

# Manager's Report

## Financial Analysis:

In the table below you will find the current revenue and expenses as incurred year to date during the years listed. We have had a very good start to the school Christmas vacation break thanks to a lot of hard work from all of our staff we have been able to have the upper mountain open on both the East and West Side of the Mountain. This has helped us to now have pulled ahead on revenue compared to Fy18. We have been selling a lot of full priced season's passes and multi card visits. In the last two weeks alone we have sold \$31,135 in seasons passes and multicard visits. Staff has been doing a great job of controlling expenses while doing our best to complete projects while waiting for the snow conditions to be sufficient to open the top of the mountain. We are currently running at a net profit of \$61,949 for the year.

	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	\$ 33,537	\$ 60,504	\$ 59,547	\$ 72,333	\$ 67,308	\$ 80,839	\$ 71,287	\$ 53,619	\$ 50,225
Ski Lift Fees	\$ 44,803	\$ 82,630	\$ 42,542	\$ 35,198	\$ 4,592	\$ 93,623	\$ 77,458	\$ 5,948	\$ 25,212
Advance Ticket	\$ 101,035	\$ 87,634	\$ 54,746	\$ 67,396	\$ 35,781	\$ 43,966	\$ 71,391	\$ 27,989	\$ 35,959
Season Ticket	\$ 244,070	\$ 309,662	\$ 289,849	\$ 258,434	\$ 203,699	\$ 147,903	\$ 106,999	\$ 124,110	\$ 183,804
On Line Season Pass Sales	\$ 439,318	\$ 472,468	\$ 530,363	\$ 512,605	\$ 461,184	\$ 262,055	\$ 351,094	\$ 458,161	\$ 387,882
Bus Fees	\$ 4,231	\$ 7,185	\$ 6,304	\$ 4,834	\$ 1,984	\$ 1,562	\$ 2,108	\$ 435	\$ 809
USER FEES	\$ 866,995	\$ 1,020,083	\$ 983,350	\$ 950,800	\$ 774,548	\$ 629,948	\$ 680,337	\$ 670,262	\$ 683,889
Retail - Soft G	\$ 11,721	\$ 17,998	\$ 7,833	\$ 7,473	\$ 4,701	\$ 17,016	\$ 18,274	\$ 4,257	\$ 7,436
Food Service	\$ 31,864	\$ 49,645	\$ 24,599	\$ 21,319	\$ 16,130	\$ 36,322	\$ 39,000	\$ 9,073	\$ 18,191
Ski Repair	\$ 12,429	\$ 14,229	\$ 12,539	\$ 8,999	\$ 6,464	\$ 8,269	\$ 7,204	\$ 7,961	\$ 6,515
SALES	\$ 56,014	\$ 81,871	\$ 44,970	\$ 37,790	\$ 27,295	\$ 61,608	\$ 64,477	\$ 21,290	\$ 32,142
Locker Rental F	\$ 48,753	\$ 66,825	\$ 68,370	\$ 67,936	\$ 68,476	\$ 60,957	\$ 62,307	\$ 56,969	\$ 58,647
Ski Rental	\$ 23,881	\$ 31,748	\$ 24,421	\$ 23,459	\$ 16,533	\$ 24,552	\$ 43,057	\$ 23,544	\$ 19,984
RENTALS	\$ 72,634	\$ 98,572	\$ 92,791	\$ 91,395	\$ 85,008	\$ 85,509	\$ 105,364	\$ 80,513	\$ 78,630
<b>Total Sales</b>	<b>\$ 995,643</b>	<b>\$ 1,200,527</b>	<b>\$ 1,121,111</b>	<b>\$ 1,079,986</b>	<b>\$ 886,852</b>	<b>\$ 777,064</b>	<b>\$ 850,178</b>	<b>\$ 772,065</b>	<b>\$ 794,661</b>
<b>Expenses</b>									
<b>Personnel Costs</b>									
Ski Area Administration	\$ 252,337	\$ 196,139	\$ 171,633	\$ 255,380	\$ 243,380	\$ 266,854	\$ 281,370	\$ 254,489	\$ 223,099
Ski Rental Shop	\$ 24,942	\$ 23,791	\$ 21,895	\$ 19,317	\$ 14,237	\$ 18,395	\$ 15,710	\$ 13,015	\$ 6,120
Ski Patrol Program	\$ 42,324	\$ 46,825	\$ 45,936	\$ 44,032	\$ 36,977	\$ 39,483	\$ 35,155	\$ 25,406	\$ 11,549
Lift Operation Program	\$ 115,038	\$ 106,874	\$ 94,938	\$ 15,348	\$ 11,343	\$ 23,181	\$ 21,681	\$ 12,613	
Maintenance Program	\$ 53,686	\$ 76,390	\$ 54,061	\$ 89,740	\$ 74,038	\$ 50,785	\$ 70,810	\$ 49,427	\$ 70,679
Lodge Operations Program	\$ 26,236	\$ 20,402	\$ 33,288	\$ 26,046	\$ 23,129	\$ 26,860	\$ 19,775	\$ 24,068	\$ 31,031
