and staff with budget development.

4. Funding sources:

- a. CIP – Kirk shared that the CIP budget. The mountain is carrying forward \$84k into FY25 for deferred maintenance. There is \$61k in the Eaglecrest master plan which can be reassigned to deferred maintenance. The new CIP is for \$350k with \$45k already committed to North Country Alpine to work on Black Bear. This leaves approximately \$400k available to the mountain. The board discussed the way forward with financial planning with the new septic system, brown shop and the Fish Creek Lodge deck.
- b. Packer Funds – Eaglecrest received \$431k from the "Packer Estate" and there is \$334k available for maintenance replated expenditures. At this time there is nothing slated for spending of these funds.
- c. Undistributed Eaglecrest Foundation Funds – Upon a funds review, it was discovered that there is \$200k of undistributed funds for Eaglecrest operating funds, this can not be used for capital improvements. Kirk made a recommendation to no longer include the \$100k into the operating budget and to leave the money and let it grow.

5. Projects:

- a. Other staff recommendations: Staff discussed temporary repairs to the parking lot. City Engineering is coming to the mountain to look at the brown shop, back deck, kitchen improvements, trail maintenance and locker room.
- b. Potential Impact of Pay Plan Restructuring: Kirk and Hannah reviewed the existing budget against what it would look like to properly increase staff wages. To properly raise all staff wages would cost \$600k which is approximately a 27% increase over the FY 25 budget. Kirk suggested we use the September meeting to make the Assembly aware of this as it is low pay for a CBJ employee. The board discussed different ways to fix the pay plan and is eager to find a way to increase wages.

6. Staff advised the board that CBJ finance has a goal to close all books by October and that we will have our final financial numbers in October.