

# Manager's Report December 2018

## Financial Analysis:

The chart below is reflective of actual accumulate expenses and revenue for each year represented in the chart below as of December 3<sup>rd</sup>. During the FY 18 season we were able to already open the mountain for business and as such had generated \$25,000 more in revenue in this last week, than generated this year, as we have not yet been able to get open for operations. Staff has been doing their best to manage labor costs and expenditures while providing enough hours to core staff to keep everyone employed for when we kick into full operations. Revenues are still pacing ahead of expenses at this point. During FY 16 and FY 17 expenses were already outpacing revenue. We are keeping core staff busy working on projects that will improve operations to help keep moral up while we wait for better weather conditions.

	FY 11	FY 12	FY 13	FY14	FY15	FY16	FY17	FY18	FY19
Sales	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
Ski School Fees	\$ 5,437	\$ 23,021	\$ 25,394	\$ 39,536	\$ 56,269	\$ 39,524	\$ 36,252	\$ 39,981	\$ 26,897
Ski Lift Fees	\$ -	\$ 16,347	\$ 1,025	\$ -	\$ 300	\$ 3,168	\$ 1,701	\$ 1,985	\$ 1,060
Advance Ticket	\$ 63,237	\$ 49,530	\$ 25,834	\$ 32,707	\$ 27,829	\$ 1,555	\$ 3,839	\$ 24,948	\$ 14,533
Season Ticket	\$ 122,453	\$ 193,192	\$ 152,475	\$ 223,408	\$ 202,339	\$ 110,170	\$ 85,911	\$ 125,561	\$ 164,710
On Line Season Pass Sales	\$ 437,391	\$ 466,916	\$ 502,295	\$ 482,131	\$ 458,364	\$ 252,915	\$ 336,021	\$ 458,775	\$ 383,149
Bus Fees	\$ 414	\$ 3,631	\$ 2,274	\$ 1,510	\$ 1,464	\$ 69	\$ 11	\$ 30	\$ 237
USER FEES	\$ 628,931	\$ 752,637	\$ 709,297	\$ 779,292	\$ 746,566	\$ 407,400	\$ 463,735	\$ 651,279	\$ 590,585
Retail - Soft G	\$ 385	\$ 4,924	\$ 482	\$ 1,168	\$ 668	\$ 1,451	\$ 1,612	\$ 2,154	\$ 559
Food Service	\$ 938	\$ 11,170	\$ 1,548	\$ -	\$ 1,853	\$ 1,309	\$ 2,368	\$ 2,960	
Ski Repair	\$ 2,769	\$ 5,356	\$ 4,971	\$ 3,701	\$ 1,441	\$ 2,701	\$ 1,515	\$ 3,315	\$ 1,685
SALES	\$ 4,092	\$ 21,451	\$ 7,000	\$ 4,869	\$ 3,963	\$ 5,461	\$ 5,495	\$ 8,429	\$ 2,244
Locker Rental F	\$ 48,085	\$ 64,853	\$ 67,962	\$ 67,707	\$ 68,476	\$ 57,147	\$ 57,564	\$ 57,990	\$ 55,880
Ski Rental	\$ 987	\$ 6,902	\$ 5,245	\$ 10,173	\$ 7,957	\$ 5,424	\$ 11,267	\$ 14,947	\$ 9,061
RENTALS	\$ 49,072	\$ 71,755	\$ 73,207	\$ 77,880	\$ 76,433	\$ 62,571	\$ 68,831	\$ 72,937	\$ 64,941
<b>Total Sales</b>	<b>\$ 682,095</b>	<b>\$ 845,842</b>	<b>\$ 789,504</b>	<b>\$ 862,042</b>	<b>\$ 826,961</b>	<b>\$ 475,432</b>	<b>\$ 538,061</b>	<b>\$ 732,646</b>	<b>\$ 657,770</b>
<b>Expenses</b>									
<b>Personnel Costs</b>									
Ski Area Administration	\$ 212,585	\$ 157,755	\$ 141,777	\$ 218,985	\$ 201,333	\$ 221,765	\$ 240,664	\$ 230,172	\$ 196,388
Ski Rental Shop	\$ 11,574	\$ 12,781	\$ 11,008	\$ 9,900	\$ 7,116	\$ 9,642	\$ 6,045	\$ 4,027	\$ 2,159
Ski Patrol Program	\$ 17,654	\$ 25,600	\$ 24,089	\$ 22,261	\$ 21,932	\$ 16,278	\$ 15,766	\$ 9,174	\$ 3,517
