



STATE OF NEW HAMPSHIRE
DEPARTMENT of NATURAL and CULTURAL RESOURCES
OFFICE OF THE COMMISSIONER
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February 5, 2024

His Excellency, Governor Christopher T. Sununu
and the Honorable Executive Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

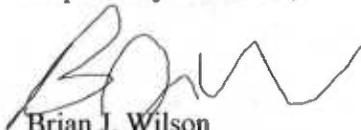
In accordance with RSA 94:6, the Department of Natural and Cultural Resources respectfully requests approval to place Mr. Jace Wirth at a Step 7 for the unclassified position (#9U336) of Mountain Manager at Cannon Mountain, Franconia Notch State Park, unclassified salary grade DD, earning \$99,500 with a start date of March 18, 2024, effective upon Governor and Council approval. 100% Agency Income.

EXPLANATION

RSA 12-A:25 authorizes the Commissioner to appoint a Mountain Manager at Cannon Mountain and Franconia Notch State Park, at the minimum salary established in RSA 94:1-a. RSA 94:6 requires Governor and Executive Council approval for appointments to unclassified positions above the minimum of the pay scale.

Mr. Wirth has extensive professional experience in both winter and summer mountain resort operations, as well as industry partnerships from several years of being directly involved in all aspects of resort operations, to include; marketing and promotions, sales, customer service and leisure expertise along with project management and professional staff development. I believe he will be a very welcomed addition to our management team and in particular Cannon Mountain and Franconia Notch State Park.

Respectfully submitted,


Brian J. Wilson
Director

Concurred,


Sarah L. Stewart
Commissioner

Jace Conrad Wirth, MBA

SKI RESORT GENERAL MANAGER, OPERATIONS EXECUTIVE

Ushering Resorts through Change to Reach Record Revenue and Profitability

Visionary leader who activates triple- and quadruple-digit top and bottom-line growth for resorts and leisure operations, raising the bar for excellence through end-to-end transformation strategies spanning people, processes, and capital investments.

- ▶ **People** – Culture creation expert with a record of escalating leadership capabilities, employee engagement, satisfaction, and retention. International success in bridging internal cultural differences.
- ▶ **Processes** – Savvy in achieving operational excellence and business continuity through industry-leading best practices, process improvement, new procedures, and new technology tools.
- ▶ **Capital Investments** – Managed \$60M+ in capital projects to modernize resort infrastructure, including real estate, buildings, and equipment. Built and leveraged a global network of industry professionals across disciplines.

Operations Management ▶ Ski Operations ▶ Team Leadership ▶ Strategic Planning ▶ Project Management ▶ Master Plans ▶ Marketing Capital Development ▶ Budget Management ▶ Guest Services ▶ Continuous Improvement ▶ Sales ▶ Public Relations ▶ Negotiation Communication ▶ Property Maintenance ▶ Recruitment, Training, Coaching, Mentoring ▶ Regulatory Compliance

HIGHLIGHTS OF TRANSFORMATIONAL LEADERSHIP

Alaska Shore Tours – Kalispell, MT

Jan 2023 – Present

Adventure tour, excursion and expedition provider with operations in Alaska and Canada.

Chief Operating Officer

Brought on to rebuild all aspects of the organization and propel its financial performance. Oversaw implementation of industry-standard risk management practices, recruited entirely new team, and led implementation of organization-wide protocols and key performance indicators to drive strategic outcomes set forth in partnership with founders and Chief Executive Officer.

Fostered a success-oriented, team-focused, and accountable culture within the company that has resulted in product breakthroughs and landmark financial performance, rising revenues 35% and EBITDA 300% in just the first year.

Ridgeline Executive Group, Inc. – Granby, CO

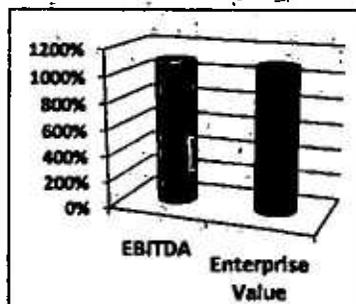
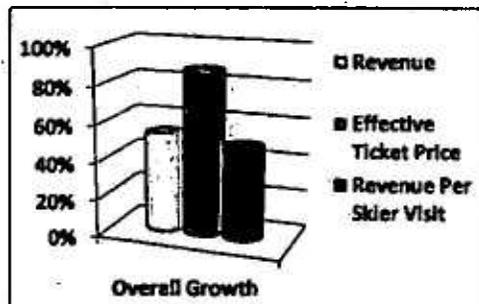
Jan 2020 – Jan 2023

Unique asset management company serving small/mid-size organizations operating in mountain resort and hospitality industries.