Food Service	\$ 12,995	\$ 12,565	\$ 11,018	\$ 10,179	\$ 8,949	\$ 8,529	\$ 8,030	\$ 5,295	\$ 1,941
Marketing/Special Events	\$ -	\$ 12,292	\$ 12,620	\$ 10,501	\$ 7,461	\$ 12,899	\$ 11,200	\$ 8,293	\$ 17,724
Ski School Program	\$ 39,421	\$ 34,667	\$ 36,713	\$ 64,061	\$ 61,368	\$ 28,446	\$ 47,199	\$ 32,260	\$ 17,537
<b>Total Personnel Costs</b>	<b>\$ 566,979</b>	<b>\$ 529,944</b>	<b>\$ 482,102</b>	<b>\$ 534,605</b>	<b>\$ 480,882</b>	<b>\$ 475,432</b>	<b>\$ 510,929</b>	<b>\$ 424,866</b>	<b>\$ 379,681</b>
<b>Other Expenses</b>									
Ski Area Administration	\$ 175,892	\$ 192,337	\$ 162,303	\$ 161,860	\$ 170,504	\$ 152,492	\$ 139,476	\$ 160,645	\$ 149,439
Ski Rental Shop	\$ 14,447	\$ 12,211	\$ 7,357	\$ 6,461	\$ 3,744	\$ 7,700	\$ 2,385	\$ 4,250	\$ 5,573
Ski Patrol Program	\$ 9,134	\$ 4,448	\$ 14,161	\$ 5,388	\$ 12,902	\$ 2,882	\$ 6,845	\$ 157	\$ 599
Lift Operation Program	\$ 25,692	\$ 11,171	\$ 6,886	\$ 7,265	\$ 8,583	\$ 3,404	\$ 9,936	\$ 5,314	\$ 6,812
Maintenance Program	\$ 42,962	\$ 14,693	\$ 35,018	\$ 37,443	\$ 40,708	\$ 13,387	\$ 20,042	\$ 26,986	\$ 34,940
Lodge Operations Program	\$ 29,472	\$ 17,094	\$ 23,328	\$ 19,488	\$ 24,663	\$ 22,147	\$ 21,012	\$ 34,747	\$ 29,920
Food Service	\$ 21,343	\$ 4,579	\$ 14,028	\$ 18,956	\$ 16,576	\$ 15,023	\$ 14,699	\$ 15,979	\$ 4,237
Marketing/Special Events	\$ 23,893	\$ 18,477	\$ 23,469	\$ 21,016	\$ 13,589	\$ 13,571	\$ 13,621	\$ 6,117	\$ 9,753
Building Maint/Utilities	\$ 59,834	\$ 63,536	\$ 52,809	\$ 56,825	\$ 51,117	\$ 50,535	\$ 4,128	\$ 52,050	\$ 54,229
Ski School Program	\$ 3,453	\$ 2,623	\$ 10	\$ 926	\$ 2,324	\$ 1,243	\$ 1,746	\$ 1,243	\$ 977
Equipment Replacement	\$ 50,000	\$ 50,000	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,667	\$ 41,670
Vehicle Maintenance	\$ 29,224	\$ 15,397	\$ 4,633	\$ 8,482	\$ 5,515	\$ 5,391	\$ 12,294	\$ 19,694	\$ 14,882
<b>Total Other Expenses</b>	<b>\$ 485,344</b>	<b>\$ 406,566</b>	<b>\$ 385,667</b>	<b>\$ 385,777</b>	<b>\$ 391,892</b>	<b>\$ 329,442</b>	<b>\$ 287,851</b>	<b>\$ 368,849</b>	<b>\$ 353,031</b>
<b>Total Costs</b>	<b>\$ 1,052,323</b>	<b>\$ 936,510</b>	<b>\$ 867,769</b>	<b>\$ 920,382</b>	<b>\$ 872,773</b>	<b>\$ 804,873</b>	<b>\$ 798,779</b>	<b>\$ 793,715</b>	<b>\$ 732,712</b>

## **Snowmaking Update**

We have tried our best to break down our hourly cost of snowmaking which has a couple of variables that dictate our hourly cost of operations. We are typically staffing with 3 people per shift with an average hourly cost of \$15 per hour for a total labor cost of \$45 per hour. We are typically running our 125KW diesel generator to power two of our snowguns at fuel cost of approximately \$23 per hour. After our work this fall we are now able to run many of our snowguns off of electrical power. The bottom of the Porcupine Lift has the ability to power 4 snowguns and the bottom of Ptarmigan has the ability to run 8 snowguns. Our hourly electrical cost per snowgun is approximately \$3.70 per hour. It is always our goal to run as many snowguns at once as possible but many factors will play into this such as our availability of power cords and proximity to electrical outlets and generators, what the day's ski operations are doing and what the temperatures are doing.