Lift Operation Program	\$ 83,610	\$ 78,678	\$ 71,239	\$ 4,016	\$ 4,584	\$ 7,742	\$ 6,369	\$ 2,864	
Maintenance Program	\$ 39,283	\$ 54,116	\$ 39,109	\$ 70,969	\$ 58,539	\$ 31,750	\$ 50,401	\$ 30,907	\$ 59,611
Lodge Operations Program	\$ 11,284	\$ 11,550	\$ 23,353	\$ 15,747	\$ 15,125	\$ 17,651	\$ 12,290	\$ 15,453	\$ 24,876
Food Service	\$ 4,221	\$ 4,878	\$ 3,769	\$ 3,942	\$ 3,281	\$ 3,218	\$ 1,605	\$ 2,034	
Marketing/Special Events	\$ -	\$ 7,960	\$ 8,893	\$ 7,387	\$ 4,706	\$ 9,837	\$ 6,544	\$ 6,115	\$ 14,094
Ski School Program	\$ 13,111	\$ 11,566	\$ 16,099	\$ 40,839	\$ 40,428	\$ 11,750	\$ 23,926	\$ 17,134	\$ 10,599
<b>Total Personnel Costs</b>	<b>\$ 393,322</b>	<b>\$ 364,884</b>	<b>\$ 339,336</b>	<b>\$ 394,045</b>	<b>\$ 357,045</b>	<b>\$ 329,634</b>	<b>\$ 363,609</b>	<b>\$ 317,880</b>	<b>\$ 311,245</b>
<b>Other Expenses</b>									
Ski Area Administration	\$ 167,711	\$ 154,379	\$ 158,208	\$ 158,030	\$ 165,998	\$ 120,133	\$ 101,441	\$ 150,536	\$ 134,394
Ski Rental Shop	\$ 6,547	\$ 7,200	\$ 6,790	\$ 6,461	\$ 747	\$ 4,050	\$ 232		\$ 771
Ski Patrol Program	\$ 7,396	\$ 1,117	\$ 11,704	\$ 5,388	\$ 10,111	\$ 667	\$ 649	\$ 157	\$ 323
Lift Operation Program	\$ 23,924	\$ 9,759	\$ 6,886	\$ 7,265	\$ 8,567	\$ 2,329	\$ 4,280	\$ 4,915	\$ 2,631
Maintenance Program	\$ 34,484	\$ 11,876	\$ 35,018	\$ 37,443	\$ 40,708	\$ 12,416	\$ 19,466	\$ 26,990	\$ 31,918
Lodge Operations Program	\$ 16,616	\$ 9,976	\$ 18,897	\$ 15,906	\$ 20,477	\$ 17,184	\$ 16,645	\$ 16,879	\$ 24,035
Food Service	\$ 12,975	\$ 1,342	\$ 1,030	\$ 1,307	\$ (2,796)	\$ 475	\$ -	\$ 949	\$ 1,326
Marketing/Special Events	\$ 18,794	\$ 10,077	\$ 23,346	\$ 21,016	\$ 13,530	\$ 8,160	\$ 4,165	\$ 11,074	\$ 8,949
Building Maint/Utilities	\$ 59,091	\$ 10,765	\$ 52,809	\$ 56,825	\$ 51,117	\$ 50,475	\$ 3,061	\$ 52,050	\$ 53,064
Ski School Program	\$ 3,223	\$ 1,401	\$ 10	\$ 926	\$ 2,324	\$ 330	\$ 1,510	\$ 1,243	\$ 672
Equipment Replacement	\$ 50,000	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,667	\$ 33,333	\$ 33,333	\$ 41,667	\$ 41,670
Vehicle Maintenance	\$ 22,727	\$ 9,216	\$ 4,633	\$ 8,209	\$ 3,533	\$ 4,415	\$ 8,568	\$ 12,004	\$ 11,697
<b>Total Other Expenses</b>	<b>\$ 423,485</b>	<b>\$ 268,775</b>	<b>\$ 360,997</b>	<b>\$ 360,442</b>	<b>\$ 355,983</b>	<b>\$ 253,967</b>	<b>\$ 193,352</b>	<b>\$ 318,464</b>	<b>\$ 311,450</b>
<b>Total Costs</b>	<b>\$ 816,807</b>	<b>\$ 633,659</b>	<b>\$ 700,333</b>	<b>\$ 754,487</b>	<b>\$ 713,028</b>	<b>\$ 583,600</b>	<b>\$ 556,961</b>	<b>\$ 636,344</b>	<b>\$ 622,695</b>

## Outstanding Projects

**Ptarmigan Top Ramp:** Staff is in the last couple days of finishing off odds and ends at the top shack. The radio repeaters have been reinstalled. Scheduled for this week is the reconnection of the top webcams in connection with CBJ MIS staff to get the connectivity resynced with our

wireless network. Also on schedule for this week is the last of the exterior sheeting on the Top Shack. The Safety Netting has been rehung and wiring to all operational controls has been finished up.