General Manager of Granby Ranch

Turned around Granby Ranch's financial, operational, and team performance, heading operational strategy, planning, and execution. Partnered with key stakeholders on strategic planning to meet ambitious targets and guide leaders and staff through significant change. Optimized human resources approaches to build capabilities, foster a guest-focused culture, and inspire goal achievement. Led all aspects of resort operations, ski operations, capital planning, and diverse projects to enhance all aspects of the guest experience and drive operations efficiency.

Transformed Granby Ranch from distressed asset into a thriving resort, producing record-breaking revenue and profits, spiking EBITDA up by nearly 10x in 1 year, despite ownership uncertainty, impacts of natural disasters, climate challenges, and market pressures from the COVID pandemic.



- ▶ Achieved earliest opening date in over 15 years and longest season in resort history.
- ▶ Drove Skier Services revenue and profitability to all-time highs.
- ▶ Built award-winning, industry-recognized F&B team.

- ▶ Enhanced guest experience and satisfaction as well as employee experience and performance. Led a culture transformation, embedding the Ridgeline ethos grounded in creating customer, employee, and stakeholder value and fostered team unity and shared success. Hired and operationalized a high-end food & beverage team.
- ▶ Elevated service quality and resort's industry reputation by engraining proven, industry-leading best practices and processes across all divisions.
- ▶ Modernized entire technology ecosystem for seamless operations and user experiences, revamping both internal and customer-facing platforms and positioning associated employee training.
- ▶ Restructured and more thoughtfully integrated homeowner associations, real estate/development, and golf operations.
- ▶ Improved cash flow and revenue capture, enabling investments in growth, business continuity, and financial sustainability. Overhauled capital planning practices for operations and maintenance aligned with regulatory requirements.

Stabilized operations, navigating organization through a series of significant disruptions and changes, such as 2 changes of control, COVID pandemic, and employee-impacting wildfires.

- ▶ Positioned crisis management capabilities by establishing and implementing a Crisis Command and crisis management plan for operational continuity and safety during live fires.
- ▶ Achieved zero operational disruptions at Granby Ranch during the 2020/21 season despite strict COVID-related public health guidelines and COVID outbreaks at nearby competitors. Shaped robust COVID management plans and instituted and enforced industry-leading protocols.
- ▶ Ushered resort through transitions in control, delivering operational excellence, driving culture-creation and change. Supported sale facilitation from investment bank foreclosed on prior owner/operator; recruited new ownership group.

Extended the winter operating season year-over-year, strengthened winter season predictability, and stabilized winter revenue. Spearheaded strategic \$10M+ capital investment campaign, Granby Ranch Rising, a resort modernization through terrain expansion and snowmaking upgrades.

- ▶ Steered redesign of Master Plan, engaging and partnering with SE Group, North America's leading resort master planner, to re-envision master plan and identify infrastructure improvement projects.
- ▶ Deployed \$7M+ in capital. Quadrupled snowmaking coverage, from 35 acres to 135 acres. Upgraded all lifts. Updated technology and equipment in all operating departments.
- ▶ Oversaw Master Plan roll-out, including real estate development, construction for major resort services and hotel buildings, and upcoming enhancement of amenities.

Genting Resort Secret Garden – Chongli, China

Nov 2016 – Aug 2019

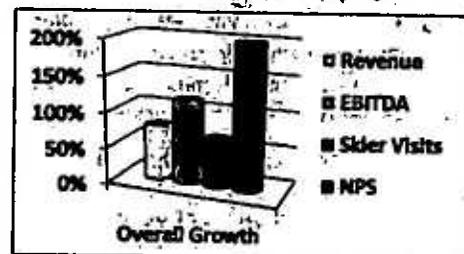
China's premier ski resort and the largest mountain resort in China in terms of investment scale and planning area

Assistant General Manager

Hired to modernize best practices ahead of resort's hosting of events for the 2022 Beijing Winter Olympics while improving an array of performance metrics across the board. Led people, operations management, P&L, capital planning, and projects.