Our Total Snowmaking Expense YTD

Labor - \$5265

Electric - \$3964

Diesel - \$2,574

Total - \$11,803

This gives us an average hourly cost of approximately \$100 per hour

We are currently working in uncharted territory operating nearly twice as many snowmakers as we have ever operated before. This being the case we are learning what the effects on the water pressure found at various locations on our pipe line are. We are developing new protocols for snowgun positioning literally on a daily basis as we strive to maximize efficiency of our equipment while working with a shoestring budget. Our goal is to begin using our new pump station by the end of the coming weekend. After the rain storm on Tuesday we will be spending the first two days of our next snowmaking run rebuilding the Porcupine area, the bottom of Hooter Chair and the bottom of Ptarmigan Chair. Once this is complete we will finally be ready to start moving our snowmaking gear up the mountain onto Sourdough and Sneaky.

## **Mt Operations Update**

The entire Eaglecrest Staff has been doing a great job in ramping up quickly into full operations with an extremely shallow snowpack. We have been spinning the Porcupine, Hooter and Ptarmigan Chairs since Saturday December 22<sup>nd</sup> with no grooming off of our manmade snow surface which has been allowing us to sustain fairly decent conditions across the mountain.

We have recently had some staff changes in the maintenance department with one of our lift mechanics leaving the team. Fortunately we have been able to recruit a new lead Lift and Vehicle Maintenance Manager Todd Brugger from Mt Waterman in Southern California. Todd comes to us with 18 years of experience working on Riblet chair lifts of the same vintage as ours. Todd has been hitting the ground running helping to trouble shoot a couple of early season start up repairs.

Snow Sports School has had a great turn out for both seasons of their three day Christmas Camps and has been doing a great volume of walk up lessons and learn to ski packages. Multi week lesson programs will begin on Saturday January 5<sup>th</sup>. Our first couple of school groups have already been to the mountain and our Home School lesson programs are kicking into full swing. We are hopeful that with the cooler temps coming that we will be aggressive with our snowmaking efforts on Sourdough and Sneaky to allow us to begin grooming these trails providing good terrain progression for the multi week program students.

The Juneau Nordic Ski Club has been very successful with keeping a small portion of the hardened trail groomed for classic and skate skiing with their compactor roller and our classic track setter.

The Marketing department has been producing some great videos to highlight areas of our Mt Operations recently completing a video on our school group learn to ski program. They currently have a video on our snowmaking expansion in editing. The next project in planning is a "how to park at Eaglecrest" video. Combining this with deployment of all of our parking lot signage will hopefully help to elevate some of the parking lot congestion in the upper lot.

Our Porcupine Night Skiing Event was a huge success. We sold 170 dinner specials and did a large volume of rentals during the night skiing hours and generally received a lot of great customer feedback. Secon Alaska was the sponsor of the portable light plant that made skiing on Dolly Varden possible.

- January 1<sup>st</sup> was our first Bring a Friend Special day valid for 2 people for a two hour lesson, rental package and a Porcupine Lift Ticket for \$78.
- January 4<sup>th</sup> is our second Bring a Friend Special day
- January 11<sup>th</sup> is our Learn to Ski and Snowboard Day featuring \$39 per person for a two hour lift lesson and rental.
- Midweek learns package runs midweeks starting on January 10<sup>th</sup> to the 31<sup>st</sup> for \$44
- Sunday's First time special afternoon lesson packages will run for \$39 for the month of January.
- Learn to Adapt day January 20<sup>th</sup> with SAIL and ORCA. There will be a host of Adaptive Ski Equipment available to demo.
- Seasons Pass Holder bring a friend Jan 25th
- January 26<sup>th</sup> and 27<sup>th</sup> is our Learn to Ski Weekend Sponsored by Mendenhall Auto.

### **Dimond Field House:**

The start of the winter season at the Dimond Field House is going along well. The Holiday Cup Soccer Tournament has just wrapped up and was well attended. We have improved our scheduling of the primary user groups for this fall and start of the winter season and have had far fewer glitches. We will be having our spring season scheduling meeting in mid-January to schedule the turf time for the spring sports season. The CBJ Parks and Recs Department was very generous in letting the Field House use one of their extra plow trucks for snow removal for the winter season which should help the Field House stay on budget for the coming year.