**Snowmaking Expansion:** Staff, in partnership with the welders from Harries Plumbing, has gotten another 1000 feet of snowmaking pipe laid on the spur line going toward the Black Bear Chair. This spur line is running up to the top of the entrance to the ski trail Trickster. This location will allow us to blow snow on Willow up to the Hilda Dam, which is always a location that is difficult to keep snow due to the high traffic and wind that channels through this spot. All of the water hydrants have been installed. The Electricians have ordered extra parts to support operations of an additional four snowguns. The pump station is currently wired in to run the water booster pump, four snowguns and the electric heater. Once final alignment of the pump and motor is complete and the final torque test on the manifold flanges performed we will be ready to pressure test the pump station.

Final installation of our new filtration screen box on our water line intake at Cropley Lake has been completed. During final installation the old deflector screen was removed along with some extra debris from around the intake. The new filtration screen will protect the fish habitat of Dolley Varden that are in Cropley Lake and will ensure that we can maintain desired flow rate through the intake pipe as we increase snowmaking operations. During this installation a digital water telemetry device was installed that will measure the amount of water in Cropley Lake and will update information to the main server every 6 hours and will be able to be monitored on any computer or mobile phone. This equipment will allow us maximize our water resource while being good Stuarths to the resident fish habitat.

Our five new Hedco Cub Fan Guns have arrived from Titus Mountain. We will have this equipment ready to deploy on the mountain within the next week. The Eaglecrest Foundation has also provided a grant for the purchase of three new HKD Viper air/water tripod mounted snowguns that do not require electricity. These snowguns will require compressed air to operate. We are in the process of working on sizing the proper machine and will be pursuing the possibility of donation to the Eaglecrest Foundation. These air/water snowguns will be used in all of the higher elevation areas such as the top of Hooter, Log Jam, and Williwaw

Total expenses to date for our snowmaking expansion is \$213,806 with \$36,193 remaining.

### **Old Tower Bar Renovations**

Our final Electrical inspection is scheduled for Wednesday December 5<sup>th</sup>. We are expecting delivery of our live edge bar counter top by Friday December 7<sup>th</sup>. The final touches should be complete in the next week so the space will be usable for general seating once the mountain is open for operations.

### **Nordic Entrance to the Lower Loop**

The final grading to the Lowe Nordic Loop entrance has been completed. The old A frame has been removed and will be replaced by the building that was intended as the new Ptarmigan Top

Ramp. New signage will be deployed next week at the new entrance that starts in the load and unloading zone of the main parking lot.

**Repair Shop Venting:** Installation of the new Repair Shop vent fan to control wax and ski repair fumes has been completed and has been functioning as intended.

**Cabin Project with JCF:**

Site work for the Cabin has been completed for the season. The bridge, road, and gravel staging pad have been completed. The Concrete footings are on site and are ready to be installed. The construction materials for the Cabin are onsite in Juneau and prefabrication of the structure is underway.

**Carl's Bridge:**

Final seeding will take place next spring to ensure proper revegetation.

**Mt Operations:**

Extensive staff training is wrapping up for all mountain departments in preparation for the season opener. Repairs to all mountain equipment are continuing onward. We have just hired on a new Lift and Vehicle Maintenance Manager, Todd Brugger that is coming to us with 18 years of experience working on Riblet Chair Lifts at Mt Waterman in California. We are very enthused to be able to bring his experience with Ski Lift and equipment repair to Eaglecrest.

The Patrol crew is ready and waiting for the us to get enough manmade snow on the hill or for mother nature to deliver some natural snow for us to work with. The Patrol crew has also been assisting with construction of new loading ramps on Ptarmigan, Hooter and Porcupine Chairs that will have a wood base and use plastic turf material designed for this application. This will greatly assist us in having an easy to load surface for beginners eliminating the sugar snow that can occur and is difficult to compact in these areas.

**Base Operations:** Has been busy changing over our payroll and timekeeping system to the new Kronos system that is being rolled out through the entire CBJ. We are also finishing onboarding all of our seasonal staff into the payroll system which is not small chore. The new kitchen crew has the kitchen up and ready to roll. They produced and excellent breakfast and lunch for the all employee orientation on November 18<sup>th</sup> and have gotten everyone excited about having some new creative energy in the Kitchen this winter.

**SSS RRR Update:** to be updated for the meeting

**Marketing and Events:** to be updated for the meeting

## **New Business:**

- b. Draft Motion: The Eaglecrest Board of Directors requests that the Eaglecrest Foundation initiate a fund-raising campaign for the purchase and installation of a “magic carpet” beginners’ lift. The Board understands that the Foundation will primarily raise the funds for this project through the lease of tower signs, and that the campaign will commence in spring 2019. The Eaglecrest Board and staff will cooperate in this fund-raising endeavor, in support of the Foundation’s efforts.
- c. Draft Motion: The Eaglecrest Board of Directors approves the General Manager and Staff to work with local vendors to execute a Catering Contract to provide Beer and Wine Sales consistent with AMCO Board Regulations and approval by the City Manager for the list of Special Events.