Doubled EBITDA margin, propelled revenue 77.2% over 3 years, implemented NPS and spiked score from 21.5 to 65.0, near North America's industry standard. Raised standards for excellence through top industry best practices, culture-building, and operational transformation.

- ▶ Stabilized the leadership team, bringing in award-winning operations professionals from New Zealand, Australia and North America. Surged leadership and employee retention season-over-season.
 - Infused a high-performance, contemporary culture and bridged cultural gaps between management and front-line staff through open communication, relationship cultivation, team-building, and staff engagement programs.
 - Enhanced department manuals, job descriptions, compensation structure, policies, recruitment and hiring functions, training programs and plans, development opportunities, and performance evaluation systems. Leveraged network of best-in-class operations professionals to source competitive candidates.
- ▶ Drove operational excellence by assessing and partnering with teams to optimize operational processes, standard operational procedures (SOPs), key performance indicators (KPIs), and technology systems.



Expanded resort's skiable acreage 20% and skier visits 66%. Prince Ski Town hotel development became athlete village for 2022 Beijing Winter Olympic freestyle events. Directed USD \$50M+ in capital improvements to mountain resort infrastructure, terrain expansion, and Prince Ski Town hotel development.

- ▶ Forged a global network of best-in-class resort industry experts in North America, Europe, and Asia with diverse expertise.
- ▶ Participated on strategic planning committee with executive team and ownership group to manage/adjust investment plans.
- ▶ Collaborated with operations and executive teams to establish, review, and enforce contractual agreements.

Echo Mountain Resort – Evergreen, CO

Jul 2015 – Jun 2016

Ski, snowboard, and tubing area with 60 acres of skiable terrain. Closest ski area to the Denver metro area.

Director of Resort Services

Brought in to reopen skiing to the public for a formerly private resort and position resort for profitable sale. Oversaw all Skier Services departments and resort-wide product development and pricing.

Key role in successful company sale in summer of 2016. Increased revenue to \$200K beyond prior owner's highest ever, EBITDA 821% over prior owner, and achieved skier visit volume equivalent to that of prior ownership.

- ▶ Recruited management talent as the foundational team.
- ▶ Led multi-channel marketing and communications. Included online, in-person, group sales, event/industry tradeshows.

EARLY CAREER HIGHLIGHTS

Mountain Media – Boulder, CO

Jul 2012 – Jul 2015

Marketing Manager

Won digital marketing business with key resort destinations by building relationships with resort, tourism, and hospitality leaders across North America. Played key role in content projects for Squaw, Steamboat, Mammoth, and Visit Utah publications.

Eldora Mountain Ski Club – Boulder, CO

Jul 2011 – Jul 2015

Head Alpine Coach, USSA Level 100, Race Referee

Earned nomination for title of USSA Development Coach of the Year, coaching multiple athletes with podium finishes in Alpine Junior Olympics.

- ▶ Built a suite of best practices used by Professional Ski Instructors of America (PSIA) and U.S. Ski & Snowboard Assoc. (USSA)
- ▶ Worked with elite coaches to engineer a custom program across disciplines and age categories.

EDUCATION

Master of Business Administration (MBA) ▶ University of Denver – Denver, CO

2016

Bachelor of Arts (BA), English; Licensure, Secondary Education (with distinction) ▶ University of Colorado, Boulder

2012

ORGANIZATIONS

Board Member ▶ Grand County Tourism Board

2021 – Present

Steered a county-wide sustainable tourism initiative, partnering with Corragio Group and key community stakeholders.

PUBLIC SPEAKING

Guest Speaker in various resort, hospitality, and tourism podcasts
Speaker at regional and international trade events, as well as local and county government functions

VOLUNTEERING

Mentor, ESL/Citizenship Program ▶ Immigrant Resources Center – Littleton, CO